

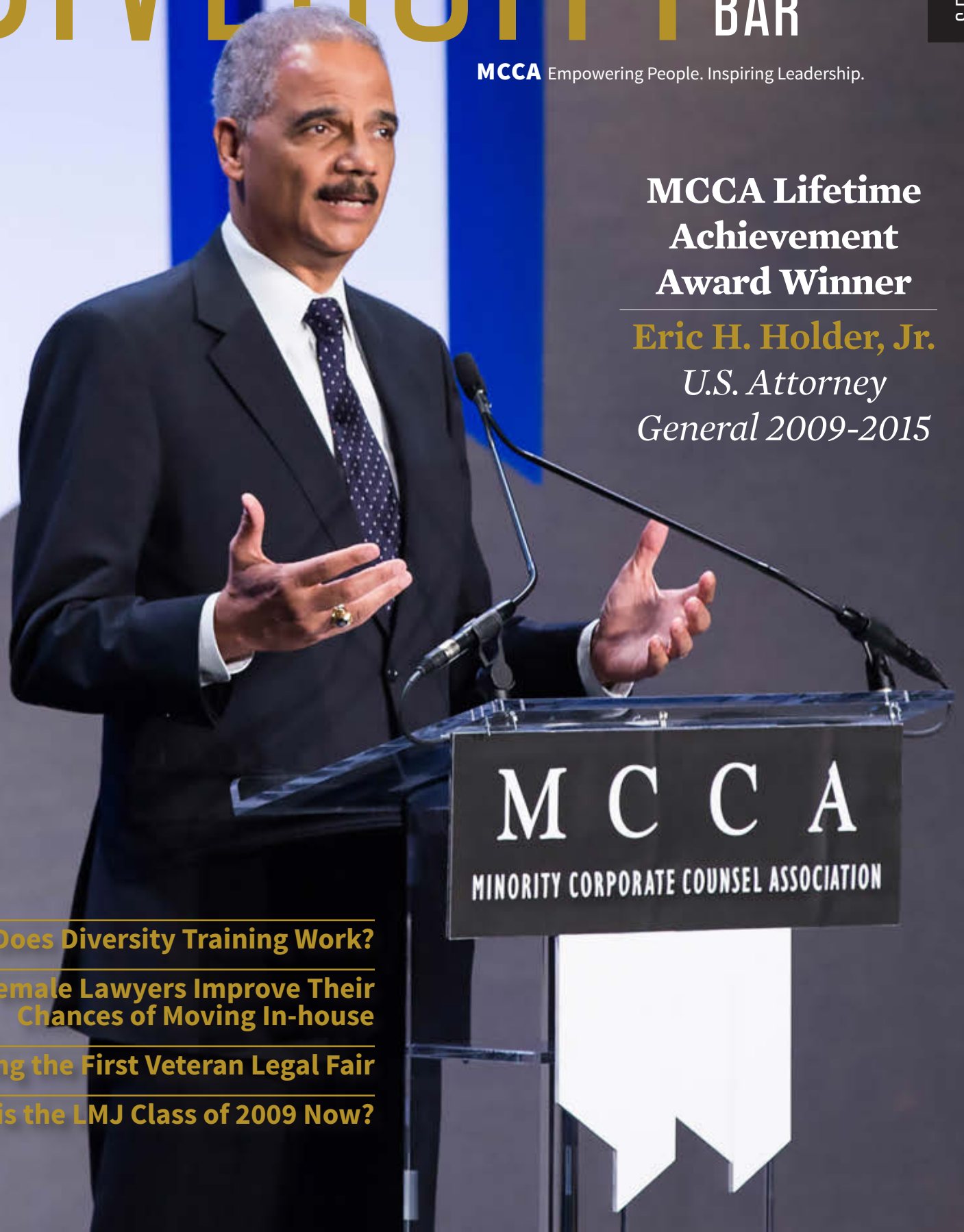
DIVERSITY & THE BAR

SEP/OCT. 2016

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MCCA Lifetime Achievement Award Winner

Eric H. Holder, Jr.
U.S. Attorney General 2009-2015



Does Diversity Training Work?

How Female Lawyers Improve Their Chances of Moving In-house

Creating the First Veteran Legal Fair

Where is the LMJ Class of 2009 Now?

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Shining the Light on Diversity Practices

Annually, MCCA hosts our Diversity Gala showcasing ordinary people who do extraordinary things to make the legal profession more diverse and inclusive. If you have attended the Gala or read a press release about it, you may not see the entire picture of how these individuals and legal departments make diversity and inclusion a reality. Our cover story, “MCCA Diversity Gala Award Winners” profiles not only our Lifetime Achievement Award winner Eric Holder, Jr. but our Employer of Choice, Paula L. Ettelbrick, George B. Vashon and Thomas L. Sager Award winners. These individuals and legal departments’ actions speak volumes about their commitment to diversifying the legal profession. In our global economy, legal teams must reflect the customers who do business with them. Creating a diverse legal team because it makes business sense and is more reflective of the company’s customer base is a mantra that you will repeatedly hear among our award winners. We hope that you find their stories as compelling as we did when we chose them.



This issue’s coverage continues with articles on areas such as diversity training, retention strategies, the career trajectory of female chief legal officers and the words of wisdom they have for others, and how a few ingenious lawyers created the first veteran legal career fair.

Our rebranded Global TEC Forum (formerly the CLE Expo) held in New Orleans in early October was an intimate event. We hosted insightful speakers on more than 20 topics such as: Cybersecurity: The Role of Compliance Officers and In-house Counsel, Women & Tech: How women in corporate legal departments are leading the way to level the playing field, and Getting

(and Keeping) It Together: Tips for Managing your Practice While Moving at Light Speed Transactions. We also offered a handful of special programs to promote diverse lawyers at the highest levels in corporate America with our C-Suite and Equity Track programs. If you were not able to attend this year’s event, I hope to see you at our 2017 Global TEC Forum, where we will offer more programs to support our members.

Our 2017 schedule of events promises to be exceptional so stay tuned for future emails from us so that you can save the dates to your calendar. ■

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Should Public Companies Appoint Lawyers to Their Boards?

HAVE YOU NOTICED THAT THERE IS some anecdotal evidence that, though still small in numbers, more lawyers are being appointed to serve on public company boards? However, as we all know, this has not always been the case. So, in conjunction with this shift in direction, is a greater amount of discussion regarding the efficacy and the viability of lawyers serving on these boards.

A study featured in the Cornell Law Faculty Publications entitled “Lawyers and Fools: Lawyer – Directors in Public Corporations” (January 1, 2014), analyzed data from 1,500 U.S. public corporations in the S&P Composite 1500 Index (excluding financial institutions) and found, among other things, that between 2000 and 2009 the percentage of one or more attorneys serving on public company boards increased from 25 percent to 44 percent. Who would have thought? So, what are some of the drivers that are impacting this apparent shift in attitude among corporate

on, that can potentially lead to litigation;

3. some lawyers, based upon their areas of practice, are well suited for certain committees; and
4. lawyers tend to be cautious in their decision making, which can add some degree of balance to a board that tends to be somewhat aggressive.

On the other hand, there are some things that lawyers and boards must keep in mind as well.

First, all parties should be careful about the scenario where a lawyer serves on the board of a company that is represented by the

Of course, someone on the board always says, “well we have a lawyer on the board so let’s see what he thinks.” I always try and make it clear that I’m willing to give my thoughts on the issue but that I’m not the organization’s lawyer. Finally, although cited as a positive attribute above, being too conservative can also be viewed negatively by some.

I remember when I first entered private practice, after working several years with the U.S. Securities and Exchange Commission (SEC), I had to make a concerted effort to not only analyze an issue with my SEC hat on but to analyze it with my business hat on as well. I suspect that most lawyers go through this mental exercise as well to best serve their boards.

At the end of the day, I’m glad to see that lawyers are being given the opportunity to serve on public company boards. I agree that the skills lawyers bring to the table uniquely position them to add value. Let’s hope that the trend continues. ■



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So, what are some of the drivers that are impacting this apparent shift in attitude among corporate boards, and their shareholders?

boards, and their shareholders?

To begin, we can argue that, at a time when businesses are more global in nature and subject to a more complex regulatory environment, lawyers bring a unique skill set to the table that can be beneficial to these companies. Examples of these skills include the following:

1. critical thinking and attention to detail;
2. lawyers generally have the ability to identify issues, early

lawyer’s law firm. In this regard, the lawyer must be careful about potential conflicts of interest.

Second, lawyers must keep in mind the role or perceived role he or she plays on a board. By this, I mean lawyers must always be mindful of the capacity in which he or she provides advice to a board on which he or she is serving. For example, I have served on several non-profit boards and, at one point or another, an issue always arises that is legal in nature.

The Benefits of Fear

I AM THE MANAGING PRINCIPAL of the Houston office of Jackson Lewis, P.C., specializing in labor and employment law. I believe you cannot lead and motivate others if you cannot motivate yourself.

When I was admitted as an undergraduate student into The University of Texas at Austin (UT), my high school counselor begged, "Please don't attend that racist school." While sitting in my freshman biology class at UT, a visiting Harvard professor said, "Blacks are genetically inferior." I cried and begged my dad to come and get me. Dad refused and said, "Looks like you are learning some valuable lessons."

At my first post-college job, a respected mentor said, "Women who are height/weight appropriate get into the C-suite. You MUST lose weight to have a fighting chance." Later, when I decided to go to law school, a valued mentor said, "Law firms want young subservient folks. THAT IS NOT YOU." When I was up for equity partner the first time, another valued mentor said, "Don't get your hopes up. No one is elevated the first time up."

Lo and behold I graduated from UT in four years with a BBA; my Caucasian suitemates both flunked out (no shade, just true). I was recognized as a high-potential employee destined for the C-suite during my first career. I was the first African-American female on law review and am currently a member of the board of directors for my law school. I was one of a handful of African-American fe-

male equity partners at Jones Day, my prior firm, and was elevated the first time up. I am one of a handful of African-American equity partners at my current firm and a member of the advisory committee to the board. I chair the legal ministry at my church. I'm afraid you may not like this article, but sincerely hope that you do.

I cried and begged my dad to come and get me. Dad refused and said, "Looks like you are learning some valuable lessons."

I move beyond my fear by using it as a motivator. I ask you to consider the following:

Acknowledge:

It is okay to be afraid and brave at the same time.

Assess:

Fear does not show up without a reason. If you can describe it, you can overcome it.

Address:

Confront the fear. Courage is just fear that has said its prayers. I connect with my faith (Isaiah 41:10). Do what works for you.

Adjust:

What is worth having is worth fighting for. Use your goals to motivate you and not what others think, say or do.

Associate:

Surround yourself with supporters who recognize your value and celebrate your accomplishments.

Act:

Devise a plan to stop fear in its tracks. Failure is not an option.

Ascend:

Overcoming fear over and over again leads to growth and confidence. The type of confidence that makes you humble from the lessons learned and a great leader and motivator. ■



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What Is Your Brand?

THE OTHER DAY, MY FIVE YEAR-OLD SON was walking around the house singing “Nationwide® is on your siiiide” in the tune of the jingle heard in various commercials, some of which feature former NFL star Peyton Manning. I do not recall a specific time during which we watched one of these commercials together, and can only guess the number of times he may have seen them outside of my presence. Whatever that number might be, the jingle stuck. And a five year-old boy who is nowhere close to purchasing insurance—and cannot spell the word Nationwide on his own—is roaming around his surroundings singing a corporate brand jingle.

The importance of a brand, whether corporate or personal, cannot be overstated. As trial lawyers, our “litigation brand” can serve as a professional calling card or provide a memorable “jingle” for others to embrace, respect and seek out when needed.

“What am I known for?” That question should be asked often, and the answer should be stated without hesitation. Although we should be exceptionally well rounded and possess the ability to execute a number of tasks well, our litigation brand provides us with a competitive advantage that assists potential sources of referral the ability to describe our value-add in a focused and clear manner.

Over the last 21 years, I have determined that five primary litigation brands exist. Of course, there may be others—or better explanations of them than mine—but at least one of these five can be generally applied to all great litigators. As you develop your reputation, experience and exposure in the litigation arena, consider developing a litigation brand that fits you and will assist with your growth professionally and financially.

As you develop your reputation, experience and exposure in the litigation arena, consider developing a litigation brand that fits you and will assist with your growth professionally and financially.

The Five Brands

Behold the Pig

There are some litigators who are simply known for putting it all on the line. They are fully committed, fully prepped, fully engaged and have no distractions whatsoever. These are what I call the pigs—because they are committed FULLY to litigation, not just involved in working up or trying cases. As we all know, in a breakfast of eggs and bacon—the chicken is involved, but the pig is committed. That’s why I call these lawyers the pigs. It is clearly a compliment.

Where’s the Beef?

I am dating myself here, but there was a popular fast food commercial in the early 1980’s featuring a sweet elderly lady who would ask “Where’s the beef?” when presented with burgers that were not like those of the commercial’s sponsor. The point of the commercial was that the subject restaurant was the best at adding the beef to its burgers to satisfy its customers.

There are some litigators who are known for adding the beef. They are experts at filling in gaps, closing holes or providing responses to

Everyone loves a good story, and the ability to capture the attention of an audience with a compelling story is a strong characteristic of a great trial lawyer.

unanswered questions in litigation. She or he is known for being the calm voice in the storm, and seems to always know the right thing to say at the right time. They add the beef.

Can You Coordinate?

One of the funniest scenes in any movie ever made was in "Boomerang," a movie starring Eddie Murphy and many others, about a love struck ad executive and his romantic exploits. In this particular scene—centered around a dinner with friends—an actor playing the father of one of the main characters talks about his penchant for fashion. He tells Eddie Murphy's character that he knows how to "coordinate" several times, while showing off his latest fashion combination. The scene is hilarious.

Some litigators—like the father in the movie—know how to coordinate. Not fashion, but trial themes, trial teams, outlines and more. They are known as having the ability to pull it all together, and find the pieces of the puzzle that make the big picture whole.

Tell Me A Story

These four words have always meant something. Since our youth, our attraction to storytelling has played an important role in our growth and development.

Everyone loves a good story, and the ability to capture the attention of an audience with a compelling story is a strong characteristic of a great trial lawyer. Whether in opening statements, closing arguments or through examinations of witnesses, the storyteller brand is a strong brand.

There's No Place Like Home

When Dorothy uttered those words at the end of "The Wizard of Oz," she was providing trial lawyers with an important truth. Some are simply better at "home," and can offer a significant competitive advantage by branding themselves as possessing a true home court advantage. By that I mean knowing the local courthouses well, understanding the local rules and procedures like the back of their hands, knowing the jury pools well and more. Being branded as an exceptional local counsel or trial lawyer for clients in one's backyard is a great brand to have.

The litigation brand is an essential tool in the litigator's toolbox. Like the Nationwide commercial mentioned above, it can stamp your talents and value in the minds of those with whom you have not yet dealt, but prompt them to support your efforts and utilize your skills because they feel they already know you. ■



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Harley S. Tropin

Kozyak Tropin & Throckmorton

LOOKING BACK ON A LONG and distinguished career, Harley Tropin is loath to toot his own horn. “I’m a bit shy,” he confesses. But after 25 years as a top-flight commercial litigator and champion of diversity, the founding partner of Miami-based Kozyak Tropin & Throckmorton discussed with us his success in getting results, and doing it an honorable way.

Kozyak Tropin & Throckmorton began as a three-attorney law firm in 1982 and has grown over the years into a 26-lawyer mid-size powerhouse known nationally for its excellent work in bet-the-company litigation, class actions, bankruptcy and massive financial frauds. Tropin and his partners John Kozyak and Chuck Throckmorton have also worked hard to ensure that theirs is a diverse firm. “It’s no news to anyone,” said Tropin matter-of-factly, “diversity is both the right thing to do and it’s good for the law firm. It’s important to have lawyers who mirror the population.”

Longtime attorneys at the firm believe it’s a lot more than business that drives Tropin. He really is about making a positive impact.

“Rather than broadcast his commitment to diversity, Harley demonstrates it by giving opportunities to diverse attorneys,” said the firm’s managing partner Detra Shaw-Wilder, (the only female African-American managing partner in Southern Florida). “From the moment I began my career here in 1994, I was welcomed. I never felt that I had to try to change who I was or try to fit into a mold. It was evident that this was a diverse environment where attorneys succeed if they are able to advance their cases in an aggressive and profes-

sional manner. That’s achievable regardless of gender or race.”

Tropin’s support of women is heralded at the firm. Shaw-Wilder continued, “He taught me how to develop business. He’s always been willing to help me land a client, advance a case forward, make the presentation for the court—whatever it took for me to succeed.”

Coralí Lopez-Castro, a Kozyak Tropin & Throckmorton partner since 1998 whose practice focuses on bankruptcy and commercial litigation matters, agrees wholly: “Harley is on every short list for bet-the-company cases yet he makes time to develop those around him. When you have a mentor like that who cares, promotes you inside and out, and helps you be the best you can be, it’s hard not to succeed. Yet he remains self-effacing and takes pride in crediting others for the firm’s big successes.”

