



Diversity &  
Flexibility  
ALLIANCE

*Annual Conference*

# ADVANCING WOMEN

FLEX, POWER, & LEADERSHIP

*Thursday, March 14, 2013*

Conference Materials

Jones Day  
Washington, D.C.

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# The Diversity & Flexibility Alliance

## Advancing Women: FLEX, POWER, AND LEADERSHIP

### Conference Materials

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# Conference Agenda

<b>8:00 AM</b>	<b>Registration and Continental Breakfast</b>
<b>9:00 AM</b>	<b>Welcome</b> Manar Morales, <i>President &amp; CEO</i> , The Diversity & Flexibility Alliance Gregory M. Shumaker, <i>Partner-in-Charge</i> , Washington Office, Jones Day
<b>9:15 AM</b>	<b>Gaining Diversity Results with Flexibility Tools</b>  <b>MODERATOR:</b> Margaret A. Suender, <i>Director of Professional Development and Recruitment</i> , Pepper Hamilton LLP  <b>PANELISTS:</b> Richard M. Alexander, <i>Managing Partner</i> , Arnold & Porter LLP Joshua Frank, <i>General Counsel and Secretary</i> , DHL Americas David C. Freinberg, <i>Chief Executive Officer</i> , LeClairRyan Michele C. Meyer-Shipp, <i>Vice President and Chief Diversity Officer</i> , Prudential Financial
<b>10:30 AM</b>	<b>Networking Break</b>
<b>10:45 AM</b>	<b>Women's Initiatives: Making them Powerful and Worthwhile</b>  <b>MODERATOR:</b> Rochelle Karr, <i>Director of Attorney Professional Development &amp; Alumni Relations</i> , O'Melveny & Myers LLP  <b>PANELISTS:</b> Catherine (Kit) Chaskin, <i>Partner, Global Director, Women's Initiative Network</i> , Reed Smith LLP Joseph C. Dilg, <i>Chairman, Diversity Committee, Former Managing Partner</i> , Vinson & Elkins LLP Laurin Blumenthal Kleiman, <i>Partner, Firmwide Co-Chair, Committee on Retention and Promotion of Women</i> , Sidley Austin LLP
<b>11:45 AM</b>	<b>Networking Lunch with Presentation of the 2013 Alliance Flex Success Awards</b>  <b>HONOREES:</b> Eve N. Howard, <i>Partner</i> , Hogan Lovells US LLP Susan Herlick, <i>Senior Vice President, General Counsel, and Secretary</i> , Orbital Sciences Corporation Marci Rose Levine, <i>Partner</i> , SNR Denton Janine Friede, Esq., <i>Senior Associate General Counsel</i> , Walmart

<b>1:15 PM</b>	<b>Priming the Pipeline: Meaningful Succession Planning</b> <b>MODERATOR:</b> Lisa A. Madden, <i>Partner, U.S. National Leader, M&amp;A Tax</i> , KPMG LLP <b>PANELISTS:</b> Alicia J. Donahue, <i>Vice Chair, Diversity &amp; Inclusion Committee, Former Managing Partner (San Francisco)</i> , Shook, Hardy & Bacon LLP Kathryn J. Fritz, <i>Managing Partner</i> , Fenwick & West LLP Sandra Seville-Jones, <i>Managing Partner</i> , Munger Tolles & Olson LLP
<b>2:30 PM</b>	<b>Networking Break</b>
<b>2:45 PM</b>	<b>An Open Conversation with Women in Power: Removing Barriers to Women's Advancement</b> <b>MODERATOR:</b> Monica Parham, <i>Counsel</i> , Crowell & Moring LLP <b>RESPONDERS:</b> A. Verona Dorch, <i>Vice President and General Counsel, and Corporate Secretary</i> , Harsco Corporation Anastasia D. (Stasia) Kelly, <i>Co-Managing Partner (Americas)</i> , DLA Piper LLP Kim Koopersmith, <i>United States Managing Partner</i> , Akin Gump Strauss Hauer & Feld LLP Katherine Lauderdale, <i>Senior Vice President, General Counsel, and Corporate Secretary</i> , Public Broadcasting Service (PBS)
<b>4:00 PM</b>	<b>Keynote</b> <b>The Color of Glass: The Career Progress of Women of Color in Law Firms</b> Robert Nelson, <i>Director, MacCrate Research Chair in the Legal Profession</i> , American Bar Foundation, <i>Professor of Sociology and Law</i> , Northwestern University
<b>4:45 PM</b>	<b>Closing Remarks</b>
<b>5:00 PM</b>	<b>End of Conference</b>

*This activity has been approved for 4.25 hours of California, New York, and Virginia (pending) MCLE Credit which qualifies for "Elimination of Bias in the Legal Profession" credit by Jones Day. The firm will submit for other jurisdictions as needed.*

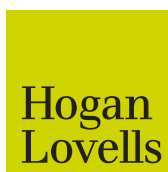


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### SPECIAL MENTIONS

Thanks to those who were dedicated to bringing the Diversity and Flexibility Alliance Annual Conference together:

Carley Cavins, David Cavins, Linda Marks and Jessica Natkin.

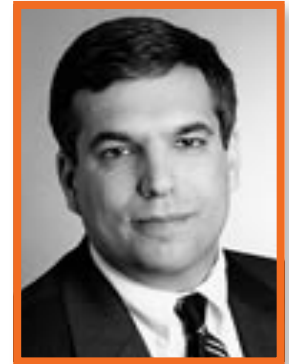
Special thanks to Anne Donovan, Jennifer Shumaker, and Samantha Smith of Jones Day.



# Speaker Biographies

## RICHARD M. ALEXANDER

Richard M. Alexander is the managing partner of Arnold & Porter LLP. His practice involves some of the most significant enforcement, supervisory, and governance matters affecting the financial services industry.



Mr. Alexander represents financial services companies and their officers and directors, as well as accountants, attorneys, and other professionals, in significant enforcement or investigative proceedings brought by federal or state agencies.

He has led the firm's representation of clients in high profile matters initiated by, among others, the Board of Governors of the Federal Reserve System, the Federal Deposit Insurance Corporation, the Office of the Comptroller of the Currency, the US Securities and Exchange Commission, and the Office of Thrift Supervision.

Mr. Alexander's practice includes representing financial service companies with respect to a wide range of issues arising out of the supervisory process. He has extensive experience in federal anti-money laundering laws and frequently counsels clients on the bank examination process. Mr. Alexander also has significant experience with respect to issues arising out of the conservatorship or receivership of regulated financial service companies. Mr. Alexander is also an alumnus of the Office of the Comptroller of the Currency.

## CATHERINE (KIT) CHASKIN

Kit Chaskin is the Global Director of the Women's Initiative Network at Reed Smith (WINRS). Under her leadership WINRS grew from 16 female leaders to over 50 female leaders, and three new programs to develop robust pipelines of female talent have been fully implemented. The percentage of female associates promoted to partner in that time period increased by 125%. Reed Smith was one of three firms profiled in American Lawyer for their "higher proportion of women in top leadership roles." Reed Smith's Executive Committee, which is also its Compensation Committee, has 38% female members. The firm has garnered major awards and recognition for its innovative gender-balance work, including: Working Mother Top 50 Law Firms for Women; WILEF Gold Certification (in all 6 categories, 2011 and 2012) and Yale Law Women Top 10 Family Friendly Firm.



