

Memorandum

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TO: Fred Thrasher, NALP Deputy Director

Traci Mundy Jenkins, NALP Board Liaison, Diversity & Inclusion Section

FROM: Melanie R. Priddy

RE: **NALP Diversity & Inclusion Section Board Report**

Please find below a report of the Recruiting Section's activities during the second quarter of the 2012-2013 NALP Year.

Summary:

The Diversity & Inclusion Section remains busy and productive. We had a section call on September 7th where we discussed a variety of topics including the 2013 Diversity Summit ideas for programming, our Diversity Champions Project, accepted RFPs for the Annual Conference, and environmental scanning. We also have been using NALPConnect to communicate with one another, announce events/discussions, highlight group resources and create group documents. Details of each work groups progress is listed below.

Working Group Updates:

- **RFP Group** - We were pleased to find out that 6 of our 9 submitted RFPs were accepted for the 2013 Annual Education Conference. They are listed below:
 1. Trailblazing: 10 "Award-Winning" Strategies for Charting a Successful and Fulfilling Career
 2. Keeping Our Eyes on the Prize: Identifying and Addressing Diversity Fatigue Among Diverse Students and Attorneys
 3. Diversity and Inclusion: The Next Level

4. There's a Hole in My Pipeline: Redefining the Role of Law firms, Corporations and Law Schools in Pipeline Programming
 5. That's So Gay and Other Things You Shouldn't Say: Encouraging Allied Support Through Language Training
 6. Safe Space Training
- **Bulletin Article Group** - We had two articles published in the NALP Bulletin on behalf of the Diversity & Inclusion Section this quarter:
 1. Diversity Really Does Matter, by Andrea Juarez & Kathleen Nalty
 2. The Stereotype Content Model: Understanding the Relationship Between Stereotypes, Emotions & Documenting Behavior, by Chia Kang.
 - **NALPConnect Work Group** - Kristine McKinney and Sherry-Ann Smith both head this work group. Both Kristine and Sherry-Ann have regularly been adding to the section's resource collection. In addition to the 13 items that they originally posted, they have added 7 additional resources that are listed below:
 1. Employer Diversity Initiatives: Legal Considerations for Employers and Policymakers, New York City Bar Committee on Labor & Employment Law
 2. More Minority GCs Than Ever, So where Are the Minority Partners?, The Careerist
 3. Harvard Business School Research: Defining the Attributes and Processes that Enhance the effectiveness of Workforce Diversity Initiatives in Knowledge Intensive Firms, Harvard Business School
 4. MCCA Survey: Women General Counsel at Fortune 500 Companies Reaches New High, MCCA
 5. The Evolution of Diversity, Diversity & the Bar / MCCA
 6. McKinsey Study: Is there a payoff from top-team diversity?, McKinsey Quarterly
 7. Why Corporate Law Departments Should Have 1L Diversity Clerkship Programs & Law Firms Should Support Them, Mark Roelling & Amanda Midlin
 - **CSO Diversity Best Practices** - Lori Lorenzo and Ray English have been spearheading this effort. We posted a draft of the CSO Best Practices in the Resources section of NALPConnect for the section. We have yet to receive

any member comments. It is quite comprehensive, and useful. I have attached a copy of it to the end of this board report.

- **Diversity Leadership: The Retention/Inclusion Imperative** - Lori Lorenzo heads this work group. After receiving input from Fred Thrasher and Janet Smith, we determined the best way to highlight this resource would be three 400-word columns that would highlight several of our diversity champions. These columns will be published in the November, January and April issues of the NALP Bulletin. Our forthcoming article in November was written by Mark Goldfarb and highlights LeaNora Ruffin, Assistant Dean of Career Development at Widener University School of Law; Jacqueline Wilson Cranford, Director of Professional Development and Inclusion at Vinson & Elkins LLP; Gihan Fernando, Executive Director of the American University Career Center; and Natalie Fleming Nolen, Litigation Associate at Morrison & Foerster LLP.
- **Diversity Leadership - Potential Work Group** - it has been suggested by members of the section that in order to keep our Diversity Leadership: The Retention/Inclusion Imperative document up to date, that we could form a workgroup around this topic. The goal would be to update this document with 3-4 new leaders every year. As a result the document stays fresh, and we continue to highlight our leaders to the NALP membership as a whole. While Lori Lorenzo had spearheaded the aforementioned project regarding the workgroup, she has now taken a position with the Leadership Council on Legal Diversity and would not be available to vice-chair this workgroup. We hope that Charlotte and/or the board would have suggestions for potential leadership.
- **Pipeline Initiatives Resource** - Chia Kang heads this work group. Chia has reviewed the website and is in the process of making recommendations to Lisa Quirk on the duplicative/dated initiatives that can be removed. She also plans on reaching out to firms this fall to determine if their fellowships are still current. Additionally, for this quarter she is working on drafting brief blogs/articles to post on NALPConnect, highlighting the different diversity pipeline programs.
- **Additional Projects** - We were asked to create a list of tips for choosing a diversity consultant. We have created a live document in the section's resources link on NALPConnect listing these tips. We have asked section members to add and comment on those listed so far. This is a project that we continue to work on and are hopeful to receive more input in the coming quarter.