Lopez-Castro, a Cuban American who has lived in Miami most of her life, adds, “He likes to have women on his trial team. Women come with a different mindset and he values that opinion. You can talk about diversity all you want, but hiring and promoting women and minorities is what makes it real. Harley wants his firm to succeed after he’s no longer practicing law. The only way you do that is if you train, promote, and mentor

that next class of diverse lawyers. Harley does that.”

In April, Tropin received the prestigious American Jewish Committee’s 2016 Judge Learned Hand Award. Named for the late judge who was noted for his significant decisions in constitutional law and anti-trust, the award honors lawyers who champion rights of the individual and the importance of democratic values in an orderly society.

The ceremony was especially meaningful to Tropin because his wife Sherry and his sons joined him for the ceremony. Also, he said, “because the AJC is a significant organization that advocates for victims of discrimination in general on the theory that if anyone is discriminated against it eventually won’t be good for Jews, or anyone else. The loud voices we hear calling to stop refugees and Muslims entering the U.S. are very concerning.”

Tropin grew up in the shadow of Shea Stadium in Queens, New York. He moved to Florida to attend University of Miami School of Law and never looked back. After three years at Mahoney Hadlow & Adams, Tropin and his partners left the security of a big firm to strike out on their own. “We had no money. We had new babies and more on the way. So we were all nervous but felt the time was right.”

His practice started with trademark and counterfeiting: “Back then Miami was a hotbed of counterfeit designer apparel—Rolex watches and Gucci bags, all of those things. I represented the manufacturers. But my big break came when I was appointed by a federal judge



to represent victims in a huge Ponzi scheme case for which we got a substantial recovery. That became a specialty and, in a recent \$500 million Ponzi scheme involving a disgraced Fort Lauderdale lawyer, our team represented most of the defrauded investors in recovering 100 percent of their losses.”

Not long after the civil disturbance following acquittal of four Miami-Dade Police officers in the death of Arthur McDuffie, Kozzak Tropin & Throckmorton opened its doors. “It was a risky time. But we had young families and were intent on staying in Miami forever so we knew we had to address the divisiveness,” said Tropin. “We decided to build bridges between communities in a diverse city that isn’t always connected.” John Kozyak’s vision of mentoring began as a smallish lunch for African-American law students, and then grew into the Kozyak Minority Mentoring Foundation, under the leadership of Kozyak and Shaw-Wilder. Today, the foundation’s annual gathering includes 3,800 students and involves participation from 70 law firms and every law school in the state. The foundation won MCCA’s George B. Vashon Innovator Award in 2015.

Tropin is a passionate advocate

for access to mental healthcare. As co-chair of the advisory board of the University of Miami Department of Psychiatry and Behavioral Sciences, he strives to reach out to under-served sectors of Miami’s population. “For me, mental illness is another shade of diversity,” said Tropin. “My mom was an accomplished woman who suffered from debilitating chronic depression.

“We decided to build bridges between communities in a diverse city that isn’t always connected.”

And she suffered from the stigma of shame attached to it. I decided to be visible about this. We have a world-class facility at the University of Miami, and I wanted to help them and help address this issue.”

Tropin asked partner Lopez-Castro to join him on the advisory board. “Because Harley understands the importance of diversity and inclusiveness,” she said, “he knew that having a Hispanic presence on the board would be helpful. Mental illness spans all groups.”

Prompted by this same interest in mental healthcare, Tropin lectures at Scott Rogers’ University of Miami School of Law’s Mindfulness in Law Program. Mindfulness

is about trying to be present in the moment and to acknowledge what you’re feeling without being judgmental. And the way to get there is through meditation, he explained.

“It’s no secret that many lawyers suffer from anxiety and depression, and meditation has proved a tool that helps lawyers and students to have a more productive and happier life,” Tropin adds. “It allows for a happier home, too. You don’t want to cross examine your wife. You want to be present for your child and not drift off and think about what you’re going to ask the expert the following morning.”

And while most lawyers have reacted positively, said Tropin, he does receive the odd scoffing letter. Yet he remains unfazed because he’s convinced of the benefits of mindfulness: “It’s helped me. It’s tough to get up in front of judge

and jury—there’s a lot on the line for you and the client. All lawyers have concerns. This is a way to help alleviate that stress.”

Managing partner Shaw-Wilder sums up Tropin’s philosophy and impact with a memory. “In my very early days at the firm, Harley taught me a seemingly simple but lasting lesson. He told me that I had to believe 100 percent in my argument. Otherwise it’s no good. Harley always believes completely in what he’s doing, and it’s contagious. His example prompts those around him to believe too.” ■

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MCCA 2016 LIFETIME ACHIEVEMENT AWARD

ERIC HIMPTON HOLDER, JR.

U.S. Attorney General
2009–2015

The Lifetime Achievement Award is presented to an individual who has made significant advancements in engendering a society that fully appreciates, celebrates, and recognizes the value of diversity.

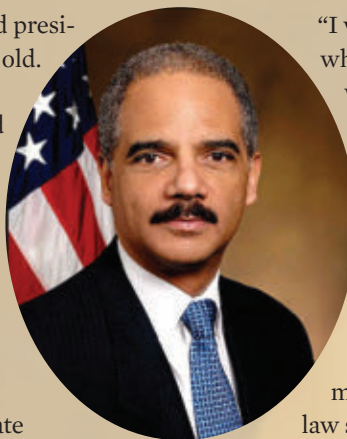
By Dianne Hayes

HIS STRONG PASSION FOR JUSTICE was born out of an atmosphere of unrest and change. Eric Himpton Holder, Jr. was a kid of the 1960s who witnessed the fight to right past wrongs being played out on television. Watching President John F. Kennedy call for public service from the country's youth, and Dr. Martin Luther King Jr. take to the streets to protest injustice and inequality had a major impact on him. Holder observed the world changing drastically around him, and he wanted to play a part.

“When John Kennedy was elected president in 1960, I was about 10 years old. But there was something even at that young age that really inspired me. The Kennedy administration, the civil rights demonstrations of the '60s really all made me want to be a change agent. I wanted to be part of a movement that would make this country better. All of this had a really profound effect on me.”

“When I got to college in the late '60s, law school in the mid-70s, I still carried that with me and it's really the thing that has animated most of my career.”

Holder took the call to service seriously, but it wasn't until he got to Columbia Law School that he understood his destiny.



“I was kind of undecided about whether I wanted to be a lawyer, but when I got there, my interest in criminal law and my view that the law could be a way in which you could affect social change made me decide that I didn't want to just have a law degree, but that I wanted to be a lawyer.”

Mentors were plentiful in law school and at the Justice Department, where he worked following law school.

“Mentoring really is a critical part of making sure that any young lawyer and young professional is successful. It is especially critical for any young lawyer of color. In corporate environments, we don't always have the roadmaps that others have.”



“Whenever you are the first you feel a special obligation, a special responsibility to be as good in the job as I possibly could be, and to be even better than that because you know that the scrutiny comes from two different directions. One from those who doubt your ability to do the job and you want to prove them wrong, and then there are those who in essence are rooting for you and want you to succeed and you don’t want to disappoint them.”

Appointed and confirmed as the 82nd attorney general in 2009, Holder was the first African-American and third longest serving in U.S. history.

The man who became the top justice official in the country said he never imagined that his career could have taken him to those heights.

“If you told the first-year law student Eric Holder that someday you will be attorney general of the United States, I would have thought that you were a little out of your mind. I never dreamed those kinds of things. I hoped that I would be a pretty good lawyer. I hoped that I would have a positive impact on people’s lives. But unexpected opportunities came my way.”

Holder has served in government for more than 30 years, having been appointed to various positions requiring U.S. Senate confirmation by Presidents Obama, Clinton and Reagan.

(1988-1993), and Trial Attorney, Public Integrity Section of the U.S. Department of Justice’s Criminal Division (1976-1988).

Hundreds of employees waited in lines, stacked three rows deep in February 2009 to witness his return as the number one man at the Justice Department, where he had previously worked as a young corruption prosecutor and as deputy attorney general—the second in command during the Clinton administration.

The full weight of the responsibility of the job was clear not only because of his day-to-day decisions and duties, but also because of the look in the eyes of African-Americans who took pride in his accomplishments.

“Whenever you are the first you feel a special obligation, a special responsibility to be as good in the job as I possibly could be, and to be even better than that because you know that the scrutiny comes from two different directions. One from those who doubt your ability to do the job and you want to prove them wrong, and then there are those who in essence are rooting for you and want you to succeed and you don’t want to disappoint them.”

Holder recalls the warm embraces and support that he frequently received that helped to balance out the Congressional battles.

“One of the things that was most heartwarming to me as attorney general was when I would give a speech and frequently older black folks would come to me and want to shake my hand or take pictures. They would say things like I never thought I would see the day when a black man would be attorney general of the United States. I feel a special responsibility to people like them who sacrificed. But for them, there would be no Attorney General Holder. So I owe people of that generation a great deal.”

Serving as attorney general was not without controversy and detractors—many of whom were in Congress. He not only weathered the attacks, but emerged with greater leverage and as a trusted member of the Obama cabinet.



The Holder family with President Obama.

He served as attorney general for the U.S. Department of Justice (2009-2015), a partner at Covington & Burling (2001 to 2009), Deputy Attorney General, U.S. Department of Justice (1997-2001), U.S. Attorney, District of Columbia (1993-1997), Associate Judge, Superior Court of the District of Columbia

Accomplishments in Office

After six years at the helm of the Justice Department, Holder called the opportunity the “greatest honor of my professional life.”

Making civil rights and equal rights central components to his tenure, President Obama credited Holder’s department for prosecuting hundreds of terror cases,

tackling financial fraud and attacks on the Voting Rights Act. Holder was also credited with bringing down the crime rate and incarceration rate by 10 percent over the last six years.

“Eric has done a superb job,” President Obama said. “I just want to say thank you.”

Holder was tapped to deal with several national hot button issues including the aftermath of the police shooting of Michael Brown, an unarmed 18-year-old African-American man killed by a white policeman in Ferguson, Missouri.

His civil rights record includes refusing to defend a law that defined marriage as between one man and one woman; suing North Carolina and Texas over voting restrictions that disproportionately affect minorities and the elderly; launching 20 investigations of abuses by local police departments; and lobbying Congress to reduce prison sentences for nonviolent drug

The first African-American President of the United States, Barack Obama pictured with the first African-American Attorney General, Eric Holder.





The Holder family at the BET Honors Awards where Mr. Holder was given the BET Public Service Award this year.

crimes. Many of those sentences disproportionately hurt minority communities.

What Holder is most proud of: "The work that we did on criminal justice reform. The work that we did on the protection of people's voting rights, the work that we did to promote equality for the LGBT community and the work we did on national security matters in a way that was consistent with our values. Not doing some of the kinds of things we had seen in the immediate past. Keeping the American people safe from terrorism, but being consistent with our values as a nation."

Holder passed the baton to his successor Loretta E. Lynch, who was sworn in on April 27, 2015. Lynch, who is Harvard Law School trained, left the U.S. Attorney's Office in Brooklyn, which successfully prosecuted numerous corrupt public officials, terrorists, cybercriminals and human traffickers.

Life after the Justice Department

Holder returned to familiar territory as a partner at Covington & Burling, LLP. He had been a partner from 2001 to 2009 before joining the Obama Administration. Covington is the largest law firm in DC, with about

500 Washington attorneys. The firm has become a soft landing for several former Justice Department officials.

"I call Covington the Justice Department North. We are about three or four blocks north of the Justice Department and there are a whole host of people from DOJ who are here with me."

He first joined Covington in 2001 as a partner, after serving as deputy general in the Clinton administration. He later became involved in President Obama's election campaign and was confirmed as attorney general in 2009.

Holder works on complex investigations and litigation matters ranging from antitrust to taxes. "My practice is really where the law and policy come together. That's where most of my work has been. I've done a lot of work on international matters, and obviously work for corporate clients that the firm has with some kind of unique policy-related questions to resolve or issues with the government."

Despite the fact that there are cases that he worked on as attorney general that he has to step away from because of potential conflict of interest, Holder maintains an intense schedule. Even though his name continues to be tossed around for possible future appointments, he says he plans to finish his professional career at Covington.

"My life is less public and I like that. I am still a public figure, but my day-to-day life is not spent as much in front of people as it was before. I have gained some degree of privacy, not as much as I would like. But I like the ability to be more of a private person."



President Obama and Mr. Holder worked together during both of the president's terms in office.



The Maya Angelou Schools honored Mr. Holder with the Maya Way Award for Leadership in 2015. The Maya Angelou Schools and See Forever Foundation is a network of alternative schools for underserved youth. Mr. Holder started working with the organization in the late 1990s by tutoring youth in the detention center.



Accolades

Holder was named the 2016 MCCA Lifetime Achievement Award winner.

“This is a special and unique recognition. The organization is one long admired for the work it has done in promoting diversity, which is one of the nation’s greatest strengths. Diversity has defined this nation when it is at its best. MCCA has always pushed that. Receiving a Lifetime Achievement award from this organization is really special. I am unbelievably touched.”

This year, he also received the BET Honors “Public Service Award.” Among his numerous accolades, last year he was given the Thurgood Marshall Lifetime Achievement Award from the NAACP Legal Defense and Education Fund (LDF) for his lifelong efforts to advance civil rights. The award is LDF’s highest honor, named for its founder and the first African-American Supreme Court justice.

Holder’s association with LDF goes back to 1974, when he served as a legal intern during the summer after his first year at Columbia Law School. Founded in 1940, LDF was the nation’s first civil and human rights law organization and has functioned separately from the NAACP since 1957.

“There is no one more deserving of the Thurgood Marshall Lifetime Achievement Award at this critical juncture of opportunity and urgency in the pursuit of racial justice than Eric Holder,” LDF President and Director-Counsel Sherrilyn Ifill stated. “During his tenure as Attorney General, he set the bar for what it means to

be the nation’s advocate for all people to ensure their equal place in our democracy.”

Since leaving the Justice Department, Holder has joined the board of the NAACP Legal Defense Fund. He has a special passion for issues impacting children and plans to continue this work through the board.

“I want to continue to work on issues such as the school to prison pipeline, exposure to violence on kids, educational deficits that children have, these are the kinds of things the Legal Defense Fund has been involved with and that I will continue to be involved with as a member of the board. We do pro bono projects here at the firm as well with regard to children and other issues.”

He is a longtime friend to the Children’s Law Center and was honored with its Distinguished Child Advocate award in 2009.

In 2015, the Executive Leadership Council awarded Holder “The Global Game Changer” award, which is presented to a distinguished global leader who has upheld a transformational and impactful leadership. And in 2014, *Time* magazine named Holder among its 100 Most Influential People.

“I’d like people to say that I was a consequential attorney general. And that I tried to use my time as attorney general to make this country fairer, more just and a nation that lives up to a greater degree to its founding ideals. If that was the legacy that I left behind, I’d be happy.” ■

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2016

EMPLOYER OF CHOICE AWARD

MCCA

GEORGE B. VASHON INNOVATOR AWARD

AWARD

PAULA L. ETTTELBRICK AWARD

WINNERS

THOMAS L. SAGER AWARD



BY DIANNE HAYES

THE MINORITY CORPORATE COUNSEL ASSOCIATION (MCCA) RECOGNIZES EXCELLENT LEADERSHIP, INNOVATION, AND A COMMITMENT TO ADVANCE THE CAUSE OF DIVERSITY AND INCLUSION IN THE LEGAL PROFESSION BY SHOWCASING THOSE LAW FIRMS, LEGAL DEPARTMENTS AND ORGANIZATIONS THROUGH ITS SPECIAL AWARD RECOGNITION.

WINNERS FROM AROUND THE COUNTRY are trendsetters in demonstrating how to successfully create opportunities for advancement and promotion, career development, and a path forward for a new generation entering the legal profession.

These honorees have made their resources, leadership, and talent available to help increase the number of diverse partners, to mentor and sponsor women, minorities and new attorneys, provide support for diverse networking groups, create opportunities for those in law school, as well as inspire a new generation through pipeline initiatives providing role models and exposure to the legal field.

Understanding that the desire to make change in diversity and inclusion begins at the top, MCCA proudly recognizes corporations, individuals and law firms that have put their diversity mission statements into action. They have shown leadership and outstanding creativity in developing initiatives to address recruitment and retention, career development, work-family balance, mentoring, pipeline development, LGBT initiatives, and supplier diversity inclusion.

Our prestigious Employer of Choice award spotlights industry leaders who are committed to and succeed at creating and maintaining inclusive corporate legal departments. They are selected from five regions of the United States.

Celebrating creativity, the George B. Vashon Innovator Award highlights the innovative best practices used by in-house legal departments to assist diverse attorneys, and the Paula L. Ettelbrick award celebrates the achievements of an individual or organization in the LGBT community.

The Thomas L. Sager Award is given to law firms that have demonstrated a sustained commitment to improving the hiring, retention and promotion of diverse attorneys.

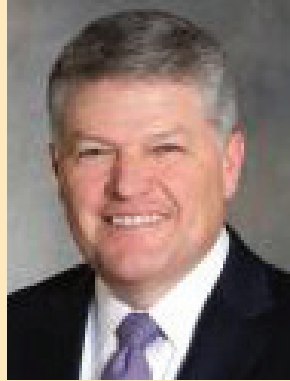
MCCA honors all of its 2016 winners for their unwavering commitment to create a more diverse and inclusive legal community.