Kit also maintains a full practice. As a partner in Reed Smith's Insurance Recovery Group, she has

achieved recognized results recovering millions of dollars in covered insurance claims for her clients. She also counsels U.S. and international clients on risk transfer, risk management and policy terms.

## JOSEPH (JOE) C. DILG

Joe Dilg is a senior partner in Vinson & Elkins' (V&E) Houston office, and from 2002 through 2011 served as Managing Partner of the firm. Joe currently serves as the Chair of V&E's Women's Initiative and Diversity Committee. Joe is a strong advocate of inclusion in the broadest sense in the legal profession, and during his tenure as Managing Partner, he was instrumental in developing and advancing V&E's industry-leading women's initiative and significantly enhancing the firm's diversity and associate development programs. Joe is actively involved in V&E's Women's Career Development Council, a group that works to create and sustain a variety of programs and policies to ensure the success, retention, and development of women lawyers at V&E.



Joe practices corporate law, focusing on domestic and international business transactions within the energy sector. Joe has been consistently recognized by Chambers Global since 2002 as a leading lawyer in energy law, and Chambers USA has recognized him since 2003 in corporate, energy, and natural resources law.

In addition to his law firm responsibilities, Joe is active in supporting the arts and communities where V&E lawyers practice – currently 16 cities worldwide. He has served as Chair of the Executive Committee of the National Business Committee for the Arts, as well as Director for the Houston Arts Alliance and the Greater Houston Partnership. Joe also served as the Houston City Lead for the Leadership Council on Legal Diversity's mentorship program. Joe and his wife Susie recently celebrated their 40th wedding anniversary and have two wonderful daughters, two great son-in-laws, and one incredible grandson, Joe.

## ALICIA J. DONAHUE

From 2006 through 2011, Alicia J. Donahue served as the managing partner of Shook, Hardy & Bacon, LLP's San Francisco office. She is currently the Vice Chairperson of the firm's Diversity & Inclusion Committee and a member of the Women's Management Council. A native San Franciscan, Ms. Donahue graduated from the University of California at Berkeley and the University of San Francisco School of Law. She has over 25 years of experience representing manufacturers of products in both individual and class action cases. She has successfully defended manufacturers in trial of





complex cases, including the defense of medical device and pharmaceutical manufacturers.

Prior to joining Shook, Hardy & Bacon in 2000, Ms. Donahue was special counsel in the Product Liability Division of Sedgwick, Detert, Moran & Arnold's San Francisco office. Ms. Donahue served as regional counsel for Bristol Myers Squibb, coordinating the defense of medical device cases in the West, including the jurisdictions of California, Nevada, Oregon, New Mexico, and Arizona. Since joining Shook, Hardy & Bacon's San Francisco office, Ms. Donahue has litigated cases in numerous areas of the law, including products liability, class actions, drug and medical device and environmental matters. She was named one of California's Top Women Litigators of 2006 by the California Daily Journal.

Ms. Donahue is a member of the San Francisco Bar Association, the Defense Research Institute, and the American Bar Association, Product Liability Section and serves as co-chair of the Drug, Device & Biotechnology Subcommittee of ABA's Tort and Product Liability Section. Ms. Donahue is also a member of the National Association of Women Lawyers and a former member of the Advisory Committee for the National Association of Women Judges. Ms. Donahue's philanthropic work includes serving as a Director of The O'Shea Foundation, which supports the under-served of the San Francisco Bay Area. Additionally, she is President of the Board of Directors of Immaculate Conception Academy in San Francisco, the first all-girls high school in the Cristo Rey Network.

## A. VERONA DORCH

A. Verona Dorch serves as Vice President, General Counsel & Corporate Secretary of Harsco Corporation. Ms. Dorch is a corporate generalist with eighteen years of legal experience, including ten years in-house with multi-national service and manufacturing businesses, and eight years in private practice with leading law firms.



Ms. Dorch is a member of Harsco's Executive Leadership Team and leads both the Legal and Compliance functions. Ms. Dorch is experienced in leading cross-functional teams and change management efforts and in managing legal staffs, budgets and outside counsel, and directly engages in improving the productivity of the legal and compliance teams and the quality of the services provided through long range planning.

Prior to joining Harsco, Ms. Dorch worked as a senior associate at Pillsbury Winthrop Shaw Pittman LLP in both their Northern Virginia and San Francisco offices, and spent over two years working in Tokyo, Japan as a secondee with a Pillsbury client, Sumitomo Chemical, a position which helped spark her interest in working in-house with a multinational corporation. Prior to joining Pillsbury, Ms. Dorch worked with two New York law firms, Weil, Gotshal & Manges LLP and Friedman,

Kaplan Seiler & Adelman LLP, and started her legal career at WilmerHale LLP in Boston, Massachusetts. She received her J.D. from Harvard Law School and her B.A. from Dartmouth College.

## JOSHUA FRANK

Joshua (Josh) Frank is General Counsel of DHL Americas, based out of Plantation, Florida. In his position, Josh provides legal support to DHL's three businesses in the Americas, DHL Express, DHL Global Forwarding and DHL Global Mail. Josh is responsible for all legal issues in the region, and manages a Legal department of over fifty professionals.

Josh also acts as a Trustee for multiemployer plans, including the Teamsters Local 295/851 pension and welfare funds, as well as the Teamsters National 401(k) Plan.

Before becoming DHL Americas' General Counsel, Josh was a Vice President in the DHL Legal Department responsible for compliance, labor, employment and employee benefits matters. Josh began his career as an associate at Proskauer Rose LLP and was an Assistant General Counsel at Ryder before going to work for DHL. Josh is a cum laude graduate of the University of Pennsylvania, where he received an honors degree in History, and he received his J.D. from the Georgetown University Law Center.



## JANINE FRIEDE

Janine Friede is a senior associate general counsel in the Legal Department of Walmart U.S. She has worked for Walmart for five years, providing counsel to the Walmart and Sam's Club Health & Wellness Divisions.

Janine is originally from Albuquerque, New Mexico, attended Colorado State University in Fort Collins, Colorado, where she received her degree in business with a concentration in finance. Janine received her J.D. from the University of New Mexico School of Law. Prior to moving to Bentonville, Arkansas to work for Walmart, she was in-house counsel at an integrated healthcare delivery system where she regularly provided counsel while feeding her children dinner or emptying the dishwasher.

Janine and her husband, David, have been married 22 years. They have a son and a daughter.





## DAVID C. FREINBERG

David Freinberg is LeClairRyan's Chief Executive Officer. He also chairs the firm's Diversity Leadership Committee.

Mr. Freinberg focuses his practice on commercial real estate transactions including the representation of real estate investors, developers, lenders, landlords and tenants located throughout the United States. In addition to his real estate practice, Mr. Freinberg counsels clients on general business matters such as entity formation, business acquisitions and sales and financings.



He received his B.A. from Columbia College, his J.D. from Benjamin N. Cardozo School of Law, and his M.B.A. from Columbia University's Graduate School of Business. Mr. Freinberg is a member of the Alumni Representative Committee of Columbia College, and serves as the treasurer and a member of the board of directors of the Alumni Association of The Pingry School in Basking Ridge, New Jersey.

## KATHRYN J. FRITZ

Kathryn Fritz is a partner in the Litigation, Intellectual Property and Privacy Groups, and serves as Managing Partner of Fenwick & West LLP. Ms. Fritz's practice concentrates on business and intellectual property litigation, with an emphasis on trademark, right of publicity and copyright, especially as applied to new technology areas. She has litigated cases in federal and state courts throughout the country and through alternative dispute mechanisms. She has represented and advised software publishers, computer hardware manufacturers, gaming and digital media companies, entertainment companies, traditional media publishers and consumer products companies on a wide variety of commercial and intellectual property issues.