EMPLOYER OF CHOICE AWARD

BANK OF AMERICA leaves no stone unturned when it comes to its commitment to diversity and inclusion. It is a commitment that is clear: from seeking out the best talent that reflects the communities it serves, to partnering with community organizations, and to its disciplined approach to expanding work with diverse law firms.

Headquartered in Charlotte, North Carolina, and with offices around the world, Bank of America is a global leader. It provides people, companies and institutional investors the financial products and services they need to help achieve their goals at every stage of their financial lives. Bank of America is proud to serve approximately 47 million consumer and small business relationships. Exemplifying its goal of a diverse workforce, more than 50 percent of Bank of America's global workforce are women, and more than 40 percent of its U.S. workforce are people of diverse races and ethnic backgrounds. Also helping to connect its workforce are Bank of America's employee networks that are bank-supported groups that meet regularly to network, mentor and encourage each other's development, leadership and success.

Bank of America's commitment to diversity and inclusion starts at the top with CEO Brian Moynihan, who chairs the company's Global Diversity and Inclusion Council. Comprised of senior leaders from all lines of business and global regions, the Council is responsible for setting diversity and inclusion goals and strategy across the company. Those efforts are supported by the bank's legal department through its Diversity and Inclusion Business Council (DIBC), which consists of over 30 committee members and is divided into five work streams: communications, employee inclusion, sponsorship, law firms and pipeline. The Legal DIBC meets regularly and has established a comprehensive and strategic approach to achieving the goals of each work stream.



NORTHEAST REGION

David G. Leitch

Global General Counsel
Bank of America

The bank looks for new opportunities to work with organizations to attract and maintain the best talent. Bank of America's diversity recruitment strategy for legal professionals includes partnering with and sponsoring diverse organizations such as Corporate Counsel Women of Color, Hispanic National Bar Association, National Asian Pacific American Bar Association, NAWL, National Bar Association and National LGBT Bar Association.

To reach the next generation of leaders, the DIBC has developed an innovative summer internship program in partnership with outside counsel. For the last five years, Bank of America's legal team in New York City has provided in-house internships spanning two to four weeks, for diverse summer interns employed by various New York law firms. The interns are first- and second-year law students as well as recent college graduates participating in a summer-long program organized through Sponsors for Educational Opportunity, a competitive internship for underrepresented students of color.

Moreover, for the past four years, Bank of America has worked with Just the Beginning - A Pipeline Organization, to mentor middle and high school students interested in becoming lawyers. The bank has also joined forces with the Pipeline to Practice Foundation, which works to improve diversity by supporting law students and early-career attorneys.

Attracting the best, diverse talent is an important first step, but the bank is equally focused on empowering employees to thrive in their careers. Mentoring is also an integral part of the culture and has been formally incorporated into the legal department through internal and external mentor/mentee relationships focused on developing the talent pipeline. For example, each year two members of the legal department participate in the Leadership Council on Legal Diversity Fellow Program, a year-long, multi-tiered professional development series.

The company's commitment to diversity and inclusion extends to their partners as well. The Legal DIBC has a rigorous outside counsel diversity and inclusion initiative. More than three years ago, it established an "Outside Counsel Diversity and Inclusion Award," to recognize law firms which focus on providing opportunities for women, ethnic minorities, veterans, disabled and openly LGBT attorneys working on bank matters.

It is with this impressive backdrop that MCCA selected Bank of America's Legal Department as its 2016 Employer of Choice for the Northeast Region.

EMPLOYER OF CHOICE AWARD

DIVERSITY AND INCLUSION is a strategic business imperative for the Exelon Corporation, a Fortune® 100 energy company with the largest number of utility customers in the U.S. With corporate headquarters in Chicago and its Corporate Strategy and Utilities functions soon to be headquartered in the District of Columbia, Exelon does business in 48 states, D.C. and Canada. Exelon delivers electricity and natural gas to approximately 10 million customers through its Atlantic City Electric, BGE, ComEd, Delmarva Power, PECO and Pepco utilities. It is also one of the largest competitive U.S. energy providers, and operates one of the nation's cleanest and lowest-cost power generation fleets, comprised of more than 32,700 megawatts of nuclear, gas, wind, solar and hydroelectric generating capacity.

Seeking to reflect the diverse communities that Exelon serves, Executive Vice President and General Counsel Darryl Bradford is committed to advancing diversity and inclusion within the legal department, among the law firms it engages, and across the legal profession. His efforts are coordinated through the Legal Diversity and Inclusion Committee, which he meets with regularly. Bradford personally drives diversity by being an active member of the Leadership Counsel on Legal Diversity (LCLD), an organization of more than 200 corporate chief legal officers and law firm managing partners who are dedicated to helping a new and more diverse generation of attorneys ascend to positions of leadership. He is particularly active in the LCLD Fellows Program—a year-long learning experience for diverse, high potential in-house and law firm attorneys—that includes in-person conferences, training in the fine points of the legal practice and leadership, peer-group projects and extensive contact with LCLD's top leadership. Since 2011, Bradford annually has identified two Exelon attorneys from diverse backgrounds



MID-ATLANTIC REGION

Darryl Bradford

Executive Vice President
and General Counsel
Exelon Corporation

to participate in the program.

Bradford, Exelon's Legal Leadership team, and the Diversity & Inclusion Committee work together to implement Exelon's Awareness, Action and Assessment (AAA) Program, which incentivizes firms to hire diverse attorneys and meaningfully engages them to lead the firms' work performed for Exelon. In addition, Exelon seeks to expand the legal department's use of women-owned and minority-owned firms (MWBES), particularly through the National Association of Minority and Women-Owned Law Firms' (NAMWOLF) Inclusion Initiative.

Exelon Legal recruits diverse lawyers by posting open positions internally and with Exelon Corporation's diverse employee resource groups and externally with diverse organizations. The external organizations include but are not limited to the Minority Corporate Counsel Association, National Asian Pacific American Bar Association, National Bar Association Hispanic National Bar Association and LCLD. Exelon Legal also seeks to retain its talent, and to prepare its talent for leadership opportunities throughout the company.

Exelon participated in DRI's 2015 Diversity Expo, which provides an opportunity for law firms to interview and network with corporations that value diversity and have made a serious commitment to diversify their outside counsel. Exelon interviewed several minority and women-owned law firms as part of its continuing efforts to expand its MWBE network. In addition, Exelon Legal continues to work with NAMWOLF to expand its pool and work with minority and woman-owned law firms.

Dollars spent with diverse attorneys at majority-owned law firms and certified minority and women-owned law firms are tracked monthly. Exelon Legal regularly reviews its performance in this area.

Its pipeline initiatives include a program, titled "Diversity and the In-house Practice of Law at Exelon," where law students are invited to presentations on energy law, Exelon's legal work, and the contributions that diversity and inclusion make to Exelon's business strategies. The program won MCCA's 2015 Vashon Award.

In addition, the legal department partners with LCLD law firms and the Association of Corporate Counsel in its hub cities to host diverse legal interns during the summer to provide them with experience in and exposure to an in-house legal department, and to enable them to meet and engage legal leaders across the company.

At the high school level, the legal department sponsors and participates in Just the Beginning's Summer Legal Institute, a pipeline program geared toward exposing high school students from low-to-moderate income communities to the legal profession. At the elementary and junior high school levels, the legal department supports the Lawyers in the Classroom project sponsored by the Constitutional Rights Foundation, where its attorneys help second through eighth grade students understand the legal system and the U.S. Constitution.

EMPLOYER OF CHOICE AWARD

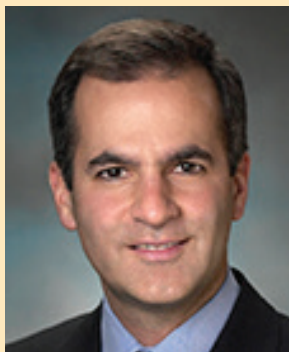
FOUNDED more than 100 years ago while establishing the breakfast cereal industry, Kellogg has continued to build on innovation and an emphasis on identifying the best talent possible. Headquartered in Battle Creek, Michigan, that message starts at the top and is infused throughout the company's business and mission statement.

"Kellogg is more than a business. We are a company with heart and soul, driven by a diverse and inclusive community of passionate people making a difference," said Gary Pilnick, vice chairman, corporate development and chief legal officer of Kellogg Company. "For us, diversity and inclusion is an ongoing commitment and investment that leads to true competitive business advantages. To grow and fuel our future, we must nurture a diverse, inclusive environment where everyone brings their most creative thinking, does their best work and achieves their full potential."

Pilnick has taken an active approach to outreach and is a member of a number of Kellogg Employee Resource Groups including being the past executive sponsor of Young Professionals, and has membership in the K-Pride and Allies, Kellogg African-American Resource Group, and K-Vets & Supporters.

The commitment to diversity is evidenced by the General Counsel Leadership team, which is composed of 50 percent women and 38 percent people of color. In Kellogg's Legal and Compliance Department in the U.S., almost half of the department's attorneys are women and 40 percent are minorities. Among the managing attorneys, 55 percent are minorities and 45 percent are women. Two members of the Department are openly gay, including a member of the leadership team.

The Kellogg Legal and Compliance Department has a formal recruiting strategy to ensure diversity and inclusion in the workplace. The general counsel is actively in-



MIDWEST REGION

Gary H. Pilnick

Vice Chairman, Corporate Development
and Chief Legal Officer
Kellogg

involved with his leadership team in ensuring the recruiting process encourages diverse candidate slates before the next steps can be taken in the hiring process. Post-recruiting slates are also reviewed to determine if any further steps need to be taken. Every hiring committee includes representation from women and minorities.

The general counsel is personally committed to ensuring diversity. He not only regularly communicates his commitment to diversity to all members of the legal and compliance department, he also actively champions equity and inclusion across the entire organization. That commitment is demonstrated in a number of ways including being the Exclusive Sponsor of the NAACP Law Fellows Program, which is designed to give students who have completed at least one year of law school the opportunity to gain first-hand exposure to civil rights advocacy for the summer at NAACP Headquarters, and attend a conference at the Kellogg Company, which is produced by the Kellogg Legal and Compliance Department.

The NAACP Law Fellow Program is funded by the company's philanthropic

foundation, The Kellogg Company Fund, which has sponsored the program since its inception in 2003. The department's commitment to Diversity and Inclusion earned it the NAACP Champion of Justice Award.

In an effort to improve career success, the department assigns mentors for women and minority attorneys. In addition, many of them participate in specific company mentoring programs as mentors or mentees including the Legal and Compliance Internal Mentoring Program, Kellogg Executive Cross-cultural Mentorship Program, K-Power to Lead Program, and the Emerging Global Leaders Program, which is limited to 30 people who are likely to become Global Leaders. They receive mentoring from the CEO. The legal and compliance department was able to get three of the slots, of which two went to minority attorneys.

The general counsel actively promotes the use of minority and women-owned law firms and minority/female partners/associates in majority firms. A part of the department's formal RFP process is based on a review of the firm's commitment to diversity and inclusion on a number of metrics including the number of female/minority partners/associates, internal and external programs such as diversity & inclusion, community partnerships, affiliations, and recruiting practices.

Thirty-four percent of the legal department's total budget went to women and minority counsel; and 50 percent of outside counsel are women and/or minority.

The department uses metrics to analyze the effectiveness of its diversity efforts, considering areas such as hiring, retention, engagement, progression and spend. On the bi-annual Kellogg Employee Engagement Survey, the legal department had the highest marks on diversity and inclusion, and engagement measures in the company overall, where a percentage of compensation is tied toward meeting certain D&I metrics.

EMPLOYER OF CHOICE AWARD

DIVERSITY AND INCLUSION is at the core of the Home Depot brand. From its store associates to its legal department, valuing the unique talents and experiences of its teams at every level has proved to be a winning formula to remain competitive.

“Diversity both enriches and empowers us. It has a place in each of our eight core values and is a driver of our success,” said Teresa Wynn Roseborough, EVP, General Counsel and Corporate Secretary. Roseborough serves as a liaison between the board of directors and the company and is responsible for all corporate governance matters and the company’s government relations.

Founded in 1978, Home Depot is the world’s largest home improvement specialty retailer with stores in all 50 states, the District of Columbia, Puerto Rico, U.S. Virgin Islands, 10 Canadian provinces and Mexico. It changed the home improvement industry by bringing the know-how and the tools to the customer and by saving them money.

That spirit of innovation and appreciation for its people is integrated into the practices of the legal affairs department. Its diverse recruiting strategy includes hiring managers who work with company recruiters and third party recruiters in order to obtain a diverse pool of applicants. Of its 55 attorneys, 26 are minority and 33 are women. Among the four managing attorneys who are direct reports to the general counsel, two are minority and one is a woman. Of the 86 associates, 47 are minority and 73 are women.

Attorneys are supported through formal mentoring programs for six months, where mentors provide advice regarding professional development, opportunities for networking, and strategic vision for career advancement. Relationships often extend beyond the formal six-month arrangement.

Its recruiting initiatives includes gaining input from many of the diverse associ-



SOUTH REGION

Teresa Wynn Roseborough

EVP, General Counsel,
Corporate Secretary
The Home Depot

ates who are hiring managers. Each plays an active role in hiring associates within the department, including minorities and women. In addition, recruiters provide diverse candidates for consideration by all hiring managers.

With a strong commitment to diversity from the general counsel, the department has nearly doubled its spend with diverse law firms. Associates within the legal affairs department are informed of the annual goal at various meetings throughout the year. Home Depot’s Formal Diversity and Inclusion Plan is carried out through the associate resource group programs, strategic recruiting partnerships with third party organizations, cultural celebrations, and other corporate events and initiatives.

Each department within Home Depot, including legal affairs has an annual spending goal for diverse vendor populations. The legal affairs department tracks the dollars spent with diverse firms and other service providers quarterly, by categories including firms owned by women, minorities, veterans and any small firm with less than \$7 million in annual revenue.

The legal affairs department conducts quarterly luncheons with diverse firms in an effort to increase the pool of diverse firms utilized by Home Depot. During the luncheons, a select diverse firm is provided an opportunity to highlight its practice areas, including any specialty services, and discuss alternative fee arrangements.

Home Depot has made a commitment to serve a diverse customer base by ensuring diversity within its ranks and supply chain. Since 2003, Home Depot has actively sought a diverse set of suppliers in its sourcing and procurement process. This was accomplished by partnering with groups such as the National Minority Supplier Development Council, the United States Hispanic Chamber of Commerce and the Women’s Business Enterprise National Council. Home Depot has been recognized twice as one of DiversityBusiness.com’s Top 50 Organizations for Multicultural Business Opportunities in the U.S., and was named Women’s Enterprise USA’s 2015 Corporation of the Year.

The Georgia Chapter of the Association of Corporate Counsel (ACC) and the legal affairs department co-sponsored the inaugural ACC Law Firm Diversity Summit. It offered in-house counsel the opportunity to meet and interview representatives from law firms from around the country that had been certified as Minority Owned Business Enterprises (MBE) or Women Owned Business Enterprises (WBE). For in-house counsel who were not using diverse law firms, the Summit provided an opportunity for them to learn how diverse law firms can bring added value, legal expertise and diversity to their business. The Diversity Summit also offered diverse attorneys from MBE or WBE law firms an opportunity to increase their exposure to in-house counsel in companies located in the Atlanta metropolitan area.

EMPLOYER OF CHOICE AWARD

CONSTANTLY inventing and reinventing itself, Hewlett Packard has maintained its position as one of the world's leaders in technology. Headquartered in Palo Alto, California, where it was founded in 1939 in a rented garage by two college friends, Hewlett Packard Enterprise (HPE) split from Hewlett Packard in 2015. HPE helps customers use technology to accelerate businesses, supporting customers that run traditional IT environments, as well as those who are transitioning to secure, cloud-enabled, mobile-friendly infrastructures.

In keeping with its founders' innovation, HPE's legal department prides itself on thinking outside the box to improve its diversity and inclusion, and recruitment and retention efforts. HPE has 439 attorneys worldwide, and 204 in the U.S. Of those in the U.S., 45 percent are women with 48 percent of them in senior positions. HPE minority attorneys in the U.S. represent 32 percent of the workforce, with 26 percent working as senior attorneys.

HPE General Counsel John Schultz regularly communicates his commitment to diversity to all members of the department, as well as through his support of the D&I Committee Initiatives. The HPE Office of the General Counsel maintains a diversity & inclusion website that encourages members of the OGC to get involved in a D&I subcommittee.

"As leaders in the diversity space, I believe we need to come together and truly collaborate on initiatives that promote diversity at the macro level," said John Schultz, EVP, general counsel and corporate secretary for HPE.

The split from Hewlett Packard prompted the OGC D&I Committee to evaluate the D&I practices of the HP Company and to develop a comprehensive Diversity & Inclusion Action Plan.

The Hewlett Packard Enterprise D&I Action Plan is divided into four categories: Pipeline Programs, Retention and



WEST REGION

John Schultz

EVP, General Counsel
and Corporate Secretary
Hewlett Packard Enterprise

Inclusion, Outside Counsel Diversity, and Recruitment.

When it comes to its Pipeline Programs, HPE wanted to do more to increase the percentage of diverse candidates that ultimately reach the legal profession. HPE partnered with the Silicon Valley Urban Debate League. The high school students compete in an urban debate program that serves under-resourced schools and is comprised of 85 percent diverse students. Students gain legal foundational skills such as researching, writing, and developing arguments; as well as early exposure to attorneys.

In addition, HPE has been running its Street Law Program for more than five years, where volunteers teach legal topics to students in their classrooms and host the students on an HPE campus in a day-long workshop. The Retention & Inclusion Subcommittee works to increase awareness and networking opportunities within various OGC groups and increase visibility related to D&I content, topics, and events. The Retention & Inclusion efforts are closely linked with the OGC's defined route for advancement—referred to as the "Talent Factory."

The Talent Factory is a transparent talent process to help each attorney track their progress and plan their career goals. The framework for the program is based on strategic entry-level hiring, internal promotions, paying for performance and potential, identifying successors and career paths, and active talent management.

In an effort to promote diversity with legal services suppliers, the Outside Counsel Diversity Subcommittee launched two initiatives. The first is to improve the diversity practices of preferred providers, and the other is to educate and empower HPE attorneys to require diverse practices of firms.

Recruitment efforts include encouraging leadership and active participation in key external diversity and inclusion organizations. Currently, HPE's Office of the General Counsel is a sponsor or participant in organizations including Corporate Counsel Women of Color, Hispanic National Bar Association, Minority Corporate Counsel Association, National Asian Pacific American Bar Association, and the National Lesbian, Gay, Bisexual and Transgender Bar Association.

HPE actively recruits top talent of varying backgrounds at law schools throughout the country. It currently works with the Houston Bar Association Minority Opportunities in the Legal Profession Program to recruit first-year law students for the 1L Summer Clerkship Diversity Internship Program.

When HPE launched the New Attorney Program in 2010, it was designed to hire, train and promote six law students into the Office of the General Counsel. Since then, the program has been revamped to create a second-year summer associate program from which HPE offers for permanent hire. In order to strengthen its efforts, minorities and women are involved in all stages of the recruiting, interviewing, and the hiring process for attorneys in the New Attorney Program.

GEORGE B. VASHON INNOVATOR AWARD

The George B. Vashon Innovator Award is given to in-house legal departments, law firms, and bar associations that have led the way with innovative best practices to assist diverse attorneys through mentoring, pipeline initiatives, recruitment & retention, and LGBT Initiatives.

FOR MORE THAN 30 YEARS, WGL Holdings, Inc. and Washington Gas have been committed to the cause of opening doors and creating opportunities for diverse suppliers, with the foundational belief that procuring goods and services from diverse suppliers is a sound business practice that produces competition in the marketplace, and benefits customers, the community and employees.

Through Senior Vice President, General Counsel and Corporate Secretary Leslie T. Thornton's leadership and diversity efforts, the company has helped numerous attorneys of color and women, either through direct mentorship or through access to business from WGL and its team of companies.

Thornton joined the company in 2012. She is responsible for all legal matters in the WGL family of companies, including litigation, regulatory affairs, business transactions, employment and labor law, employee benefits issues, ethics, compliance and cyber-threats/cybersecurity.

WGL's already robust programs for diversity and inclusion was one of the things that attracted Thornton to its legal department.

"It is a part of what WGL has been a long time before I showed up," Thornton said. "It has been dedicated to a high level of vendor diversity for a long time. For me, it means that I just fit in. The commitment to diversity is in the heart and soul of the company. It goes all the way to the top. Our board is one of the most diverse."

Thornton has continued the company's mission with tangible results.

WGL's diversity initiatives have delivered an estimated \$5-6 million in business to attorneys of color during her tenure at WGL. Its program identifies lawyers



DIVERSITY INITIATIVES

Leslie T. Thornton

Senior Vice President, General Counsel & Corporate Secretary
WGL Holdings, Inc., and Washington Gas

of color in specific disciplines, examines their track record, and then gives them the opportunity to compete for work.

Within the legal department of 17 lawyers, WGL has hired five lawyers of color and Thornton personally has helped many others find legal employment in other companies, law firms and associations throughout the country.

In addition to the company's diversity initiatives, Thornton, both personally, and as part of WGL's diversity program, has mentored more than 75 lawyers of color and women. Through WGL's commitment, she devotes a significant amount of time to diversity efforts including participating with Diversity Partners Network and the African American Managing Partner/General Counsel Roundtable for the National Bar Association.

"I feel like I have a responsibility," Thornton stated. "You can't get to these levels and not reach back. There are lots of ways to do it, whether it is phone calls or saying yes to events where there are people like you in the audience. Like most professions, the higher you go, the fewer [diverse attorneys] there still are."

After the downturn in the economy, Thornton said women and minorities were among the hardest hit. "I mentor, speak, hire, and engage minorities and women because there are really strong diverse lawyers who don't get the chance they've earned."

Thornton is also very involved in efforts to increase the diversity on corporate boards. She serves on a corporate board and counsels numerous diverse candidates on the process of attaining board membership.

WGL has been named one of the 40 Best Companies for Diversity by *Black Enterprise Magazine* for six years, and has numerous accolades including being named "Corporate Advocate of the Year" by the Women Presidents' Educational Organization (WPEO) and Women's Business Enterprise National Council (WBENC).

The company supports advocacy groups including the National Minority Supplier Development Council, Inc., Capital Region Minority Supplier Development Council, Women's Business Enterprise National Council, Maryland Washington Minority Companies Association, Inc., The Elite Service-Disabled Veteran-Owned Business Network, U.S. Pan Asian American Chamber of Commerce, and the Greater Washington Hispanic Chamber of Commerce.

GEORGE B. VASHON INNOVATOR AWARD

The George B. Vashon Innovator Award is given to in-house legal departments, law firms and bar associations that have led the way with innovative best practices to assist diverse attorneys. It is named for scholar, abolitionist and lawyer George B. Vashon, who was the first licensed African American attorney in New York State (1848) and one of the first admitted to practice before the U.S. Supreme Court (1867).

WINSTON & STRAWN sets itself apart as a pacesetter, advocating for the development and promotion of women through its Women's Leadership Initiative (WLI). It has gained attention for its new parental leave policy, leadership training for women partners, commitment to advancement and retention, development of robust programming and partnerships with outside diversity organizations.

Winston replaced its longstanding Women2Women affinity group with a more active, management-integrated initiative with a clear mission: to help its female attorneys prepare for and succeed in leadership roles at the firm by providing training, visibility, and opportunities to contribute.

Partner Paula Hinton serves as firm-wide chair of WLI, which also includes a partner chair in each U.S. office and associate coordinators who create and manage WLI events in their respective offices. In coordination with the firm's Diversity Committee, Hinton and the WLI leadership have made significant inroads with firm management in making diversity and opportunity key components of Winston's client service philosophy and strategic business plan.

"As chair of the WLI, I hope to further implement initiatives to help create a more inclusive 'one firm' culture, breaking down silos and opening up opportunities for networking and business enhancements among all of our attorneys—both women and men," said Paula Hinton, WLI Chair.

WLI leaders from across the firm gather monthly to discuss strategic planning and potential new initiatives and to report on the progress of those underway. Its programs include leadership and business development training, client panels, coaching, sponsorship, community involvement, networking events and book discussions.

Supporting substantive skill development, women partners can attend Sara Holtz's in-



WOMEN'S INITIATIVES

Paula Hinton

Partner

Firm-wide Women's Leadership
Initiative Chair

Winston & Strawn LLP

novation-only ClientFocus, a unique, two-year program that helps women attorneys build their books of business through personalized assessments, coaching, and workshops. To date, the firm has invested more than \$250 million in the program. More than 20 women partners have completed it, and three are currently enrolled.

The Advancement Subcommittee, comprised of members of the WLI, Diversity Committee, and senior firm management supports the efforts of Winston's Sponsorship Initiative, which fosters professional relationships between women or diverse senior associates or income partners with capital partners who take a personal interest in furthering the junior lawyer's career advancement.

In the past three years, Winston has promoted 22 women and diverse associates to income partner, and in the same period elected two diverse men and eight women, including two diverse women, to capital partner.

In an effort to increase the retention of women attorneys at the firm, a new

Parental Leave Liaison (PLL) Initiative was launched to serve as a resource to female and male attorneys preparing for and returning from parental leave.

Enhancements to the parental leave benefits for associates and counsel include up to 20 weeks of paid parental leave for mothers and fathers to care for and bond with their newborn and newly adopted children. Also, a Parental Leave Transition Support Program that encompasses the PLL as reduced hours targets during "ramp down" and "ramp up" periods and confidential coaching services for attorneys who are new parents.

In addition to receiving the MCCA Vashon Innovator Award, Chambers USA named Winston's Women's Leadership Initiative as a finalist for its 2015 "Women in Law Awards" in the category of "Most Pioneering Gender Diversity Initiative."

Winston & Strawn has continued to develop and expand relationships with women and minority bar associations and other legal diversity organizations as a major supporter of programs and events. The firm is a member of the Diversity & Flexibility Alliance, a think tank dedicated to creating work environments centered on inclusion and innovative thought leadership.

In addition, it is also a major supporter of organizations including the Asian American Advancing Justice LA, Black Women Lawyers' Association, California Minority Counsel Program, Chicago Bar Association Alliance for Women, Corporate Counsel Women of Color, DirectWomen, Hispanic National Bar Association, Korean American Bar Association, Leadership Council on Legal Diversity, Minority Corporate Counsel Association, National LGBT Bar Association, National Women's Law Center, University of Texas Center for Women in Law, Women's Bar Association of Illinois, and the Women's Council on Energy and the Environment.

THOMAS L. SAGER AWARD

The Thomas L. Sager Award is given to law firms that have demonstrated a sustained commitment to improving the hiring, retention and promotion of diverse attorneys.



LITTLER MENDELSON, PC

Thomas Bender
Co-President and Managing Director

Jeremy Roth
Co-President and Managing Director

Natalie Pierce
Co-chair Diversity & Inclusion Council

LITTLER, THE WORLD'S largest employment and labor law practice representing management, was named the winner of the Minority Corporate Counsel Association's (MCCA) Thomas L. Sager Award. This is the inaugural national Sager Award issued by MCCA, following its prior regional award system. The firm was honored by MCCA for demonstrating sustained commitment to improving the hiring, retention and promotion of diverse attorneys. Including regional awards, this marks the fourth time Littler has won the prestigious Sager Award. The firm earned the distinction in 2014, 2011 and 2009.

"It is a tremendous honor to be named the first national winner of the Sager Award and to be recognized for our deep and perpetual commitment to diversity," said Thomas Bender and Jeremy Roth, co-managing directors of the firm, who both attended the awards ceremony. "We are proud of the diverse and inclusive working environment that has been a part of our firm's heritage for more than 70 years, and we will further expand and strengthen our efforts to ensure the continued advancement, recruitment and

retention of our diverse workforce."

The Sager Award is named after former DuPont Senior Vice President and General Counsel Thomas L. Sager, a widely respected leader in diversity. Winners are selected based on various criteria, including statistical data, recruitment, retention, mentoring and promotion, as well as collaborative endeavors with community and bar associations and innovative practices that result in practicable efforts to increase diversity.

Littler's various diversity programs have positioned it as one of the leading firms in the area of diversity and inclusion, especially the Career Advocacy Program (CAP), which launched in 2013 and was largely inspired by MCCA's "Mentoring Across Differences: A Guide to Cross-Gender and Cross-Race Mentoring." The CAP selects higher-level, high-performing associates who are visible minorities or have identified themselves as LGBTQ or disabled (Protégés) and pairs them with some of the firm's most influential leaders (Advocates). Another unique aspect of the CAP is that it also pairs the Protégés with one of a group of General Counsel (Champions).

Currently, 10 corporate General Counsel participate as Champions. Since the program launched, Littler has monitored its success, and in 2016, 40 percent of Littler's newly elevated shareholders were participants in the program.

"The Career Advocacy Program's success is truly a result of the dedicated and collaborative efforts of our Protégés, Advocates and Champions. It is extremely gratifying to see the advancement of our Protégés and we thank our Advocates and Champions for their support of, and investment in, the program," said Shareholder Natalie Pierce, the brainchild behind the CAP and co-chair of Littler's Diversity and Inclusion Council. "With 40 percent of this year's newly elevated shareholders as participants in the program, the numbers show that it is making a difference."

As a result of Littler's ongoing diversity efforts, the firm continues to earn accolades in diversity and inclusion. In addition to the Sager Award, this year Littler has earned recognition from esteemed organizations such as *The American Lawyer's* Diversity Scorecard, *Vault*, *Working Mother* and the Women in Law Empowerment Forum.

PAULA L. ETTTELBRICK AWARD

The Paula L. Ettelbrick Award is named for the late Paula L. Ettelbrick whose quarter-century of work with organizations like Lambda Legal, the National Gay and Lesbian Task Force and the International Lesbian and Gay Human Rights Commission (now, OutRight) assisted thousands of LGBT individuals and their families.

THERE AREN'T many attorneys who can trace their first pro bono case back to 8th grade. For Lisa A. Linsky, it was a fellow classmate's troubles with Child Protective Services that solidified her decision to pursue a career in which she could help people. Instinctively, she pulled him aside to offer advice on how to handle his situation. That afternoon, she returned home and announced to her parents that she was going to become a lawyer.

Born and raised in Philadelphia, she earned her undergraduate degree from Villanova University and her law degree from Pace University School of Law, both with honors.

The pull toward public service has been a driving force throughout her entire career. Linsky has extensive trial experience and has worked at the Westchester County District Attorney's Office, where she ran the Special Prosecutions Division which included the Child Abuse, Elder Abuse and Sex Crimes Bureaus.

She is currently a partner in the New York office of the international law firm McDermott Will & Emery LLP. As a member of the Litigation Group, she focuses her practice on complex litigation, including commercial, products liability, trusts and estates and civil rights litigation with a focus on LGBT issues, and business-related investigations.

Linsky was McDermott's first partner-in-charge of Firm-wide Diversity and partner-in-charge of Lesbian, Gay, Bisexual and Transgender (LGBT) Diversity and Inclusion. She created and chaired the Firm-wide LGBT Committee, and currently serves on the firm's Pro Bono and Community Service Committee.



Lisa A. Linsky
Partner
McDermott Will & Emery LLP

Under her leadership, McDermott has achieved a 100 percent score on the HRC Corporate Equality Index every year since 2006 and has been designated a "Best Place to Work for LGBT Employees," as well as earned the 2012 Equality Illinois Business Leader Award for the firm's commitment to LGBT diversity and inclusion.

One of the things that attracted Linsky to McDermott was its strong pledge to community service and pro bono work. "It was an easy transition from public service work to McDermott because of the firm's commitment to public service and to giving back to those in the communities we serve. I believe in paying it forward."

Even outside of work, Linsky has become that "go to" person for students interested in law, and often acts as a sounding board for both junior and senior lawyers.

"I often have people call and ask me to speak with a college student who may be struggling with his or her career path and request that I speak with the student." She always agrees and Linsky has mentored many young people throughout her career.

Linsky acknowledges that she would not have experienced so many professional successes without the many mentors who helped her at every stage of her career. She singles out the unyielding support of her grandfather, as one example. "He completely believed in me. He helped me pay for law school and subsidized an entire summer to permit me to complete my first internship with the District Attorney's Office. He was there for me from the start and was so proud the day I received my law degree."

She has put his investment in her to good use.

One of the projects that Linsky is extremely proud of is her work with The Mattachine Society of Washington, D.C. She co-leads a team of 16 McDermott attorneys and together, with their clients, engage in "archive activism" by rescuing historic government documents demonstrating a paper trail of animus and discrimination aimed at LGBT Americans dating back to the 1940s.

This work has been featured in a 30-minute Yahoo News! Documentary titled, "Uniquely Nasty: The U.S. Government's War on Gays," reported and narrated by award-winning chief investigative correspondent, Michael Isikoff. The film explores a dark and little-known chapter in America's recent political past, when gays and lesbians were barred from working for the federal government on account of their

sexual orientation. Documents uncovered by McDermott and The Mattachine Society demonstrate that the FBI, through its “Sex Deviates” program, secretly collected hundreds of thousands of files on the personal lives of American citizens and used that information to terminate them from government employment.

The documentary won the 2016 Edward R. Murrow Award in the News Documentary category.

With members of the LGBT Rights Committee of the New York City Bar Association and other McDermott colleagues, Linsky co-authored an amicus brief to the New York State Court of Appeals in connection with the landmark marriage recognition case, before New York State implemented marriage equality for same-sex couples.

In 2014, she co-authored, along with Lambda Legal and other McDermott colleagues, another amicus brief in connection with New Jersey’s 2013 Anti-Sexual Orientation Change Efforts (i.e. Anti-Gay Conversion Therapy) Law.

It is only fitting that Linsky is the recipient of the Paula L. Ettelbrick award. A longtime supporter of MCCA, Linsky was instrumental in identifying Paula L. Ettelbrick as a leader in the legal profession who devoted much of her career to advocating for the civil rights of LGBT people and those living with HIV/AIDS and is the eponym for the award.