Ms. Fritz is a member of the Litigation and Intellectual Property Sections of the California Bar Association and the American Bar Association, and the Association of the Bar of the City of New York. She has been a member of the Board of Trustees of the Santa Clara County Bar Association and the Board of Directors of the Bar Association of San Francisco. She regularly speaks on issues relating to law firm management and change, and is active in diversity initiatives in the profession.

## SUSAN HERLICK

Susan Herlick is the Senior Vice President, General Counsel, and Secretary of Orbital Sciences Corporation. She joined Orbital Sciences Corporation as an assistant general counsel in 1995. Prior to that time, she had worked for three years as an associate at the law firm now known as Hogan Lovells US LLP, specializing in corporate and securities law transactions. She spent the first several years at Orbital doing a variety of corporate transactional work, including mergers and acquisitions, joint ventures and financings. She was promoted to General Counsel in 2006 and has since become more of a generalist, overseeing litigation, compliance, governance, employment matters, and numerous other matters that arise in the day-to-day business of a NYSE listed, major aerospace contractor.



## EVE N. HOWARD

Eve Howard, a partner at Hogan Lovells (US) LLP, practices a broad range of corporate and securities matters, primarily transactional in scope.

Eve regularly advises clients in public and private securities offerings, strategic investments, joint ventures, tender offers, exchange offers, mergers, asset acquisitions and dispositions, stock purchases, consent solicitations, and commercial lending transactions. Her securities practice includes representing both issuers and a number of leading national investment banking firms in connection with offerings of both debt and equity securities. In particular, Eve has extensive experience in the structuring and negotiation of various types of debt securities, including high yield, investment grade, and convertible debt securities in both public and private offerings, across various industries. She also routinely provides advice to clients on general corporate and governance matters. Eve's practice includes a wide variety of clients in different industries, with recent emphasis in the areas of real estate, telecommunications, technology, and gaming.





## ROCHELLE RITSUKO KARR

Rochelle Ritsuko Karr is the Director of Attorney Professional Development and Alumni Relations at O'Melveny & Myers LLP. As a member of the firm's Talent Development Department, she primarily focuses on O'Melveny's evaluation and compensation program, career customization, work coordination, attorney training (including business development training and substantive legal training), work/life effectiveness, integration and retention of attorneys, diversity, mentoring, and the firm's alumni program. Prior to her role in the Talent Development Department, Ms. Karr practiced Labor & Employment law for O'Melveny.



Ms. Karr graduated summa cum laude and Phi Beta Kappa from the University of California, Berkeley in 1997, and from Boalt Hall School of Law in 2000. Ms. Karr is a member of the Professional Development Consortium and is a founding member of the Professional Development Group that is based in Los Angeles. She has completed several Center for Creative Leadership courses and is in the process of receiving her certification as a Work/Life Certified Specialist.

## ANASTASIA (STASIA) D. KELLY

Stasia Kelly is Co-Managing Partner (Americas) at DLA Piper.

She is also the former Vice Chairman of American International Group (AIG), a role she held until the end of 2009. In this role, she was responsible for the global legal, compliance and regulatory functions, government relations, communications, corporate affairs and human resources. Ms. Kelly joined AIG in September 2006 as Executive Vice President, General Counsel and Chief Regulatory and Compliance Officer. She assumed her additional responsibilities in January 2009. Prior to AIG, Ms. Kelly was Executive Vice President and General Counsel of MCI/WorldCom, where she served as the Chief Legal Officer in the restructuring of the company from 2003 until its acquisition by Verizon in 2006.



Prior to MCI, Ms. Kelly was Senior Vice President and General Counsel of Sears, Roebuck and Co. While at Sears, Ms. Kelly restructured the legal and compliance teams in the wake of the company's compliance issues in one of its division. Before her tenure at Sears, Ms. Kelly served as the Senior Vice President, General Counsel and Corporate Secretary at Fannie Mae. At Fannie Mae she centralized the company's legal and compliance function and upgraded the talent across Fannie Mae's five offices nationwide. Prior to joining Fannie Mae, Ms. Kelly was a partner and associate with Wilmer, Cutler & Pickering (now Wilmer Hale) where her practice spanned several areas of law, including regulation

of financial institutions and securities firms, corporate and securities and intellectual property. Ms. Kelly was also associated with Carrington, Coleman, Sloman & Blumenthal, of Dallas, where her practice encompassed general and business litigation.

Ms. Kelly received her law degree magna cum laude from George Washington University, where she was a member of the Order of the Coif and the George Washington Law Review, and her undergraduate degree cum laude from Trinity University in Washington, DC. She serves as a director of O-I, the world's largest manufacturer of glass packaging, where she chairs the Risk Committee and Huntington Ingalls Industries, builder of more ships in more ship classes than any other U.S. naval shipbuilder, where she Chairs the Governance and Policy Committee.

## LAURIN BLUMENTHAL KLEIMAN

Laurin (Laurie) Blumenthal Kleiman is a partner in Sidley Austin LLP's New York office, where her practice focuses on U.S. and non-U.S. investment funds and advisers. Laurie counsels investment advisers in connection with U.S. federal and state investment adviser regulation and compliance. She lectures and publishes frequently on investment management regulatory and compliance issues. Laurie's practice also includes creation and regulation of both registered and private funds, fund compliance, governance issues and fund mergers, acquisitions and reorganizations.



Laurie is also firmwide co-chair of Sidley's Committee on Retention and Promotion of Women and speaks frequently on issues relating to the advancement of women in law and business.

Laurie has been recognized by Chambers USA, The Best Lawyers in America, US News and World Report and New York Magazine.

## KIM KOOPERSMITH

Kim Koopersmith is the United States managing partner of Akin Gump Strauss Hauer & Feld LLP. In April 2013, she will become the chairperson of the Firm. In her role as U.S. managing partner, Ms. Koopersmith has overseen the operations of the Firm, including client service, finance, recruitment and professional development. In addition, she has chaired the Partner Compensation Committee and the Partnership Admissions Committee.



Ms. Koopersmith's practice has focused on litigating complex commercial disputes on behalf of corporate entities, including consumer class actions, representing creditors' committees in complex bankruptcy proceedings and representing foreign interests litigating claims in the U.S. courts. Ms.

Koopersmith also has extensive experience in the New York state court system and is fully versed in effectively litigating in that forum. In addition to her active career as a litigation partner, Ms. Koopersmith has also served as the relationship partner for several of the firm's most significant clients.

Throughout her career, Ms. Koopersmith has also helped pioneer many of Akin Gump's efforts to enhance diversity and attract and retain the best talent. She has overseen the creation of the Women's Professional Development Initiative and development of the Firm's core competency program. She has also been instrumental in the firm's diversity efforts, including the firm's participation in numerous scholarships and pipeline efforts.

Ms. Koopersmith has received industry and media recognition for her efforts and accomplishments in making Akin Gump a diverse and dynamic organization. In 2011, she was the recipient of Inside-Counsel magazine's Thomas A. Mars Pathmaker Award, presented annually to a law firm leader whose "courage, unyielding vision, integrity, conviction and authenticity has carved a groundbreaking path and laid a new foundation to accelerate the economic empowerment of attorneys of color or women." More recently, Law360 selected her as one of its "2012 Most Innovative Managing Partners," citing "almost two decades creating and expanding advancement opportunities for women and minorities both inside and outside of the firm, making her among the most innovative leaders at U.S. firms."