“When a team of us came together to talk about who to honor as the namesake of this award, Paula was someone I recommended because she was a fierce advocate for the LGBT community.”

When asked how she felt about receiving the MCCA award for LGBT Attorney of the Year Linsky said, “I am delighted to be the recipient of the 2016 Paula Ettelbrick award. This award is special to me not only because of the woman for whom it is named, but also because of my relationship with MCCA. It is an organization that plays a very important role in the legal profession and I have been proud to partner with MCCA over the years.”

Linsky’s numerous awards for distinguished service and promoting equality include the 2016 Chambers Diversity Award for LGBT Equality Lawyer of the Year in Private Practice; and the HELP/PSI Empowerment Award in 2014. She was named a Mover & Shaker in 2009 and 2013 by the Minority Corporate Counsel Association; and received the 2013 Women on the Move Award presented by the Arthritis Foundation.

In addition, Linsky received the 2013 Art Leonard Award from the New York City Bar Association and its LGBT Rights Committee. Linsky was named among New York City’s Top 50 Power Gays by the New York Observer in 2011, and received the Empire State Pride Agenda’s Equality @ Work award in 2010.

Linsky and McDermott have been twice recognized by Immigration Equality with the organization’s Safe Haven award for work representing LGBT asylum-seekers.

Outside of work, Linsky supports the broader LGBT community by serving on the boards of non-profit organizations and engaging in fundraising for programs aimed at diversifying the legal profession and helping those in need, including LGBT youth.

She was elected to the board of directors of the New York City LGBT Community Center in 2014 and continues to serve as a member. She served as an officer of the board of directors for Lambda Legal from 2007 to 2014, remains a member of its National Leadership Council and serves as co-chair of Lambda Legal’s Law Firm Committee and National Liberty Awards. Linsky was elected as director at large to the board of the Association of Law Firm Diversity Professionals and served from 2011 to 2013. She was a member of the LGBT Rights Committee of the New York City Bar for four years and chaired the Pride Reception Subcommittee. Under her leadership, the annual City Bar Pride Reception grew in attendance, sponsorship and visibility. She is also the Chair of the National Association of Women Lawyers Diversity Committee.

Linsky is a frequent public speaker, published author and creator of The Huffington Post blog, “Out and About: LGBT Legal.”

When she isn’t working, mentoring, and advocating, she is busy with her partner of 18 years and college-aged daughter, their cats, and drafting the pages of her first novel. ■

DIANNE HAYES (hayesassociates@comcast.net) is a freelance writer/editor based in Maryland who specializes in diversity issues, education and STEM.

JOB-HUNTING

Transcending the

How female lawyers can improve their
chances of moving in-house

BY LYDIA LUM



PRIORITIES

Allure of the Big Stage

LISA IGLESIAS remembers when her then-employer, a recruiting and staffing corporation, climbed into the Fortune® 500 for the first time more than a decade ago.

“It was quite a big deal at the company because the Fortune® 500 ranking was like an acknowledgement of our journey of growth,” Iglesias recalled. “But for me, the work was still the same, even after a merger, except for becoming more geographically dispersed.”

She and other female, Fortune® 500 chief legal officers recognize the prestige bestowed upon the country’s highest-revenue companies. Furthermore, women who helm one of these law departments often become top candidates to fill vacancies elsewhere in the Fortune® 500, although they remain numerically underrepresented.

Nevertheless, Iglesias and her peers believe that women considering in-house jobs for the first time—especially junior- and mid-level positions—shouldn’t dwell on whether potential employers have *Fortune® Magazine* rankings because the workloads don’t necessarily differ from those among unranked companies. Instead, job candidates ought to focus on whether they enjoy working in teams, the type of industry they want to join and myriad other factors.

“Honesty and transparency are important,” Iglesias said, “but if you lead off job interviews with, ‘I want to work in the Fortune® 500,’ make sure you understand why that’s important to you. If it involves ego, you ought to think through that.”

Although she and her Fortune® 500 counterparts prefer job candidates with in-house experience, they recognize that talent comes in



Lisa Iglesias



Teri Plummer McClure

“If you make decisions based on the name and size of the company, you won’t be happy.”

- Teri Plummer McClure

countless forms. Just ask Sandra Leung, executive vice president and general counsel of Bristol-Myers Squibb in New York City.

A nontraditional candidate once came to the biopharmaceuticals titan through a company externship, Leung said. Formerly a law firm associate, the woman had left the practice to raise children for several years. A career re-entry program at Pace Law School helped her rebuild legal skills, update her resu-

mé, and search for opportunities, which included the three-month externship.

She quickly grasped business objectives and got along well with lawyers in the company’s strategic transactions group. Clients gave the extern positive reviews. Because the law department had an opening for permanent employment and the extern was interested, she was hired her full-time.

“We felt she would be a great, low-risk hire,” Leung said. “She has now been with us for over a year.”

Leung believes women who have departed the workforce or downshifted to part time should not hesitate to explain why, whether for childbirth, caring for aging relatives, or returning to school.

“As women, we’re very hard on ourselves to do it all,” she said. “Don’t feel constrained by career experiences you don’t have. If you like working in teams, you could be a great candidate for in-house work.”

Leung was a prosecutor who tried homicides and child abuse cases before becoming a Bristol-Myers Squibb litigator in 1992, her first in-house post. As a prosecutor, she had toiled in teams that included police officers, forensic experts, victims and their families and witnesses to crimes.

Conversely, she and her peers in the Fortune® 500 routinely rule out certain job seekers.

Teri Plummer McClure used to regularly vet applicants to Atlanta-based United Parcel Service Inc., by asking about work environments they would not thrive in.

“I paid particular attention to candidates (who) didn’t enjoy working in fluid environments with lots of engagement with clients and other stakeholders,” recalled McClure, who was UPS legal chief officer for nine years. “Or, they didn’t enjoy an absence of clear direction, or limited control over their time.”

Audrey Boone Tillman learned to navigate these environments when she moved in-house in the 1990s by joining Aflac Inc., in Columbus, Ga. Previously, she had practiced at a firm and taught law school.

One of Tillman’s early assignments at the supplemental insurance giant stemmed from federal legislation that changed employment law for corporations in financial services and necessitated a companywide employee survey that she authored and carried out. The survey was a criminal background check focused on adult convictions and arrests, ranging from foolish college pranks to serious offenses. Tillman forwarded pertinent information to Georgia’s state insurance of-

fice, and she advised Aflac employees one-on-one who were eligible for expungement of convictions. Meanwhile, Aflac could no longer employ a few of its workers, based on criminal history, in order to comply with the law.

“If I had been at a law firm, I would have given Aflac an update on the law and said, ‘Here it is, do you have questions?’” said Tillman, who’s now the company’s executive vice president and general counsel. “This was much more than providing an update on the law. I had to usher the entire endeavor all the way through. It stretched at least a year. This was my project, not one else’s, and I made sure it didn’t

disrupt the workplace and that confidentiality was maintained.”

Tillman emphasizes that giving advice to corporate business units is “a huge responsibility (and) not just writing briefs.”



Audrey Boone Tillman

She and other female, Fortune® 500 GCs realize that lawyers might strategically tailor their in-house preferences to jobs in their practice areas, whether it's litigation or securities.

But Susan L. Blount, who worked 30 years in-house, believes it's crucial to identify a desirable industry, too.

"If you're building a career block by block, the expertise you gain in a particular industry becomes part of your portfolio," said Blount, who retired this year as executive vice president and general counsel of Prudential Financial Inc. Since then, she has been an adjunct professor at the University of Texas law school.

"If you leave the employer," Blount said, "you'll bring the body of knowledge to the next employer without having to start over, especially if you remain in the same industry. If you have choices within an industry, evaluate different companies. What is the company culture? How do people there respond to challenges? Do they enjoy their work? Whether or not it's a Fortune® 500 company is a fact that ought to be secondary in your career priorities."

Or, as McClure puts it, "If you make decisions based on the name and size of the company, you won't be happy."

Experience Matters

Fortune® 500 women interviewed by *Diversity & the Bar* aren't surprised that they, along with their peers, are automatic front-runners for GC posts elsewhere. After all, these women have already demonstrated leadership abilities, strong people skills and strategic vision to manage teams.

Last year's *MCCA General Counsel Survey* showed that three Fortune® 500 companies hired women, including Iglesias, who had been Fortune® 500 GCs previously. The lateral moves helped fuel an all-time high of 120 women steering these law departments. Meanwhile, two Fortune® 1000 employers coaxed female GCs away from Fortune® 500 rivals, according to MCCA's survey.

"Once you sit in a general counsel seat, you have a unique, important perspective," said McClure, who left UPS legal this year, becoming the company's chief human resources officer and senior vice president, global human resources and labor. "The experience is transferable to any other organization."



Susan L. Blount

She and others understand why applicants trying to move in-house might focus on big-name employers: better job security, financial stability and opportunities to delve into high-impact issues.

She and her Fortune® 500 counterparts emphasize that newcomers to the in-house world should plan to do much more than provide legal advice—corporations can simply use outside counsel for that—such as becoming full-fledged

participants in advancing company business objectives.

"We're not a law firm that happens to be inside a corporation," said Aflac's Tillman. "We must ensure profitability or none of us will be here anymore. We need to talk holistically rather than just transactionally. I want our lawyers to understand how answers to legal questions help support business goals because if they do, we can more often say, 'yes' than 'no' to what our business units are asking."

In-house newcomers—including those who have been superstars at current or previous workplaces—should expect tasks typically handled by paralegals because corporations tend to employ fewer support staff than firms do.

"I'm often surprised by job candidates," said Iglesias, executive vice president and general counsel of Unum Group in Chattanooga, Tenn. "They often say they're looking for jobs that are more reasonable. While I appreciate the honesty, I'm looking for lawyers who are energized. They're not coming here to relax; they won't necessarily work fewer hours. The workload here might be on par, or even more difficult than that at firms."

Unum is the fourth, Fortune® 500 company where Iglesias has been a GC, so she grasps that in-house newcomers crave predictable work schedules. "There's just one business enterprise, so you know in advance when you need to attend an event or a closing. That's not possible at firms because clients call with emergencies, so it can be hard to make plans outside of work."

But in-house, career fulfillment doesn't necessarily lie within a preset schedule, she and other GCs say.

"Unlike the prestige that a rainmaker has at a firm, your success is the team's success," Iglesias said. "To work in-house means to partner with colleagues. It's about the work, the people, the relationships." ■

A freelance writer and editor, **LYDIA LUM** (lydialum999@yahoo.com) is a former reporter for the *Houston Chronicle* and *Fort Worth Star-Telegram*.

Creating the **First** Veteran

How One Law Firm Diversifies Its Workforce by Hiring Veterans By Mitch Zuklie, Lorraine McGowen, Steve Lessard and Nik Mathews

WHEN ORRICK WAS LOOKING TO HIRE more veteran and military spouse attorneys, the firm first sought a place to source veterans who are lawyers. There were none. So, the firm decided to create one.

In May 2015, the first-ever Veterans' Legal Career Fair was held in Washington, D.C. The two-day event featured two panel discussions, a networking reception, and a full day of one-on-one interviews. More than 150 veteran, active duty and military spouse lawyers participated in approximately 400 individual interviews with more than 40 legal employers, including global law firms, leading corporations, government agencies and non-profit organizations. Based on the enthusiastic feedback from candidates and employers alike, the Second Annual Veterans' Legal Career Fair was held this past spring. Participation figures were on par with the inaugural event, with more than 150 candidates once again participating in close to 400 interviews.

From this consistent level of interest, it's clear that the Veterans' Legal Career Fair has filled a void in the legal community. At the inaugural event, one candidate noted, "Not only was it a great opportunity to meet with potential employers, but I loved networking with other veterans and veteran's spouses. It was a unique way for me to continue to explore my identity as a young lawyer and learn from other similarly-situated professionals." Employers have also repeatedly praised the career fair, with one saying, "We are really happy with the people we've met—we think some really good things are going to come of this."

With two successful events now in the books, the Orrick team got together to discuss how they created this distinctive event, lessons learned, and what may be in store for future Veterans' Legal Career Fairs. The conversation included Orrick Chairman Mitch Zuklie; Partner Lorraine McGowen, Co-Chair of Orrick's Diversity & Inclusion initiatives; Senior Associate Steve Lessard, who served in the U.S. Navy as a Surface Warfare Officer; and Partner Nik Mathews, who served as a U.S. Army Reserve Captain and Judge Advocate. Lessard and Mathews co-lead Orrick's Veterans Forum.

Q. What initially inspired you to create a career fair specifically targeting veteran lawyers?

Mitch: The idea grew out of a conversation we began at Orrick about three years ago when we were looking for a way to hire more veteran lawyers. What began as a brainstorm about how we could better tap into this unique and diverse talent pool, quickly turned to the question of how we could help galvanize support for veteran hiring across the legal profession. Once we realized that there was no legal career fair in the United States that focused specifically on veteran and military spouse lawyers, we decided to fix that.

Q. Creating an event like this involves a lot of different moving parts. What were some of the first steps you took?

Mitch: We recruited a terrific team of founding sponsors to help us launch the event: Microsoft, Morgan Stanley, American Lawyer Media, The American Legion, D.C. Diverse Partners Network and Shearman & Sterling. Not only was their support crucial to the inaugural event's success, but all of them returned for the second year. Their consistent, enthusiastic support broadened our reach and helped maintain our momentum after the inaugural event.

Lorraine: We also leveraged our experience with the Bay Area Diversity Career Fair, an event we founded more than a decade ago in collaboration with The Bar Association of San Francisco. One of the things that has made that career fair so successful is the inclusion of panel discussions on topics that will help the candidates succeed. Because of that, we knew we wanted to make panel discussions part of the Veterans' Legal Career Fair. Another element we adapted from the Bay Area Diversity Career Fair was allowing employers to screen candidate resumes before the event. This ensures that employers are matched with candidates that

Legal Career Fair

best suit their particular needs, so that everyone gets the maximum value out of their day of interviews.

Q. What was the biggest surprise in putting together this event?

Steve: One of the big unknowns for us was how much interest we would receive from military spouse lawyers, who often have a difficult time maintaining their practice due to frequent moves necessitated by their husbands and wives in active service. Groups like the Military Spouse JD Network (MSJDN) are lobbying states to make it easier for military spouses to receive temporary bar licenses.

Nik: MSJDN were quite enthusiastic about the Veterans' Legal Career Fair from the very beginning. Their advocacy was helpful in getting the word out to military spouses, who comprised approximately 30 percent of this year's candidate pool. Raising awareness of the unique issues military spouse lawyers face helped make employers aware of another untapped talent pool—and also helped make the Veterans' Legal Career Fair distinctive.

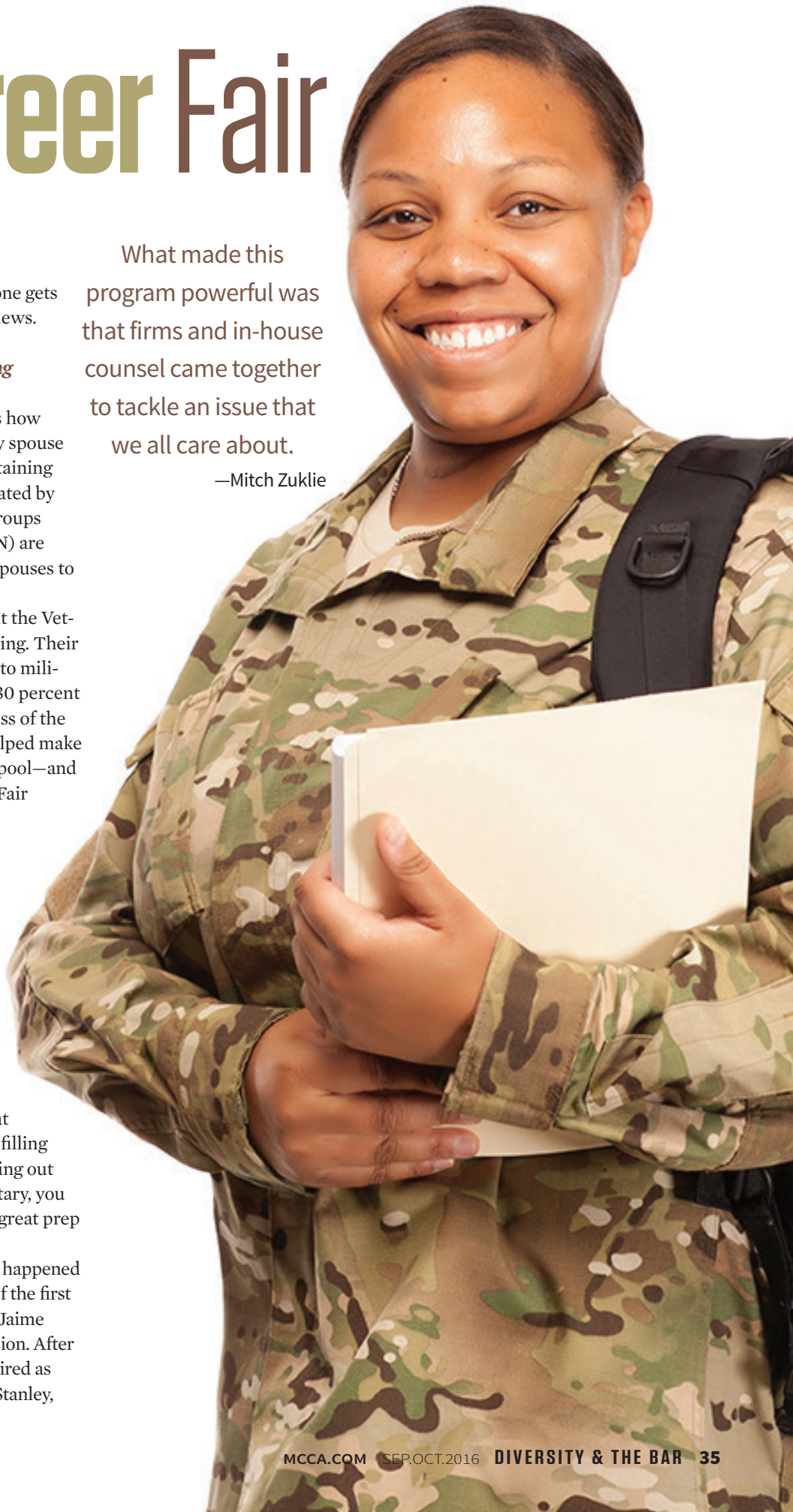
Q. What have been some of the highlights for you personally?