## KATHERINE LAUDERDALE

Katherine Lauderdale serves as Senior Vice President, Chief Legal Officer, General Counsel and Corporate Secretary of Public Broadcasting Service. Ms. Lauderdale manages the Office of the General Counsel, which includes the Legal and Business Affairs departments, as well as the Corporate Secretary's Office and Legislative and Regulatory Affairs. Prior to joining PBS in June of 2002, Ms. Lauderdale served as Senior Vice President, Strategic Partnerships and General Counsel at WTTW in Chicago, where she served in various legal, business and business affairs capacities for nearly 20 years. She began her legal career as an Associate at the Chicago law firm of Schiff, Hardin & Waite. Ms. Lauderdale is a graduate of New York University Law School.



## MARCI ROSE LEVINE

Marci Levine is a partner with SNR Denton's Health and Life Sciences sector team. She has extensive corporate and regulatory experience representing a broad range of healthcare organizations, including hospitals and health systems, academic medical centers, retail pharmacy chains, pharmaceutical and medical device manufacturers, physician practices, managed care organizations, group purchasing organizations and trade associations. Marci's expertise spans a wide variety of contracting practices, including hospital-physician services, mission support, and recruitment arrangements; retail pharmacy supplier agreements and third party payor agreements; and physician consulting and other arrangements with pharma and device companies.



Marci also provides counsel to private equity firms, venture capitalists and other organizations in the financial services sector that invest in the health care industry. On behalf of these organizations, Marci has structured, negotiated and documented various corporate transactions, including mergers, acquisitions, affiliations, joint ventures, debt financing arrangements and health facilities development, and well as conducted in-depth health care regulatory due diligence and compliance reviews.

Marci is the President of the Board of Directors of Wonders Child Care, a non-profit organization committed to creating inclusive learning communities that are accessible and affordable to as many families as possible.

## LISA A. MADDEN

Lisa Madden is the National Practice Leader of KPMG LLP's Mergers & Acquisition Tax Practice and a partner in the Corporate group of the Washington National Tax office. She is a frequent author and speaker on corporate tax transactions, and she advises clients on all aspects of mergers and acquisitions, corporate divisions, cross-border reorganizations, attribute carryovers, liquidations and redemptions.



Before joining Washington National Tax in 1993, Ms. Madden worked in KPMG's Boston office, serving clients in the retail and manufacturing industries. From 2002 until 2007, she served as the Managing Partner of the Washington National Tax practice.

Ms. Madden has published in several professional journals, including the Journal of Taxation, ("New Guidelines for Spin-off Rulings Bring Consistency and Predictability But Problems Remain" (July 1996)), Corporate Business Taxation Monthly (monthly column on corporate reorganizations) and,



the Journal of Corporate Taxation, (“Another Clark Expedition: Navigating Uncharted Waters” (Autumn 1997)). She has recently taken on the writing of a regular column for the Journal of Corporate Taxation.

Ms. Madden frequently speaks on the taxation of corporate reorganizations and teaches internal and external continuing professional education courses.

## MICHELE C. MEYER-SHIPPI

Michele Meyer-Shipp is Vice President and Chief Diversity Officer at Prudential. She is responsible for leading and supporting all diversity and inclusion initiatives for the company, and for ensuring ongoing compliance with federal and state equal employment opportunity/affirmative action laws and requirements.

Ms. Meyer-Shipp joined Prudential in April 2010 as vice president and counsel in the Employment and Labor Law Group. In this role, she provided legal advice, counsel, training and investigative support to several lines of business on a variety of employment and human resources related matters.

Prior to joining Prudential, Ms. Meyer-Shipp served as General Counsel of the Waterfront Commission of New York Harbor, an Instrumentality of the States of New York and New Jersey. Previously, Ms. Meyer-Shipp spent four years at Merrill Lynch. In her last role, she led the diversity and inclusion efforts of the Global Wealth Management business.

Before Merrill Lynch, Ms. Meyer-Shipp served as Director of the State of New Jersey’s Division of Equal Employment Opportunity and Affirmative Action. Prior to joining the ranks of public service, Ms. Meyer-Shipp was in private practice with the law firms of Collier, Jacob & Mills, P.C. and Lowenstein, Sandler, P.C. in Roseland, N.J. She also served as an Adjunct Professor at Seton Hall University School of Law. Ms. Meyer-Shipp graduated from Seton Hall University School of Law in 1995. She served as Law Clerk to the Honorable James H. Coleman, Jr. of the New Jersey Supreme Court.



## MANAR SWEILLAM MORALES

Manar Sweillam Morales is the President & CEO of the Diversity & Flexibility Alliance.

Manar is a national expert and long-time advocate of women in the legal profession. She is a frequent speaker and author on workplace flexibility and the advancement and retention of women. Prior to founding the Diversity & Flexibility Alliance, Manar served as the Executive Director of the Project for Attorney Retention (PAR). As Executive Director, she led all of PAR's initiatives, programs, and operations. She played an integral role in forming the Diversity & Flexibility Connection, a series of discussions between prominent general counsel and law firm chairs leading to best practices for the retention of diverse attorneys including those working on reduced hours or flexible work schedules. Manar began her career as an employment litigator representing clients in all aspects of labor relations and employment law. Manar has litigation experience in federal court, before federal administrative agencies, and in arbitration. In addition, Manar is an adjunct faculty member of Georgetown University. She has taught classes in Labor and Employment law and Entrepreneurship at Georgetown.



Manar serves on a number of Boards and Commissions. She is a Trustee of the Board of St. Patrick's Episcopal Day School, Commissioner and First Vice President of the Montgomery County Commission for Women, member of the President's Council of Cornell Women, liaison to the ABA Commission on Women in the Profession, and Board member of the Parents Council of Washington.

Manar is a 1997 graduate of the Columbus School of Law, Catholic University and a 1993 graduate of Cornell University.

## ROBERT L. (BOB) NELSON

Bob Nelson has been the Director of the American Bar Foundation for nine years, he holds the MacCrate Research Chair in the Legal Profession at the ABF, and is a professor of sociology and law at Northwestern University. An expert in social science research on the legal profession and antidiscrimination law, he has authored or edited seven books and numerous articles, including *Legalizing Gender Inequality*, which won the prize for best book in sociology in 2001, *Urban Lawyers: The New Social Structure of the Bar*, (2005), and *Global Perspectives on the Rule of Law* (2010). In addition to his administrative duties, he is the principal investigator on the ABF's signature study, *After the JD Study of Lawyer Careers*, a project that is tracking the careers



of a large national sample of lawyers who passed the bar in the year 2000. He also is co-director of the new ABF Research Group on Legal Diversity, which is mounting a comprehensive program of research on diversity within the legal profession.

## MONICA PARHAM

Monica Parham serves as Crowell & Moring LLP's Diversity Counsel, with full-time responsibility for coordinating the firm's implementation of its diversity initiatives. She works closely with the firm's Diversity Council, and Recruiting and Lawyer Development Committees, to address and enhance the firm's recruitment, retention and promotion of attorneys from groups traditionally underrepresented in the legal profession. She also facilitates communications regarding client expectations and assists in coordinating client development efforts, focusing on diversity and inclusion.



Prior to serving as Crowell & Moring's Diversity Counsel, Monica spent twelve years in the firm's litigation practice, where she litigated in numerous venues across the country, including federal and state courts, and at the trial and appellate levels.

Monica received her law degree from the Yale Law School, where she was Finals Chairman of the Yale Moot Court Board and Senior Editor of the Yale Law and Policy Review. She joined the firm in 1994, following a judicial clerkship with the Honorable T.S. Ellis III of the U.S. District Court for the Eastern District of Virginia. She is a 1990 graduate of the University of North Carolina at Chapel Hill, where she was a Morehead Scholar and was elected Phi Beta Kappa. Monica is a member of the Bars of North Carolina and the District of Columbia, as well as various federal district and appellate courts.

Monica has spoken widely in the area of diversity generally and diversity in the legal profession specifically. She is the immediate Past President of the Women's Bar Association of the District of Columbia for the 2011-2012 Bar year, having previously served on the WBA's Board of Directors and as Co-Chair of the WBA's Litigation Forum. Monica also serves on the Board of Advisors of the Diversity & Flexibility Alliance and on the Diversity and Membership Committees of the ABA Section of International Law. In 2010, she was named to the ABA Commission on Women in the Profession's Women of Color Research Initiative Advisory Board, and in 2011 she was named a Fellow of the American Bar Foundation. Monica is also a member of the Association of Law Firm Diversity Professionals, Inc. Under her leadership, the firm has received several diversity awards, including the Minority Corporate Counsel Association's Thomas L. Sager Award for the Mid-Atlantic Region (2010) and the Drucilla Stender Ramey Award, awarded to the CMCP majority-owned law firm

member that has demonstrated the strongest commitment to diversity, from the California Minority Counsel Program (2011).

## SANDRA SEVILLE-JONES

Sandra Seville-Jones has been a partner of Munger, Tolles & Olson LLP since 1993 and is the Managing Partner of the firm. Ms. Seville-Jones is a graduate of Harvard University and UCLA Law School.

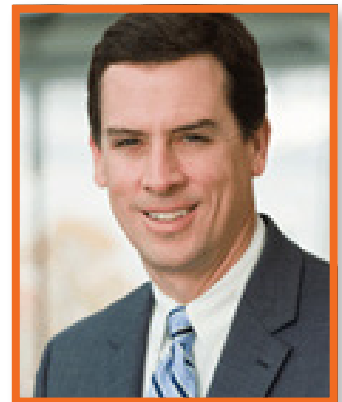
Ms. Seville-Jones specializes in corporate, business and securities laws. She has represented companies in a variety of industries, including energy, entertainment, gaming and manufacturing. Ms. Seville-Jones' clients include Oaktree Capital Management, The Yucaipa Companies, Universal Music Group and Cannery Casino Resorts.



Ms. Seville-Jones is Vice President of the Manhattan Beach Hometown Fair Association, member of the Board of Directors of the Los Angeles Metropolitan Debate Commission, which is affiliated with the National Association of Urban Debate Leagues, member of the Board of Directors of the Los Angeles Chamber of Commerce and member of the Leadership Council on Legal Diversity. Ms. Seville-Jones is also a member of the Board of Directors of Hope Street Friends, a childcare facility founded by the firm and two other partners located in downtown Los Angeles.

## GREGORY M. SHUMAKER

Greg Shumaker is Partner-in-Charge of Jones Day's Washington Office. His practice focuses on complex civil litigation and criminal, regulatory, and congressional investigations. He has represented corporations in a wide array of matters, ranging from corporate governance disputes and toxic tort litigation to sensitive internal investigations involving allegations of fraud and violations of the Foreign Corrupt Practices Act and False Claims Act.



In early 2009, Greg was a member of the trial team that successfully represented Chrysler in its bankruptcy proceedings in the U.S. Bankruptcy Court and in subsequent appeals to the Second Circuit and United States Supreme Court. He also was recently co-lead counsel in a three-month accounting fraud trial for a liquidating trust against a major corporate conglomerate.



## MARGARET A. SUENDER

Margaret (Maggie) Suender is the firm-wide Director of Professional Development and Recruitment at Pepper Hamilton LLP. Ms. Suender has responsibility for associate and staff attorney recruitment, orientation, integration, training, development, and retention at the Firm. Maggie leads all aspects of development and performance management for these attorneys and is an active member of the Firm's Associates, Hiring, Associate Liaison, Diversity, Alternative Schedules, and Pro Bono Committees. Before taking on her current role, Maggie worked in practice group administration with a global law firm. Prior to serving in law firm management, she was a litigator with Pepper Hamilton. Maggie is a member of NALP, the Professional Development Consortium, and the Society for Human Resource Management.



She earned her J.D. from The Dickinson School of Law, where she was an editor of the law review, earned a B.S. in Business Management and Politics, and holds SPHR certification.

# CONFERENCE HANDOUTS



## MAKE YOUR FLEXIBLE WORK POLICY A RECRUITING AND RETENTION TOOL

If your firm's flexible work policy is largely unused, or used only by a handful of lawyers who are mothers of young children, you may be missing out on an easy, effective, and comparatively inexpensive way to recruit and keep great lawyers.

Lawyers want to work in firms where they can have a life outside the office, the research tells us. Men want time to be with family, pursue healthful activities, and be a part of their community just as much as women do. Older lawyers want to be able to scale back a bit, and younger lawyers want time to engage in meaningful pursuits outside the office.

Research also reveals that hours and flexibility are key considerations when lawyers are choosing their firms— and when they are deciding whether to leave their firms. Here's what lawyers have said:

"My need to have reduced hours was . . . an integral part of the negotiation as to whether I would join this firm or not."

"I can count on one hand the number of people who have left here to make more money elsewhere. Many more have left for lifestyle reasons."

"I am so loyal to my firm. [My]part-time arrangement allowed me to continue working at a job I really love with people I really respect and address these other real issues/needs in my life. So, I'm, like, the happiest lawyer you'll ever meet."

"Ever since I was a junior associate, I saw other people, men and women, taking the option from time to time to reduce their hours and those people were progressing and well regarded. . . . [I]n those times when your life is so crazy and you're not sure whether this is the right balance for you, you say to yourself, "Well, if I decide I don't want to do this, then I have that option here. I don't have to go somewhere else to reduce my workload or get that peace of mind. If there comes a time when I need that flexibility, it'll be there for me. I don't have to go look for it elsewhere."

If your firm wouldn't exactly be called a "lifestyle" firm, then a reduced hours program that lawyers are

encouraged to use can be a strong recruiting and retention tool. Candidates will flock to your door, and the attrition treadmill will slow, but only if your flexible work program is non-stigmatized.

What does that mean? It means lawyers are not penalized for reducing their hours. They receive proportional compensation, their fair share of desirable assignments, and an equitable amount of professional development opportunities. They get promoted to equity partnership. They are included and respected the same as lawyers working standard hours.

It also means that the firm focuses on implementing the program carefully to avoid giving the impression that part-time work is disfavored. This means developing and communicating the business case for flexible work, supporting the program at the highest levels of the firm and throughout the firm, actively managing workloads to prevent backlash, having a balanced hours coordinator to oversee the program, monitoring the reduced hours lawyers, measuring the progress of the program, and educating the firm about flexibility stigma.





## DEVELOP YOUR FIRM'S UNIQUE BUSINESS CASE FOR FLEXIBILITY

Too often flexible work programs are viewed as special accommodations for women lawyers with young children – and that virtually guarantees that they will fail. Research shows that nonstigmatized flexible work strengthens law firms by increasing tenure among the firm's lawyers and leading to stronger client relationships, better recruiting, and more profitability. While you can tell your firm this, you can make the point more effectively by showing the specific ways your firm will benefit from increasing retention.