Steve: Meeting active duty service members and veterans from around the world and hearing their stories has been the singular highlight. We've had candidates travel from around the world to attend the event—including from posts as far away as Germany and Uganda. That they were willing to make the trek to Washington, D.C. for the career fair, often at their own expense, confirms that the event is filling a very important need. As one JAG transitioning out of the Army told us, "When you're in the military, you need to be ready for that story to end. This is great prep for the epilogue."

Nik: One of the most rewarding things that happened this year was the participation of two alumni of the first Veterans' Legal Career Fair, Olaseni Bello and Jaime Turner, in our Saturday morning panel discussion. After interviewing at last year's event, Olaseni was hired as vice president, legal & compliance at Morgan Stanley,

What made this program powerful was that firms and in-house counsel came together to tackle an issue that we all care about.

—Mitch Zuklie



and Jaime became an associate at Schulte Roth & Zabel. Both Olaseni and Jaime were able to offer candidates valuable advice on interviewing, and on adjusting to a flatter “chain of command” compared with the hierarchy of the military. Seeing how successful they have been in making the transition to their new careers was inspirational for many of this year’s candidates.

Lorraine: Both of our inspirational keynote speakers have definitely been highlights. Last year, we were honored to welcome the Honorable Robert Rigsby, Associate Judge of the District of Columbia Superior Court. Before retiring from the U.S. Army with the rank of colonel, Judge Rigsby served as commander of the 150th Legal Support Organization—the only military judge’s unit in the United States Army Reserve—and Chief Reserve Trial Judge. This year, we were privileged to host retired U.S. Air Force Colonel. Will A. Gunn, former general counsel of the U.S. Department of Veterans Affairs and owner of his own consulting service. Both had incredible insights to share about their military service and their legal careers.

Mitch: Above all, the event has helped everyone express our shared belief about the value veterans bring to the legal profession as a result of their training and service.

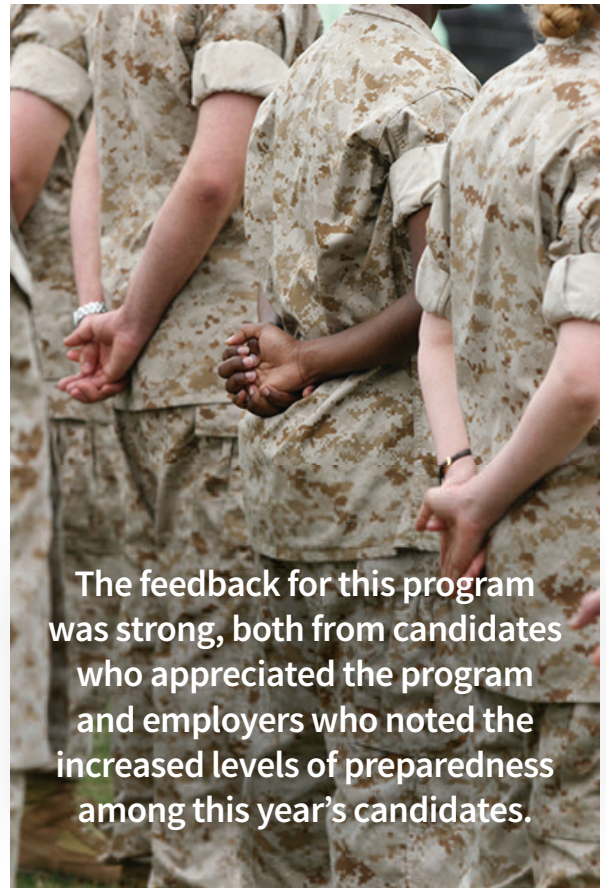
Q. What advice would you give to law firms and other organizations looking to launch new diversity initiatives like the Veterans’ Legal Career Fair?

Mitch: What made this program powerful was that firms and in-house counsel came together to tackle an issue that we all care about. Working with veterans associations and ALM broadened our reach. We were able to create a real community around this event and keep it going through social media.

Lorraine: Many of our clients actively support veterans programs and other diversity initiatives, so we knew they would jump at the chance to participate in such a great event. After all, not only would it benefit the veterans who were seeking jobs, it would benefit the employers by giving them access to this highly diverse talent pool. Employers should and do want to hire more veterans—this was an opportunity for them to do so.

Q. What can we expect from future Veterans’ Legal Career Fairs?

Steve: Every year we aim to improve the event based on the feedback we receive from candidates and employers. After the inaugural event, we received requests for guidance in preparing for interviews. So, we added a Candidate Preparation Program as part of this year’s registration process.



The feedback for this program was strong, both from candidates who appreciated the program and employers who noted the increased levels of preparedness among this year’s candidates.

Nik: The program matched candidates with Orrick lawyers—including many members of our Veterans Forum—for resume reviews and one-on-one advice on how to translate the unique skills and experience they acquired in military in a way that would resonate with civilian employers. The feedback for this program was strong, both from candidates who appreciated the program and employers who noted the increased levels of preparedness among this year’s candidates. It’s something we want to repeat and build on next year.

Lorraine: We’re looking at other ideas to make this experience as meaningful as possible and to create connectivity throughout the year.

To learn more about the Veterans’ Legal Career Fair, please visit www.veteranslegalcareerfair.com or email veteranslcf@orrick.com. ■

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SheppardMullin

proudly supports the 2016 MCCA Diversity Gala
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We are proud to be a national finalist
for the Thomas L. Sager Award.



DIVERSITY TRAINING DOESN'T WORK

What

By Sarah Babineau, MHR, PHR, SHRM-CP

THE PUSH FOR DIVERSITY in corporations, law firms, non-profits and other industries has never been stronger than it is today. Leaders no longer see diversity and inclusion as compliance exercises or community-relations gestures, but as a smart way to increase profitability by leveraging the innovation and productivity of their hard-won talent. Demand for diversity training has skyrocketed since the 1990s. Corporations now spend \$8 billion every year on diversity training in the U.S. alone.^{1, 2} So there must be evidence that training leads to diverse workforces with inclusive cultures. Right?

Unfortunately, no. Moreover, there is a misconception that the solution to making current diversity training more effective is add more or better training. This belief is evident from a Compass Metrics survey launched in early 2016. Thirty-seven percent of respondents (human resources or diversity professionals in U.S. corporations and law firms) believe what they need to take their D&I initiatives to the next level is better diversity training.³ This is despite the fact that 68 percent already offer some kind of diversity training.⁴

By stark contrast, research indicates that there is zero correlation between the availability of diversity training and a diverse workforce; especially in leadership ranks.^{5,6,7,8} Research highlighting the need for scientific validation that training helps create unbiased interactions dates back to 1947.⁹

Diversity Training ≠ a Diverse Workforce

Research shows that implicit association and unconscious bias¹ can be weakened through exposure to ideas and people from different groups. It also shows that once the exposure is stopped, implicit association snaps right back to pre-exposure levels.¹⁰ We are likely to rely on unconscious bias when we are stressed, tired,

makers while mitigating the exclusionary effects of bias. Effective interventions do not ask that we try to change implicit associations or unconscious bias. Effective interventions provide tools and structures that reduce the exclusionary effects of bias.

In short, rather than telling us *what not to do*, effective interventions show us *what to do* instead. Adoption of carefully designed mechanisms that reduce or eliminate the effect of unconscious bias are habits we need stakeholders to develop. Banaji and Greenwald dubbed this technique “outsmarting the machinery.”¹²

What Works

The good news is that the same research that showed no correlation between diversity training and actual diversity in the workforce has uncovered techniques and interventions that do work to reduce bias in decisions, increase representation from historically disenfranchised groups and advance toward inclusive workforce cultures. Among these effective interventions are:

1. Diversity analytics to identify root causes, set goals and measure progress;
2. Employing a dedicated diversity manager;
3. Transparency in job postings, compensation practices and career ladders;
4. Forming a diversity task force comprising at least some leaders and managers, and;
5. Combining mentoring and leadership development programs customized to serve the intended audience.^{13,14, 15, 16}

We’ve made a lot of progress in that diversity managers, committees and councils abound. Companies like Diverse Talent Strategies offer mentoring databases that allow employees to connect with mentors across the country based on life circumstances, industry, field and diverse dimensions. Transparency in promotional and hiring processes is increasing; job postings and career ladders are commonplace. Proposed regulations from the Equal Employment Opportunity Commission may soon increase transparency related to compensation. One of the benefits of transparency is that the likelihood of having to explain one’s decision making process can encourage managers to review their decisions for signs of bias, resulting in less biased decisions.¹⁷

Diversity practitioners can be proud of this progress while acknowledging that we still have more work to do. Encouraging greater transparency, customizing mentoring and leadership development programs, development of diverse talent pipelines that provide means for skill acquisition, and applying more robust data collection and analytics are all areas that are underrepresented in the diversity industry.



short on time, when there is ambiguity or a lack of accountability, or when a quick decision is needed.¹¹ The modern workplace is the perfect ecosystem for unconscious bias to unintentionally guide our decisions.

This is not to say that ongoing conversations and some diversity training are not important. Training is not a stand-alone solution, however. Without approaching the problem from other, complementary angles, training alone will not result in either diversity or inclusion. Awareness of unconscious bias together with the knowledge that it can serve both noble and nefarious purposes is a good place to start, but by itself is not a means to achieving workforce parity. Our brains are hard-wired to function using bias, and diversity training that tells us not to be biased while ignoring that hard-wiring may be interesting, but will likely be ineffective. Training should be a tool to gain buy-in and support for the development of protocols designed to serve the needs of decision

Complete Solutions = Many Effective Tools

With the driving passion, increased focus and growing body of knowledge comprising the diversity and inclusion industry, a reexamination of the assumptions that undergird diversity service offerings and delivery modes is overdue. Corporations and firms rely on internal and external experts to engage teams in the promotion of an inclusive environment in which employees from a broad swath of backgrounds are encouraged to put forth their highest levels of innovation and productivity. Diversity practitioners owe it to our clients and our communities to offer as many effective tools as possible.

While diversity training teaches us how to talk the talk of inclusion, an important step, it is not a complete solution. Diversity analytics, mentoring, creating accountability for decision among other low-cost solutions, teach us how to walk the walk. Only when we are proficient in both the talk

and the walk will we be able to systematically embed inclusion into our workforces. ■

SARAH BABINEAU, MHR, PHR, SHRM-CP (sarah.babineau@compassmetrics.com) is the managing partner of Compass Metrics, LLC, a certified woman-owned, disability-owned business. Compass Metrics is the only consultancy in the U.S. fluent in both diversity analytics and affirmative action.

Endnotes

- 1 Bohnet, I. (2016) *What Works: Gender Equality by Design* the Belknap Press of Harvard University Cambridge, MA p. 51
- 2 Levy Palcuck, E. & Green, D. (2009) *Prejudice Reduction: What Works? A Review and Assessment of Research and Practice* Annual Review of Psychology p. 359 retrieved March 17, 2016 from www.annualreviews.org/doi/abs/10.1146/annurev.psych.60.110707.163607
- 3 See Appendix A
- 4 Ibid

Appendix A

Compass Metrics Diversity and Inclusion Survey
2016 Survey of Law Firms and Corporations

1a. How many attorneys do you have in the U.S.? Responses 12

# Attorneys	# Responses	% Responses
101-500	6	50.0
Less than 50	2	16.7
751 or more	2	16.7
51-100	1	8.3
501-750	1	8.3

1b. How many employees do you have in the U.S.?
(Include full-time, part-time and temporary) Responses 35

# Employees	# Responses	% Responses
Less than 100	16	45.7
501-10,000	8	22.9
50,001 or more	5	14.3
10,001-50,000	4	11.4
101-500	2	5.7

2. Is your organization a federal contractor with a required Affirmative Action Plan(s)? Responses 35

Answer	# Responses	% Responses
No	20	57.1
Yes	15	42.9
I Don't Know	0	0.0

3. Does your organization have D&I initiatives (apart from Affirmative Action)? Responses 47

Answer	# Responses	% Responses
Yes	31	66.0
No	16	34.0
I Don't Know	0	0.0

4. How important are D&I (apart from Affirmative Action) to your organization? Responses 47

Answer	# Responses	% Responses
Extremely Important	20	42.6
Important	17	36.2
Neutral	8	17.0
Not Important	0	0.0
We have other priorities like...	2	4.3

5 Dobbin, F., Kalev, A. & Kelly, E. (2007) *Diversity Management in Corporate America* retrieved March 17, 2016 from http://scholar.harvard.edu/files/dobbin/files/2007_contexts_dobbin_kalev_kelly.pdf?m=1360040223

6 Levy Palcuck, E. & Green, D. (2009) *Prejudice Reduction: What Works? A Review and Assessment of Research and Practice* Annual Review of Psychology retrieved March 17, 2016 from www.annualreviews.org/doi/abs/10.1146/annurev.psych.60.110707.163607

7 Dobbin, F. & Kalev, A. (2015) *Try and Make Me! Why Corporate Diversity Training Fails* Massachusetts Institute of Technology Sloan School for Business retrieved March 17, 2016 from <http://mitsloan.mit.edu/iwer/wp-content/uploads/2015/04/AATraining-3-16-2015-clean.pdf>

8 Dobbin, F., Schrage, D. & Kalev, A. (2015) *Rage Against the Iron Cage: The Varied Effects of Bureaucratic Personnel Reforms on Diversity* American Sociological Review, American Sociological Association retrieved March 17, 2016 from <http://asr.sagepub.com/content/early/2015/08/12/0003122415596416>

9 Williams, R.M. (1947) *The Reduction of Intergroup Tensions: A Survey of Research on Problems of Ethnic, Racial, and Religious Group Relations* Social Science Research Council, NY, New York

10 Banaji, M. and Greenwald, A. (2013) *Blind Spot: Hidden Biases of Good People* Random House, Inc. New York, NY p.152

11 Myers, V. (2014) *What If I Say the Wrong Thing: 25 Habits for*

Culturally Effective People American Bar Association

12 Banaji, M. and Greenwald, A. (2013) *Blind Spot: Hidden Biases of Good People* Random House, Inc. New York, NY p.146

13 Dobbin, F., Schrage, D. & Kalev, A. (2015) *Rage Against the Iron Cage: The Varied Effects of Bureaucratic Personnel Reforms on Diversity* American Sociological Review, American Sociological Association retrieved March 17, 2016 from <http://asr.sagepub.com/content/early/2015/08/12/0003122415596416>

14 Bohnet, I. (2016) *What Works: Gender Equality by Design* the Belknap Press of Harvard University Cambridge, MA p. 51

15 Dobbin, F., Kalev, A. & Kelly, E. (2007) *Diversity Management in Corporate America* retrieved March 17, 2016 from http://scholar.harvard.edu/files/dobbin/files/2007_contexts_dobbin_kalev_kelly.pdf?m=1360040223 p. 26

16 Dobbin, F. & Kalev, A. (2015) *Try and Make Me! Why Corporate Diversity Training Fails* Massachusetts Institute of Technology Sloan School for Business retrieved March 17, 2016 from <http://mitsloan.mit.edu/iwer/wp-content/uploads/2015/04/AATraining-3-16-2015-clean.pdf>

17 Dobbin, F., Schrage, D. & Kalev, A. (2015) *Rage Against the Iron Cage: The Varied Effects of Bureaucratic Personnel Reforms on Diversity* American Sociological Review, American Sociological Association retrieved March 17, 2016 from <http://asr.sagepub.com/content/early/2015/08/12/0003122415596416>

5. What kind of D&I initiatives (apart from Affirmative Action) does your organization currently offer? Responses 34

Answer	# Responses	% Responses
D&I Training	23	67.6
Employee Resource Groups	22	64.7
Formal Mentoring	17	50.0
Support for Affinity Bar Associations	7	20.6

6. What do you need to bring your D&I initiatives to the next level? Responses 35

Answer	# Responses	% Responses
More support from senior leadership	14	40.0
Better D&I training	13	37.1
Links to overall business goals	13	37.1
A more compelling business case	12	34.3
More detailed analytics	11	31.4
A SME to help prioritize actions	11	31.4

7. What kind of D&I analytics does your organization currently report? Responses 47

Answer	# Responses	% Responses
Analytics related to AAP	23	48.9
Lag analytics	17	36.2
Anecdotal	16	34.0
None	15	31.9
Lead analytics	9	19.1

8. D&I analytics are reported to: Responses 34

Answer	# Responses	% Responses
Senior leadership	25	73.5
Current clients	19	55.9
Marketing materials (website)	18	52.9
HR leadership	17	50.0
Government	15	44.1
Prospective clients	14	41.2
Community-based organizations	10	29.4
Employees (intranet)	9	26.5
Lenders and other suppliers	5	14.7

9. Do you require service providers (law & professional services firms) to report their D&I efforts before you hire them? Responses 47

Answer	# Responses	% Responses
No	30	63.8
I Don't Know	11	23.4
Yes	6	12.8



Lawyer Re

By Leken Oguntoyinbo

Lost in the avalanche of stories about the employment challenges of lawyers, financial woes of law firms and the struggles of law schools to respond to the challenges of the rapidly changing legal profession is another overlooked reality: the difficulty of recruiting and retaining first-rate lawyers.