How do you develop a unique business case? Start with the obvious: clients. If your existing clients have initiatives to increase the number of women and minority outside counsel who are representing them, improved retention will be necessary to give your clients what they want. Similarly, if your firm is seeking to develop business from companies with such initiatives, retention can help change your firm's demographics so it can get its foot in the door.

While on the topic of clients, a review of recent history may reveal evidence to add to the business case. Have clients complained about turnover, taken their business with a departing partner, or refused to pay to get new lawyers up to speed? All are indications that the firm needs to reduce its attrition.

Another key part of the business case is ensuring that the firm has top-notch legal talent to provide services to clients. Improving retention improves lawyer quality in two ways: first, the lawyers who stay with the firm develop their skills through experience and deeper knowledge of clients' businesses. Second, recruiting will yield better results as the firm cherry picks the best candidates for its smaller class of new lawyers – and as the pool of candidates increases from the firm's growing reputation as a great place to both work and have a life.

An easy piece of the business case puzzle comes from attrition expenses. Pre-recession, some firms lost 80 – 100 lawyers per year with an annual price tag of more than \$20 million for lost recruiting costs and replacement hiring and training costs. As the legal industry is starting to recover and lawyers are again becoming mobile, making sure that the firm is taking steps to retain the valuable lawyers it worked so hard to recruit will help reduce such expenses.

You can take the firm's business case further by considering what opportunities has the firm gained because of its flexibility and diversity or lost because of its lack of flexibility and diversity. What lawyers has the firm

gained or lost? What awards or recognitions has it received or missed out on? What is the firm's current level of collegiality, and how could it be improved by increased stability in the lawyer ranks?

Once you can show the connection between flexibility and the firm's performance, getting the firm's lawyers on board to support a flexible work program will be a snap.



## GAINING DIVERSITY RESULTS WITH FLEXIBILITY TOOLS

### References for the Business Case for a Flexible Work Program

#### The Economics of Flexibility

##### **Attrition:**

- Many departing attorneys leave their firms at an early stage of their careers. 70% of 2010 departing associates left their firms within five or fewer years of their arrival.<sup>1</sup> Of those remaining, 26% expect to be a senior associate, non-equity partner, or equity partner at their current firm in five years. 21% affirmatively expect to be employed elsewhere and the majority “honestly don’t know” where they will be in five years.<sup>2</sup> The addition of “spring bonuses” has had a negligible affect on associates’ intention to stay.<sup>3</sup>
- The Project for Attorney Retention’s recent corporate counsel work/life report shows that the greater the level of an attorney’s satisfaction with their ability to balance work and non-work commitments, the less likely they were to express an intention to leave their current company within the next five years.<sup>4</sup> Attorneys who work for companies with work/life policies reported less likelihood to leave their current employer within one year than those who worked for companies without work/life policies on the books (7% v. 29%).<sup>5</sup>

##### **Revenue Generation and Part-Time Partners:**

- The number of part-time partners has risen from 1.2% in 1994 to 3.5% in 2011, and a third are male.<sup>6</sup>
- Part-time partners generate significant revenue from their own billable time and from leveraging associate time. With 84% of part-time partners in a study saying they planned to stay at their current firm,<sup>7</sup> the firm is able to reap the benefits as the partners continue to develop in the firm: billing and realization rates go up, they provide great client service, and the clients are satisfied.
- Many part-time partners make business development a priority and bring in significant amounts of business.<sup>8</sup>
- Some clients are adding part-time and flexible work to their criteria for evaluating outside counsel.<sup>9</sup>
- Part-time partners can strengthen a firm’s part-time program. They are proof that a lawyer on a reduced schedule can success at the firm, and they serve as role models to and mentors for other good lawyers who are unable or unwilling to work long hours.<sup>10</sup>

## Recruiting and Retention

- Today, nearly half of law school graduates are women.<sup>11</sup> Nationwide, 81% of women become mothers<sup>12</sup> and 95.5% of mothers work fewer than 50 hours/week.<sup>13</sup> Thus, an employer that requires 2200 billable hours annually – which equates to working from 8:00 a.m. to 8:00 p.m. every weekday and seven hours on Saturday, three times a month<sup>14</sup> – stands to systematically eliminate more than three-fourths of women from its labor pool.<sup>15</sup>
- Law school graduates, both male and female, consider work/life balance when choosing employment. In the influential Catalyst study, *Women in Law: Making the Case*, 45% of female law graduates cited “Work/Life Balance” as the number one reason for choosing their current employers. Thirty-four percent of male law graduates reported that work/life balance was among their top three reasons for selecting their current employers.<sup>16</sup>
- Law students, both male and female, are concerned about the ability to balance work and family commitments, with approximately three-fourths of students in one study saying there were very or extremely worried about their ability to balance their lives.<sup>17</sup>
- Professionals are experiencing “time famine,” lacking time to attend to their families and themselves in the preferred manner. Sixty-five percent reported that they did not have enough time to spend on themselves, 68% said they did not have enough time to spend with their spouse/partner, and 75% indicated that they did not have enough time to spend with their children, the highest percentage across all industries measured.<sup>18</sup> Higher workplace flexibility is associated with more people indicating having enough time for themselves, their spouses/partners, and their children.
- This desire for balance is not limited to those with parental responsibilities. Older workers are looking to have a “phased retirement,” with seven out of ten expecting to work in their retirement years on a part-time basis.<sup>19</sup> Almost two-thirds of older workers want better ways to balance work and a personal life with caregiving responsibilities as a major factor.
- Despite the changed economy, Gen-Y employees still list work-life balance among their top factors for considering employers.<sup>20</sup> Gen-Y stands out among the generations in the workforce with 93% of Gen-Y professionals reporting that having flexibility would be “extremely” or “very” important if they were looking for a new job.<sup>21</sup>
- Gen-Y women report that work-life balance is just as important to them whether or not they have children. Hobbies, friends, exercising, and volunteering are also important components in Gen-Y life.<sup>22</sup>

## Client Engagement and Retention

### **Client Satisfaction:**

- Clients want continuity of service, and flexible work programs, including balanced hours, retain professionals<sup>23</sup> and provide continuity. Continuity is less expensive and more efficient and allows for attor-



ney-client relationships to be strengthened.

- Clients find high attrition disruptive and expensive, and continue to insist that law firms bring attrition levels under greater control. The Association of Corporate Counsel's (ACC) Value Challenge brings together in-house attorneys and law firms to ensure that law firms are better focused on choosing, training, and retaining top talent (among the Value Challenge's top goals).<sup>24</sup>
- Research from the Project for Attorney Retention shows strong client relationships with and high levels of client service from balanced hours lawyers<sup>25</sup>
- Reducing an attorney's hours will not result in slower turnaround. Instead, attorneys assigned to fewer matters or fewer clients are more accessible. Therefore, some clients have found part-time attorneys more available and more valuable.<sup>26</sup>
- Clients are putting diversity and inclusion at the forefront of their business.<sup>27</sup>
- "A Call to Action – Diversity in the Legal Profession" is continuing with over 50 Chief Legal Officers of major companies pledging to "make decisions regarding which law firms represent our companies based in significant part on the diversity performance of the firms."<sup>28</sup>

#### **Alternative Fee Arrangements:**

- Alternative Fee Arrangements (AFAs) can go hand-in-hand with successful part-time programs. With the rise of flat fee arrangements, in particular, the law firm's focus shifts from billable hours and head count to efficiency and results.<sup>29</sup> AFAs are expected to grow in popularity and are "here to stay" in the legal industry.<sup>30</sup>
- Retained part-time lawyers, especially as they become more senior, can develop trust and strong client relationships, leverage their knowledge of the client, be more efficient, and utilize their expertise, all key factors for successful AFAs.<sup>31</sup>

#### **Getting the Most from Senior Lawyers**

- With approximately 60% of today's lawyers age 55 or older, and almost a quarter 65 or older,<sup>32</sup> many senior lawyers profitably work reduced hours. One survey showed that 53% of senior lawyers plan to work part-time.<sup>33</sup>

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## SUPPORT DIVERSITY & FLEXIBILITY PROGRAMS AT THE TOP

Law firms are their cultures. Shared values, common goals and behavior norms create culture and dictate what gets done. Diversity and flexibility initiatives have to become part of the firm's culture to succeed.

Visible support from the firm's top management is essential to incorporating diversity and flexibility into the culture. Stating support in memos or meetings is a good start, but by itself will not get the job done. Much of the communication within a firm is nonverbal, and includes what leaders do, what gets noticed and what gets rewarded. Saying management supports flexible work, for example, will not accomplish anything if the only lawyers who succeed at the firm work slavishly long hours, part-time lawyers never make equity partner, and lawyers who work nonstandard schedules are given insignificant assignments and largely ignored.

Here are some action steps firm managers can take to align their deeds with their words:

- Chair the initiative, and attend every meeting
- Stop by the office of a lawyer of color or a part-time lawyer to chat
- Take a woman lawyer, an openly gay lawyer, or a lawyer from an ethnic minority to lunch at least once a week
- Participate in community activities such as fundraisers that support causes important to women lawyers or lawyers who are racially or ethnically diverse
- When discussing new programs and initiatives for the firm, ask how they will impact the diversity and flexibility initiatives
- Ask for frequent reports of progress on the initiatives
- Create incentives for supporting the initiatives, such as bonuses paid to cross-gender mentors
- Attend conferences about diversity or flexibility
- State the firm's business case for the initiatives frequently

- Praise the successes of minority lawyers, women lawyers, and flexible lawyers
- Model successful mentoring and championing
- Talk about the initiatives in one-on-one conversations with lawyers in the firm to re-affirm their importance and keep them on the front burner
- Ensure the initiatives have sufficient financial resources
- Thank all the lawyers in the firm who are supporting the initiatives





## TAKE A PICTURE OF THE GLASS CEILING AT YOUR FIRM

One of the greatest challenges for law firms is to identify their glass ceilings. (For some firms, of course, the greatest challenge is admitting that they have a glass ceiling, but the low numbers of women in the upper levels of leadership at most firms are hard to deny.)

It is a challenge worth undertaking. By determining the location and parameters of the obstacles to women's advancement, firms can target their efforts and make better progress toward gender equity.

Here are three ways to get a handle on where the obstacles for women exist in your firm:

1. Slice and dice the number of women in every sector of the firm for the last several years. Compare the number of men and women hired as first year associates, lateral associates, contract attorneys, income partners, and equity partners. Look at the number of men and women retained at each level in the firm (contract, associate, counsel, etc.). Look also the number of men and women promoted to a higher level. Now do all of that again, but look at the numbers for each office, each division, each department or practice group. A pattern will start to emerge. Do women in the litigation group leave in larger numbers, and the women in the litigation group in New York even more so? Are they leaving when they hit a certain level of seniority?
2. Look at the paths firm leaders took to get into leadership positions. Chart the most common paths, and then look to see if women are on those paths. For example, if several members of the executive committee were first practice group heads, see how many of your practice group heads are women. If half are female, then you can concentrate your efforts on determining why women are not getting promoted from practice group head to the management committee. If, on the other hand, few of your practice group heads are female, you need to work back further and figure out the most common paths to practice group head and where women are on those paths.
3. Tally up the men and women who are getting the prime opportunities in your firm. Look at your firm's largest matters and most high-profile clients and see what percentage of the associates working on them is female. If women are not progressing in your litigation department, check the gender balance in skill

development opportunities: who is taking depositions? Who is arguing motions? Look at the billing sheets from the real estate group and see if women have as much client contact as men. How many women associates go on pitches or accompany partners on outings with clients?

There are more ways to uncover the obstacles, such as exit or alumni interviews and discussions with key players and women lawyers in the firm. The number crunching exercises provide some unique benefits, however. Numbers are more objective and harder to deny, and they provide a concrete starting line against which to measure progress. In addition, just the act of measuring can have a positive effect; if practice group heads know, for example, that the firm is measuring the distribution of assignments, they may be more mindful of gender when staffing matters.

Awareness of where the glass ceiling is located is just the first step, of course. Future best practices will focus on actions firms can take to advance women lawyers to top leadership positions.



# The Research Group on Legal Diversity

of the American Bar Foundation

## Executive Summary

### **“The Color of Glass: The Career Progress of Men and Women of Color in Private Law Firms”**

#### **Research Brief**

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**American Bar Foundation**  
**Northwestern University**

**Prepared for Diversity and Flexibility Alliance**

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The *After the JD Study of Lawyer Careers*, conducted by the American Bar Foundation, supported by the National Association for Law Placement Foundation, and funded by the National Science Foundation, finds that women of color working in private law firms seven years into their careers report higher levels of social isolation and lower levels of partnership than their male counterparts or white women. Based on a sample of 1,263 private firm lawyers who passed the bar in the year 2000, and who were interviewed in 2003 and 2007, the study underscores the challenges facing women of color in private practice, as well as the challenges private firm employers face in their efforts to retain women attorneys of color.

The authors constructed an index of informal isolation based on five questions: 1) whether respondents reported having fewer than the average number of mentors for the entire sample; 2) whether they participated in the firm or office recruitment committee; 3) whether they shared meals with partners or senior attorneys; 4) whether they spent recreational time with partners or senior attorneys; and 5) whether they spent recreational time with peers. The five items were added together and converted to a 0 to 1 index, with 1 indicating high isolation.

Figure 2 (attached) shows that African American women score highest on the informal isolation index, followed by Hispanic women, Asian men, and white women.

Prior research by Payne-Pikus, Hagan, and Nelson (Law & Society Review 2010) indicated that social isolation predicted turnover among minority attorneys in law firms. We expected to see a similar pattern in predicting whom had made partner at the time of the survey. While the seven-year point is early for partnership in many law firms, especially large law firms, we examined the relationship between race, gender, social isolation, and partnership status. Non-equity partners were included in the definition of partners.

Figure 4 (attached) shows that, with the exception of multi-racial lawyers, white women and women of color are strikingly less likely to have gained partnership than their male counterparts of the same race/ethnicity.

We then used multivariate analyses to determine whether the relationships between race, gender, and partnership status could be explained by other variables that might plausibly predict partnership. The control variables included marital status, number of children, law school rank, law school GPA, full-time employment, number of hours worked in a week, pro bono hours, firm size, and measures of social isolation.

We found that the disadvantage in making partner for white women, African-American women, and Hispanic women compared to white men remained statistically significant when controlling for the human capital variables and other plausible predictors of partnership status. When we included measures of social isolation in these models, the disadvantage for these groups was no longer statistically significant—which implies that the disadvantages of these groups occur through greater levels of social isolation in law firms.

These findings underscore the importance of social isolation in predicting career advancement in the legal profession. White women, African-American women, and Hispanic women report higher levels of social isolation in private law firms, and this in turn explains why they are less likely to have achieved partnership status by year seven of their careers.