Most companies thrive because of their ability to recruit top talent, said Charles Volkert, executive director of Robert Half Legal Staffing, an employment agency that specializes in recruiting lawyers for clients, and which recently conducted a survey in which 26 percent of attorneys said they expected general business and commercial business to generation the greatest amount of legal jobs in the next two years.

Susan Manch, chief of people development at Rose Norton Fullbright, a 3,800-lawyer firm with offices around the world, including Houston and London, said at many firms the typical retention rate for lawyers after 10 years is 20 percent or two out of 10 hired.

“Retention of top employees is really becoming a front burner issue. Since the downturn of the economy, with many law firms working leaner, any departure of an employee can leave a gaping hole,” said Volkert.

Caren Ulrich Stacy, CEO of Diversity Lab, a Boulder, Colorado-based firm that helps law firms around the world recruit and retain diverse legal talent, said the real challenge for many employers in these dog days of the legal profession is to fight to attract and retain

qualified and experienced lawyers, particularly in specialties such as intellectual property, financial services and real estate.

“These are pockets of growth,” Stacy said.

Another big pocket of growth is mergers and acquisitions, said Manch. She said competition for the best and the brightest has intensified in recent years.

“The people you want the most have options,” Manch said. “The people who are the strongest performers are in demand no matter what the market is. Every firm has a small number of really strong rainmakers. Those people are in demand at every single firm. It takes a lot of other people to support that work and it’s those people who are negatively affected by the downturn. The question is, is this person critical or indispensable? Is this person doing what no one else can do? The lawyers that are most difficult to find right now are mid-level corporate merger and acquisition lawyers in the mid to senior associate pool. When the global financial crisis hit in 2008 corporate mergers and acquisition work went away. The same thing happened with real estate in the mid-90s.”

Now that the economy is back on the upswing, merger and acquisition attorneys have become some of the rock stars of the legal profession.

Attention Strategies

Here are some strategies for attracting—and keeping—legal talent.

1. Consider non-traditional hires. Stacy said many employers overlook non-traditional hires such as women who quit to raise families, veterans or spouses of veterans. One law firm [Orrick], she said, hosts a job fair for military veterans or their spouses. “They’ve figured out that’s a great way to get great lawyers,” she said. “Law firms need to look in places they typically don’t look because they are likely to find great talent they didn’t know existed.”

Stacy encourages employers to strongly consider looking at government agencies, particularly at the federal level, and women who left the profession to raise families but can’t find a way back in. “Law firms tend to come to law firms. The law firms either don’t want to tap them because they are too specialized or because they don’t have the contacts,” she said.

2. Modify your selection process. Stacy said employers should look beyond where they went to law school and what kinds of grades they had. “In the past firms have relied only on credentials to judge lawyers,” she said. “Other things they should be looking for are more skilled based. Sometimes when you look at just credentials you don’t find people with great judgment. Pay attention to what you’re doing to attract them. Use skills not just likeability. Some firms use psychometric assessments. Some firms do a 20-minute likeability test.”

3. Consider varying assignments to boost employee satisfaction. Four in 10 lawyers surveyed said challenging work or being afforded the opportunity to work on a variety of assignments was their biggest incentive, according to Volkert. He mentioned that the survey showed that the second biggest incentive was development opportunities. “We certainly see lawyers coming to us who are unhappy in the practice of law,” said Volkert. “One of their chief complaints is that they are handed work to do and not involved in the business side of the practice of law and outside of the practice of law.”

He said it is important to understand what makes each individual lawyer tick. “Are they simply in the office doing research?,” he asks. “Some lawyers love that.”

But some lawyers may find doing that kind of work routinely repetitive and utterly unsatisfying.

Create opportunities for lawyers to grow personally and professionally: At Rose Norton Fulbright, the firm regularly brings women together for sessions focused on building confidence, business confidence skills and improving communications skills.

“We have a strategy to attract partners,” said Manch. “We want to see diverse partners. What we hold out to them is that we have a platform to operate on a global level, which is where all business is going. We have the largest energy practice in the world. If someone is working in a typical U.S. firm and feels stymied and a client wants representation in Moscow or Brazil we can offer that. We have a strong marketing division to help our attorneys get out in the public and can help them win RFPs. Our lateral partners we have hired tell us that’s why the came here.”

4. Be sensitive to issues of work/life balance. “We know from research that three things keep lawyers satisfied: who you work with, what you work on and family-friendly policies,” said Stacy. “If there’s a woman having a baby, does the maternity policy support what she needs? If a woman wants to write a book does the firm allow a sabbatical for two months? How does the firm help you achieve your personal and professional goals at any given stage in your career? I knew of a couple of men who had elder care responsibilities. Does the firm allow me to go on a flex schedule or a part-time schedule? Is the firm supportive of me being able to be both at home and work?”

Jennifer Queen, a Dallas-based employment consultant, who has worked with many large law firms, said employers should consider using technology to leverage flexible work opportunities as a strategy for retaining lawyers.

“With technology, firms can really work with lawyers,” she said. “Twenty years ago, you would have to be in the office to get that work done. Now there is a way that you can work with lawyers without requiring that. There are always the ebbs and flows. Some people have commutes that are an hour long. Both parties—firms and attorneys—have to think about what they can do to make it better.” ■

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Finding the Class of 2009

By Glenn Cook

NILA BALA knows the work she does as a public defender is frowned upon in some circles. Most of her clients don't know that she is a Yale Law School graduate, or that she chose to forego a lucrative career in private practice to work in a city beset by racial turmoil.

Or that she can't imagine doing anything else.

"Public defenders don't have the greatest reputation," said Bala, who started work in Baltimore, Md., in 2014, just months before Freddie Gray died while in police custody, sparking riots, looting and arson. "Many people don't even know that we are attorneys, and they seem shocked when I say that I'm not going private. I had other choices, but I chose to do this. It's what I want to do."

Bala had the financial freedom to pursue her passion thanks to the LMJ Scholarship, the Minority Corporate Council Association program that has assisted more than 180 law students over the past 12 years. She is one of 16 recipients from the Class of 2009, the fifth such group to be honored.

"It helped me so much," Bala said of the \$10,000 scholarship, which she received for each of her three years in law school. "I graduated with a lot less debt, and that opened up so many more possibilities. I had more choices and freedom to pursue what I wanted, and I was able to find my calling at 25 or 26 instead of 35 or 36 because I did not have that overwhelming financial obligation."

Family Influences Advocacy Approach

While most LMJ recipients finish law school and go into some type of legal work, like Bala, many have moved onto varied careers in the corporate, government, and nonprofit sectors. What they have in

common are the barriers—cultural, financial, and socioeconomic—they’ve managed to overcome.

Bala, whose parents who immigrated from South India in the 1980s, spent most of her childhood in Mesa, Ariz. A self-described voracious reader as a child—“I ate books like they were food”—she saw her parents struggle to help her sister, who had learning disabilities and needed special education services. But their combative advocacy on her sister’s behalf left a lasting impression.

“Because we were an immigrant family, it took my parents longer to recognize that the school system was required by law to respond to her needs,” she said. “It was the first time I saw how hard it is when you speak with a foreign accent, when you don’t know the system, when you don’t know what your rights are.

“My sister was branded almost from the day she came into class. ‘This kid has learning disabilities. Her dad can be difficult and demanding.’ You could see it, even when you started a new year in a new classroom. It didn’t seem fair to me at all, that she wouldn’t be able to make a first impression on her own and be treated with respect. That stuck with me.”

At 13, Bala’s parents moved to Fremont, Calif., about 45 minutes southeast of San Francisco. She attended Mission San Jose High School, one of the top schools in California, and faced different pressures. The school had “very few kids who looked like me,” making her feel socially awkward, and she dove into academics.

Bala went to Stanford, graduating with a bachelor’s degree in human biology, and taught preschool before she decided to pursue a legal career. She also interned at the Youth Law Center and thought she would move into legal advocacy for children when she was accepted to Yale in 2009.

“I took criminal law during the second semester of my first year and loved it,” she said. “But I found it was quite difficult to help children in the way I had hoped. When you’re the child advocate, it’s hard to get anyone around the table to listen to you. You are often choosing between bad and worse, and it’s no fault of the child. It’s very, very difficult work.”

Helping Juveniles Navigate the System

Bala interned in the San Francisco Public Defender’s Office between her first and second year of law school, then worked as a law clerk in federal court in Houston for a year after graduation. In 2013, she was named a public interest law fellow in the Santa Clara County public defender’s office in California.

“When I was in San Francisco, I got to go into court and cross examine police officers,” she said. “I found I really liked it. I really enjoyed being in the courtroom.”

In Santa Clara, she provided post-conviction assistance in the juvenile unit, working to help young adults ages 19 to 21 keep their records sealed. Most had been arrested on sex-related offenses as teens.

“California is one of seven states that puts you on the sex offense registry for life, and it really amounts to banishment,” she

said. “So many of my clients were just kids when these sex offenses occurred, and it was mostly around inappropriate touching. Most of them had been molested themselves, so these were really terrible cases. I found that they were really grateful when I could help them navigate the system and move on in their lives.”

In 2014, Bala married Mukund Ramkumar, a medical school student she met in college. The couple moved to Baltimore so he could start an internal medicine residency at Johns Hopkins University, and she was hired by the Office of the Public Defender. She works in the Baltimore’s Western District Courtroom in the northwest part of the city, the same area where Freddie Gray was killed.

“I graduated with a lot less debt, and that opened up so many more possibilities. I was able to find my calling at 25 or 26 because I did not have that overwhelming financial obligation.”

“I do all kinds of misdemeanor cases. The majority of them involve drugs, but there are serious traffic offenses, such as DUIs and hit and runs, and handgun cases as well,” she said. “What many people don’t understand is that misdemeanors in Maryland carry sentences of up to 20 years, so you’re talking about something that can affect and alter someone’s life forever.”

Bala said she makes “pretty much the same money as a preschool teacher” as a public defender. But she said it is her calling.

“I get to work with people every day and hear their stories. If I can’t help them get completely out of their situation, I can definitely help by standing there and being there for them,” she said. “My job is not to judge guilt or innocence, but to be there on one of the hardest days of a person’s life. Wouldn’t you want someone who has your back, no questions asked? That’s what I get to do for people.”

A New Move

Given the nature of her work, it’s no surprise that Bala has found outlets that help ease the daily stress and tension of being a public defender. With fellow Yale alums Rachel LaViola and Sarah Larsson, she is part of The Nightingale Trio, a woman’s acapella vocal group that recreates traditional folk songs and vocal techniques of the Balkans and Eastern Europe.

The group, which is releasing its second CD this year and has appeared on NPR’s “Prairie Home Companion,” formed after the three graduated from law school in 2012. Even though they live in different states, the singers go to new cities to perform for a weekend every two months.

“I’ve always loved to sing. It’s something I’ve done since I was 4 or 5 years old,” Bala said. “Being part of the woman’s choir at

Yale was my favorite part of law school, and we've been able to make this work. It's a great release."

In November, Bala and her husband will move to Trinidad for a year, where they will live in an ashram to study Hindu philosophy. "We will have a chance to learn Sanskrit, practice meditation and chanting, and acquire techniques to live a better, more service-oriented and spiritual life," she said.

But before she leaves, Bala has a work-related project that she has become passionate about: challenging excessive money bails during bail reviews.

"I hope to go into courtrooms and help the judiciary understand that unsecured bonds, where a defendant promises to pay the money if he or she doesn't show up to court, rather than posting the money on the front end, are just as effective cash bails," she said. "With luck, we can contribute to an understanding that money bails have terrible collateral consequences for our clients and their families — losing jobs, housing, children, not to mention being saddled with debt, even after their charges get dismissed."

It's this type of work, she said, that feeds her professional spirit.



"I can say that I know what I'm supposed to be doing. I'm not sure whether it's for the rest of my life or just for now, but I know I'm supposed to do this," Bala said. "We are living in difficult times, tense times. I don't know objectively that it's worse now than it has been, or whether people are noticing things more because of camera phones and technology that is pushing these types of incidents out there, but I know that I can actually do something to help. And that is a great feeling. It is a blessing." ■

GLENN COOK (glenncook117@gmail.com) is a freelance writer and photographer who lives in Northern Virginia.

The 2009 recipients of the Minority Corporate Counsel Association's LMJ Scholarship have gone on to varied careers in the corporate, government and nonprofit worlds.

Here is an update on the class and what they are doing now:

■ **Alemayehu Ayanaw** is an associate with the Hepler Broom Law Firm in Edwardsville, Ill., where he focuses his practice on trials involving complex business litigation matters, including toxic torts, premises liability and product liability.

■ **Alejandro Callirgos** is a freelance writer and middle/high school English teacher at the International School in Singapore.

■ **Jennifer Castillo** is an associate at Brustein & Manasevit in Washington, D.C., where she assists clients with various federal education matters.

■ **Kendri Cesar** is an associate with Sonosky, Chambers, Sachse, Miller & Munson, LLP in Juneau, Alaska, practicing administrative and Alaska Native law.

■ **Peter Chin** is an attorney in private practice in Baltimore, Md.

■ **Bejidé A. Davis** is an associate at Morgan, Lewis & Bockius LLP in New York City.

■ **Elio Gonzalez** is an attorney in the Office of Chief Counsel for U.S. Customs and Border Protection in Los Angeles, Calif.

■ **Kelvan Howard** is a senior director of intellectual property strategy at Visa in the San Francisco Bay Area.

■ **Edwin Lindo** is an attorney, community organizer and candidate for the San Francisco Board of Supervisors.

■ **William Moon** is a litigation attorney with Boies Schiller & Flexner, LLP

■ **William Perry** is an associate with Greenberg Traurig, LLP in New York City.

■ **Diane Rish** is an associate with Ogletree Deakins in Raleigh, N.C.

■ **Freddie Stokes** is an attorney with The Carter Firm, P.C., in Mobile, Ala.

■ **Karla Turner Anderson** is an associate with Poyner Spruill in Raleigh, N.C.

■ **Demi Williams** is an assistant district attorney in the San Francisco District Attorney's Office.

■ **Timothy Wong** is a certified public attorney in Seattle, Wash.

Details about the **LMJ Scholarship Program** can be found at www.mcca.com/scholarships.

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Attorney Beth Kolbe: Helping Others with Disabilities

SOMETIMES tragic events can make our lives far richer than we would ever have expected. For Sidley Austin attorney Beth Kolbe, her life has been blessed with a wonderful twist of fate.

At the age of 14, she was in an auto accident that left her with no muscle function in her legs and minimal use of her arms and hands. She couldn't move her fingers or grip anything.

"I never thought about staying in a nursing home," Kolbe said. "It was never an issue for me. I always knew I was just going to get stronger and get back to my life as soon as possible. I'm a person who thrives on action."



Kolbe had grown up as the girl next door, the youngest of three children, in Tiffin, Ohio, a small town near Toledo. Her father was an elementary school teacher and her mother provided care for those with developmental disabilities.

"I have a very supportive family and they were a huge part of my recovery, my support, and my strength," she said, of her parents and her older brother and sister.

Not only was her family there for her, but her community.

"It felt like the entire town rallied around us," she said. "At

the Tiffin Center, where my mom worked, people donated months of their vacation time for her so she could stay with me, and my Dad had meals cooked for him while we were at the hospital. We even had people come over and build a ramp at our house. Everyone kind of just pitched in."

Prior to her accident, Kolbe described herself as a nerd who liked to participate in sports and music. She was a girl in motion both mentally and physically, participating in softball, basketball, soccer, gymnastics, and her favorite, volleyball, as well as being an A-student. A crucial part of her recovery was water therapy.

"I didn't like swimming beforehand," she said.

But being in the water after her accident transformed her.

"I immediately loved the water," she said. "It was really freeing to not need a device to move."