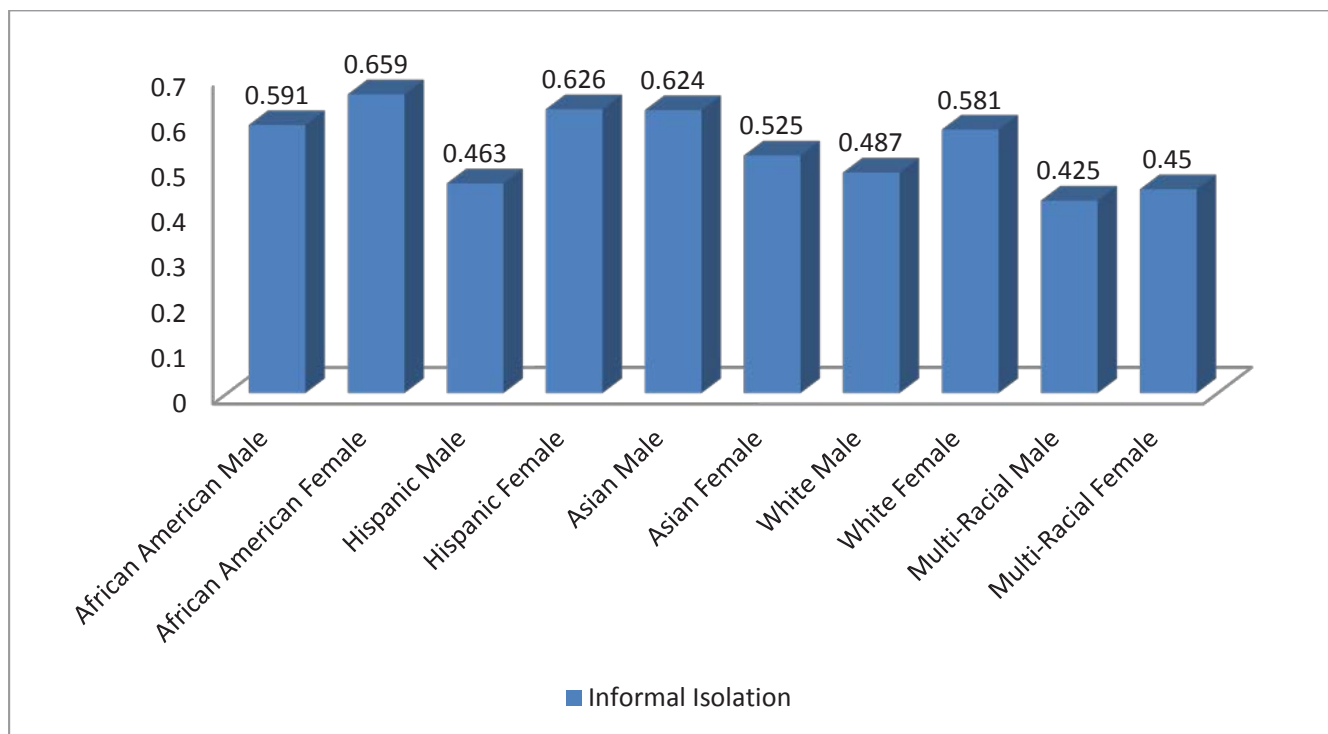
While the results indicate that private law firms have a continuing challenge to more fully integrate women and particularly women of color into their organizations, the results may also point toward the solution. Meaningful steps include efforts to increase the representation of women and minorities in the firm overall, better mentoring of women and minority associates, placing women and minority associates on recruitment committees, sharing meals and recreational activities with women and minority associates, and creating a social and professional environment that encourages associates to engage in recreational activities amongst themselves.

At the time of this writing, we recently completed data collection for wave 3 of the *After the JD Study*, which will measure the career progress of the 2000 bar cohort some 12 years into their careers. These new results will provide a more definitive analysis of the career progress of women and minorities in private law firms and other practice settings.

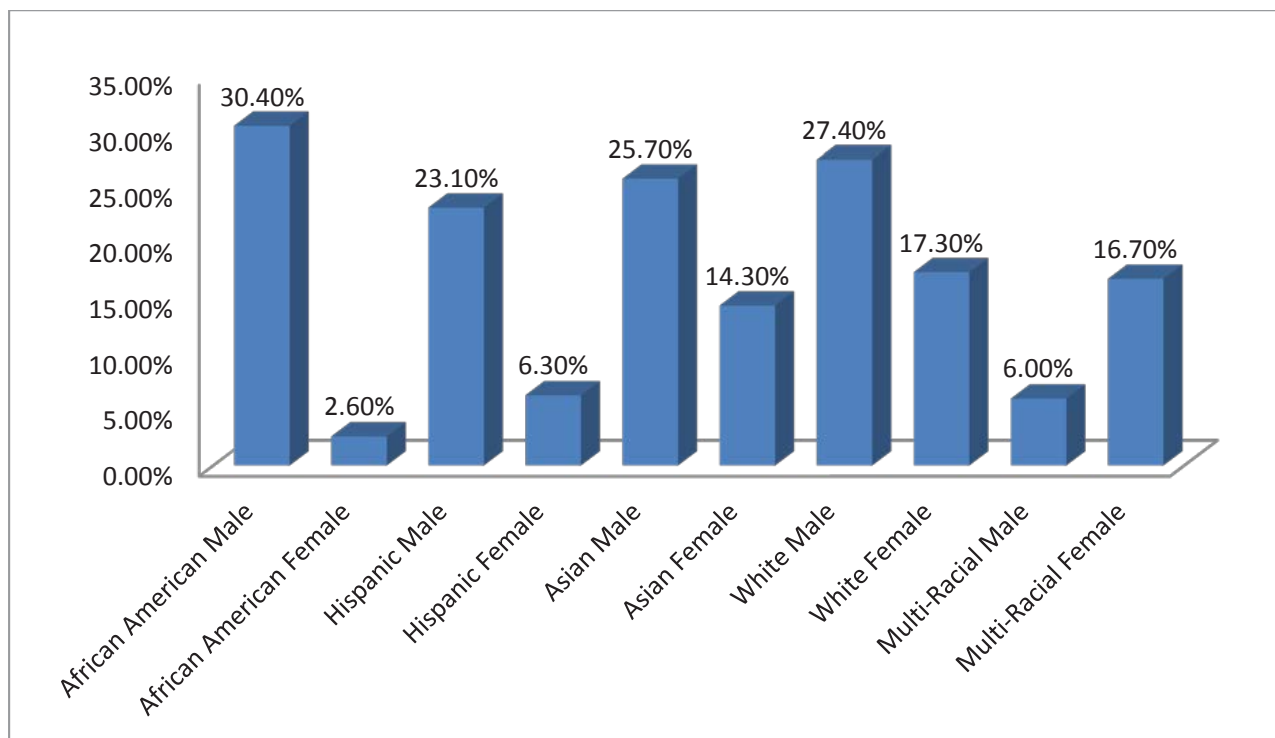
Note: This research brief is a summary of a research paper that is being finalized for submission to a scholarly journal. The full research brief is available on request. The authors are members of the American Bar Foundation's Research Group on Legal Diversity. This research was supported by funds made available through the Research Group.



**Figure 2.** Informal Isolation by Race and Gender (AJDII – Private Law Firms Only)



**Figure 4.** Partnership by Race and Gender (AJDII – Private Law Firms Only)



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