She connected with the Toledo wheelchair sports organization, which encouraged her to participate in swimming events.

"At my first swim meet, I met Cheryl Angelelli, a Paralympic swimmer, and her husband Shawn Kornoelje, a Paralympic coach," Kolbe said. "They encouraged me to compete nationally. Once I realized I was good in the water, I trained really hard and put a lot of focus and effort into it because it was this new avenue for me. I hadn't thought I could be an athlete anymore."

Her participation as a competitive swimmer took her out of her home town and widened her horizons.

"The travel I did with swimming opened up the world to me and so I applied to Harvard," said Kolbe, who graduated as a valedictorian of her high school class.

But more important than her swimming achievements was being able to be independent for her personal care. With the kind of injury she had, the prognosis was that she would need help with such everyday tasks as washing, dressing, and other more intimate needs for the rest of her life. Of course, she wasn't going to let that stop her.

"No one told me I couldn't live independently," she said. "So I tried to see how far I could go, and I continually tried to do more on my own. It took a little over four years. The doctors told me they had never seen anyone with my type of injury become completely independent."

Totally able to care for herself, she chose to start at Harvard in 2004 instead of competing at the Paralympics in Athens, Greece,



Kolbe competed in the 2008 Paralympic Games in Beijing, China.

but she decided that she wouldn't miss the 2008 Paralympics in China. As a college freshman, she became manager of the Harvard women's swim team, later competing as a member of team for three years. Her college coach helped refine her technique in preparing for the international Paralympic competitions. Her specialty was the backstroke. In 2007, she won four medals, including one gold, at the Parapan American Games in Rio de Janeiro and participated in the Paralympic Games in Beijing, China, in 2008. In 2009, as she wound down her competitive swimming career before entering law school, she won a bronze medal at the World Cup in London in 2009. During her five years of competition with the national team, she set 13 American records and a Parapan American record in the 100-meter backstroke.

During that same period, the energetic Kolbe was just as actively engaged in preparing for her professional career in the legal profession. It was something for which she was destined, though she did consider other career paths while at Harvard.

"My parents called me the little lawyer growing up," she said, laughing, "Because I argued a lot."

At Harvard she focused on health care policy with regard to disability issues, and obtained an internship in 2006 with Senator John Kerry in his DC office.

"It was a life-changing experience," she said. "The disability community is so active in DC and I found the city to be more accessible than Boston."

At the time, Kerry was one of the leaders in the fight to lift the ban against the use of stem cells in medical treatment, which was a political football before a way to obtain them without the use of human embryos was developed in 2007. One of its most promising applications is in reversing the damage caused by spinal cord injuries like Kolbe's. As a result, Kerry approved her request to join him on the Senate floor during the stem cell debate.

"I worked with his speech writers and met a number of senators, including Senator Kennedy," she said.

While setting records with the swim team, Kolbe completed her thesis on how the media treats disability in an election

year, and how it influences candidates on disability issues. After graduation from Harvard, she worked for a year with a Harvard professor, helping him with his research for his book on global healthcare.

At Stanford Law School, with her competitive swimming career behind her, she had more time for social and volunteer activities. She worked at YELP (the Youth and Education Law Project), a program that helps the disadvantaged access educational opportunities.

"I helped families with kids in special education get the accommodations they needed, which often involved negotiations with the school board," she said.

She also became more involved in extracurricular activities, as a senior editor for the *Stanford Law and Policy Journal*, serving as co-president of the student government, and on the national level, serving terms as vice-president and president of the National Association of Law Students with Disabilities, vice president from 2010 to 2011, and president from 2011 to 2012.

"At first, it was outside my comfort zone," she said. "But I enjoyed giving back and being part of organizations that can improve life for students and those with disabilities."

"If I could go back in time and not get in that car and go to Columbus, I would go in the car."

It was onto Sidley Austin in D.C. after law school, where she had interned during the summer of 2011.

"What drew me to the firm was their healthcare practice," she said. "I knew from day one I wanted to work in healthcare. My practice focuses on regulatory issues. I also engage in policy efforts on the Hill on issues such as Medicare and Medicaid coverage. For instance, if a client has a new product for the market, we might work to ensure it is covered appropriately by the government."

Kolbe is very happy with her life and work at Sidley Austin.

"I love the field I'm in. I get to do all my pro bono projects in disability issues."

Disability right activism is something in which she wants to get more involved.



Recently, she became a member of the board of AbleThrive, which is devoted to helping those with disabilities worldwide and provides tips on how to cope for those with disabilities.

"One of my best friends from college, Brittany Martin, who has a father has a disability, founded the organization and she asked me to be a board member," she said. "I remember when I was injured I had no one with a similar injury to learn from. We provide tips on how to become independent more quickly for those who don't have a resource to help them. I love mentoring women with disabilities."

One of her how-to videos on the AbleThrive website is how a quadriplegic whips her shoulder-length hair into a ponytail.

Kolbe never looks back with regret.

"If I could go back in time and not get

in that car and go to Columbus, I would go in the car. I feel like the opportunities that I've had since the accident—swimming, Harvard, Stanford, and my interest in health which defines my career—are huge parts, but also the people that I've met and the personal growth I've had by dealing with these issues, as well as being aware of the many people across the country who deal with them—it is incredible to be a part of this community where we all have a shared experience. I think it's given me a more interesting life, a new perspective, and experiences that I wouldn't otherwise have had. I greatly appreciate that." ■

TOM CALARCO (tomcalwriter@yahoo.com) based in Loveland, Ohio, is a freelance writer and author of seven books on the Underground Railroad.

Intentional Diversity: The Story of a Meaningful Diversity Collaboration

ACHIEVING MEANINGFUL DIVERSITY AND INCLUSION in the legal profession continue to be a long and uphill battle. Organizations serious about advancing the ball find that it requires commitment, time, investment and a strategic approach. For Cummins Inc., the world’s largest independent engine manufacturer and Faegre Baker Daniels LLP, an AM Law 200 law firm with roots dating back to 1863, a joint commitment to diversity and inclusion led to an alliance of equal partnership in learning, growing, and impacting diversity within their organizations and beyond.

This article tells the true story of an active law firm and corporate client’s diversity and inclusion collaboration. It demonstrates that success requires being present together, investing together, and holding each other accountable.

Being Present Together

On a balmy night in July 2014, during the Minority Corporate Counsel Association’s (MCCA) annual Diversity Gala, Sharon Barner, Cummins’ general counsel and Brita Horvath, Faegre’s manager of diversity and inclusion met each other for the first time. Their conversation led to a meeting that falls where they pledged to explore ways, rooted in appreciative approaches, in which their organizations could advance diversity and inclusion efforts collaboratively. While Cummins and Faegre had worked together for over two decades, the opportunity to impact diversity beyond summer associate recruitment efforts presented a new and exciting adventure.

Before long, Marva Deskins Hamilton and Haroon Anwar, two Faegre attorneys and Sylvia Bier

and Karen Weber, two Cummins in-house counsel, were selected to spearhead the effort. Together with Brita and Faegre’s senior client relations staff, the four attorneys met in January 2015 to dream big about the possibilities and opportunities to deepen and enhance diversity and inclusion efforts. Karen recalls that first meeting as “exciting!” The discussion was lively, the ideas robust and freely shared, and the territory new, uncharted and brave—with the team floating around a myriad of ideas—including creating a legal diversity organization in Indianapolis.

The team met monthly, and from those early meetings, identified five key focus areas to explore and expand:

1. Interactive shared learning experiences;
2. Exposure and visibility opportunities;
3. “Know the business” experiences;
4. Partnering on existing programs; and
5. Intentionality to impact retention and advancement of diverse attorneys.

Investing Together

From their five focus areas, the team identified three manageable, impactful, and interactive goals to accomplish within the first 12 months of their collaboration.

A tour of the Cummins Mid-range Engine Plant was the Collaboration’s “know the business” experience. Summer associates and legal interns from both Faegre and Cummins, along with attorneys, participated in a 60-minute tour of an engine plant. The tour provided an excellent learning opportunity for all participants, was a tangible reminder of the essence of Cummins and its business, and an opportunity to observe a client’s operations, environment and workplace culture. For Haroon, whose practice includes products liability, the tour brought to life the careful and precise construction of the engines and enhanced for him the ability to aggressively defend Cummins’ engines and products.

Four months later, the team organized an implicit bias training session that MCCA customized for nearly 50 Cummins and Faegre attorneys and other professionals. The implicit bias training was an interactive session that encouraged introspection, as well as conversation on the biases and prejudices that we all have, but may be unaware of or afraid to acknowledge. The training also highlighted—with data—the impact of biases on the retention and advancement of diverse attorneys. By anonymous evaluations of the session, the session was a success

Tips for Collaborating on Diversity Efforts

Here are some tips for establishing diversity and inclusion collaborations, or similar initiatives, with business partners or stakeholders with whom you share a commitment to diversity and inclusion.

- 1. Connect with stakeholders on shared diversity and inclusion goals.** In order to launch a successful collaboration, it is essential that stakeholders (general counsel, client relationship partner, firm management) be engaged and on board from the outset. Schedule a meeting to gauge interest and determine the organization's willingness to invest and commit.
- 2. Enlist a team to lead the effort.** Identify individuals in each organization with the passion, time and commitment to advance the effort. Within the law firm, senior to mid-level attorneys who work with the client or partner organization are ideal given that they are already familiar with the client's business. Enlisting the help of diversity and client relations professionals is also worthwhile as those individuals serve as additional resources and bring varying perspectives and skills that enhance the collaboration.
- 3. Identify potential frameworks and corresponding ideas.** "Think big. No idea is unachievable." At the team's first meeting, ideas ranged from partnering on community service projects to instituting a diversity legal organization in Indianapolis.
- 4. Select and prioritize frameworks.** Select and prioritize frameworks to be accomplished within the first 12 to 24 months. Then, reserve a "parking lot" for good ideas that may not be immediate priorities. The commitment to diversity and inclusion is an ongoing effort, and every idea deserves consideration.
- 5. Track your successes and your failures.** There is no point to starting an initiative if there's no way to evaluate or measure impact and outcome. Think of modules, matrixes, and other tools to hold the collaboration team accountable, whether setting certain goals or seeking feedback.

Most of all, if you and/or your organization are committed to fostering intentional and meaningful diversity, do not stay on the sidelines. Take steps. Do something. Remember: "Little drops of water make a mighty ocean!"

and left participants with much food for thought. Overall, participants found the training to be informative, substantive and insightful, and welcomed the opportunity to interact with one another and apply concepts in a shared and stimulating format.

The team is currently working on two Spotlight Continuing Legal Education (CLE) sessions that will "spotlight" the talents, expertise and capabilities of

Faegre's diverse attorneys. The CLEs provide substantive, relevant training for Cummins' attorneys and are customized for, and responsive to, Cummins' business and legal needs and risks. Most importantly, the Spotlight CLE showcases diverse attorneys' skills, experience and expertise while enhancing their development with growth opportunities. The opportunity exposes diverse attorneys to, and strengthens their ties with, an institutional firm client,

and hopefully opens the door for more fulfilling work which could deepen their loyalty to their employer, and increase the likelihood that they will be invested in their firms and remain for the long haul. The Spotlight CLE truly creates a "win-win" for all involved.

Holding Each Other Accountable

Lastly, by sharing ideas, taking equal responsibility, and investing time and money into the diversity and inclusion collaboration, Cummins and Faegre hold each other accountable to achieve their goals and make their collaboration a great success. Both organizations encourage each other to reflect on their diversity and inclusion values, priorities, needs, opportunities, and challenges. Hopefully, these efforts will lead to greater impact, more effective results, and a meaningful and sustained improvement in diversity and inclusion in the legal profession. ■

SYLVIA BIER (Sylvia.bier@cummins.com) is an attorney whose practice is focused on labor and employment law with a hint of benefits law, global mobility and immigration. She currently works as in-house counsel with Cummins Inc., where she counsels human resources professionals and managers in all aspects of federal and state employment and traditional labor law matters, supports the global mobility and immigration strategy teams, proactively addresses legal risks, and collaborates with external partners to effectively manage and resolve litigation, arbitrations, and other legal matters.

MARVA DESKINS Hamilton (Marva.hamilton@faegrebd.com) is counsel at Faegre Baker Daniels LLP. Her practice focuses on employment counseling and internal investigations where she advises on day-to-day human resource matters, counsels clients through government audits, defends clients in administrative adjudications, and helps clients resolve complex regulatory and enforcement issues.



MOVERS & SHAKERS



ANIL PATEL
Kilpatrick Townsend

Anil Patel has joined Kilpatrick Townsend's internationally-recognized Intellectual Property Department. Dr. Patel joined the firm as counsel and a member of the firm's Patent Litigation Team. Dr. Patel focuses his

practice on intellectual property litigation involving pharmaceutical and chemical inventions. In addition to his private practice experience, Dr. Patel also served as U.S. Counsel for Cipla USA, Inc. At Cipla, he led the U.S. legal team and was responsible for a range of legal matters, including matters relating to intellectual property (IP), regulatory and antitrust law.

Dr. Patel earned his JD from Emory University School of Law where he served as managing editor of the *Emory International Law Review*. He received his Ph.D., cum laude, in physical chemistry from the University of Florida. Dr. Patel's doctoral thesis investigated the optical pumping phenomena in semiconductors at low temperatures using nuclear magnetic resonance. Dr. Patel received his Bachelor of Science, cum laude, from Troy University.



ALICIA J. BATTS
Squire Patton Boggs

Alicia J. Batts has joined Squire Patton Boggs as partner in the Antitrust and Competition Practice. Ms. Batts joins the firm with a well-established practice representing clients in mergers and acquisitions as well as

general investigations before federal and state agencies. Her agency and counseling practice includes consumer protection matters before the Federal Trade Commission and state authorities. Her federal antitrust litigation practice spans the full range of antitrust and unfair competition-related litigation, including class actions and competitor suits.

She has significant experience advising clients on the antitrust aspects of multimillion dollar acquisitions, including most recently, Grifols S.A. in its US \$4.1B acquisition of Talecris Biotherapeutics Holdings Corp., as well as Areas Management and the Lonza Group.

Ms. Batts received her AB from Harvard College, and earned her JD from Columbia Law School, where she was the managing editor of the *Columbia Business Law Review*. She is the vice chair of the Emerging Issues in Healthcare Law Conference Planning Committee for the American Bar Association. Ms. Batts is also a member of the DC Appleseed Foundation Board of Directors and co-chair of its nomination committee.



EARL ADAMS, JR.

Saul Ewing LLP

Saul Ewing LLP has hired Earl Adams, Jr. to join the firm as a partner in the Litigation and Public Law practices.

Mr. Adams provides regulatory and legislative counsel and advice to corporate, education and non-profit clients. He helps clients navigate complex government regulatory and

administrative legal issues and regularly represents them before the legislative and executive branches of local, state and federal government. Capitalizing on nearly 15 years of experience in both the private sector and government, Mr. Adams helps clients in four distinct areas: regulatory approvals; enforcement actions; as compliance counsel; and in advocacy before both the executive and legislative branches. A registered lobbyist, Mr. Adams will be further developing the firm's public law practice. Prior to joining Saul Ewing, he was an attorney with a global law firm and served for five years as chief of staff to Maryland's lieutenant governor.

Mr. Adams serves as a director on the boards of the Metropolitan Washington Airports Authority, SEED School of Maryland and the Prince George's County Parks Foundation, and he is a member of the President's Advisory Council of the Greater Baltimore Committee. Mr. Adams is also the President-Elect of the Boston College Law School Alumni Assembly. His professional honors and recognitions include: *Baltimore Business Journal's* 40 Under 40; *Maryland Daily Record's* Very Important Professionals; and membership in both the LEADERShip Class of Greater Washington and Leadership Greater Washington.

He earned his law degree from Boston College Law School, his MPA from the Harvard Kennedy School and his undergraduate degree, cum laude, from Morehouse College.



J. DANIEELE CARR

Polsinelli

Polsinelli recently welcomed J. Danieele Carr as the firm's first director of diversity and inclusion where she will help lead efforts to advance the firm's initiatives across all areas of diversity and inclusion.

Carr spent the first 13 years of her professional career as a practicing commercial litigation attorney.

She has since gained deep experience in diversity roles with law firms and major, global recruiting firms, including six years as executive director for the Chicago Committee on Minorities in Large Law Firms and three years as a managing director for the nation's largest legal recruiting firm.

During her distinguished career, Carr has received many prestigious distinctions including being named a 2015 honoree by Who's Who Diversity in Color, receiving The St. Louis American Foundation's "Excellence in Business Performance Award" in 2015, and being named a "Diverse Business Leader" by the *St. Louis Business Journal* in 2013.

Carr is actively involved in the St. Louis community through her participation serving as a Hearing Board Member for the Attorney Registration and Disciplinary Commission, treasurer of the St. Louis Chapter of Jack & Jill of America, Leadership Council on Legal Diversity Law Student Mentor, steering committee Member for the Minority Counsel Program, and a founder of the St. Louis Legal Diversity Job Fair, among other organizations and roles.

Carr earned her law degree from the University of Michigan Law School after completing a Bachelor of Arts in political science, magna cum laude, from the University of Northern Iowa.



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