- **Association of Law Firm Diversity Professionals Liaison** - Valerie Jackson is our liaison for this organization, and ALFDP spent most of the last quarter preparing for its upcoming fall conference in Washington, DC.
 - *Joint ALFDP, Diversity, Recruiting and PD Section Call* -We have agreed that it would be useful to hold a joint section conference call/presentation focusing on the intersection between recruiting, PD and diversity in law firms. Namely, why this is increasing as a trend and what such a trend could mean for those of us who only (officially) focus on one thing. How can we take advantage of the trend? We would like to do it in conjunction with ALFDP and have maybe 3 speakers who will jumpstart a vibrant conversation. We are in initial plans for the call, but are tentatively scheduling it for mid-January and will announce specifics on NALPConnect. We also plan to ask Professional Development and Recruiting section members to join if they are interested.
- **Leadership Council on Legal Diversity** - Kristine McKinney is our liaison for this organization, and her update is as follows:
 1. On September 12-13, LCLD hosted its Annual Meeting in DC. Each member organization is invited to send their General Counsel or Managing Partner. If this leader attends, the organization is also invited to send an additional guest. In some cases, this meant that Diversity Directors (or the equivalent) were in attendance. As such, there is some overlap between NALP members and attendees at the LCLD Annual Meeting. A full list of attendees can be found online at http://www.lclldnet.org/third_annual_membership_meeting_annual_meeting_attendees.html?
 2. LCLD announced that Lori Lorenzo will be the first Deputy Director of LCLD. Most recently, Lori was Director, Diversity and Inclusion and JD Advisor, at the University of Miami School of Law in Miami, Florida. I am hopeful that Lori's position and former ties to NALP will help strengthen the partnership between LCLD and NALP.
 3. The Chair position at LCLD has rotated. Wally Martinez, Managing Partner of Hunton & Williams succeeds Rick Palmore, General Counsel of General Mills. Brad Smith, General Counsel for Microsoft, assumes the position of Chair-Elect.
 4. LCLD continues to grow their 1L clerkship program. 140 students participated in the Summer of 2012. An article by Mark Roellig, EVP and General Counsel, Massachusetts Mutual Life Insurance Co., and Amanda Mindlin, 2L Law Student, Harvard Law School, is posted on

the LCLD website and provides information on how in-house legal departments can best structure the 1L Summer Clerkship experience. This might be a useful resource for NALP members.

<http://library.constantcontact.com/download/get/file/1106679984026-32/Article.pdf%22>

DIVERSITY BEST PRACTICES: TIPS FOR THE CARREER SERVICES OFFICE

The role of a career services office is often broad and varied. Although the primary focus is assisting students in career readiness, the path to meeting this objective can include many sub-categories of responsibilities and the need for in-depth knowledge of an array of topics. Integrated into the work of a busy CSO are many opportunities for diverse students and opportunities for working towards greater diversity and inclusion in the practices of the office and the greater law school. Getting a firm grasp of the role diversity plays within the CSO can be a challenge however, so NALP has provided the following list of Diversity Best Practices for CSOs.

1. RESEARCH AND EVALUATE THE LAW SCHOOL'S INSTITUTIONAL PRIORITIES & DEVELOP A STRATEGIC PLAN FOR THE CAREER SERVICES OFFICE

a. Understand the institution's mission and broad diversity strategic plan

A good diversity plan links the goals of diversity with other components of the institutional mission, such as instruction, research and service, and weaves these objectives into the fabric of institutional priorities. Each institution also has its own objectives relating to diversity in recruiting, student affairs and alumni relations. Be sure to understand what that broad strategic plan is so that you can work to achieve goals that support the existing initiatives.

b. Once you have a strong understanding of the institution's strategic plan for diversity, develop a plan for the office

The CSO diversity initiatives must be aligned with the institutional mission and diversity plan. The CSO plan should include objectives specific to the goals and responsibilities of the CSO. Be sure to work closely with the CSO Dean or Director to develop a plan that is acceptable to office leadership.

2. HAVE A DEDICATED DIVERSITY PROFESSIONAL

a. Have a dedicated diversity professional position, or, assign someone responsibility for managing the office diversity initiatives

Ideally the CSO will have a dedicated diversity professional who maintains the primary responsibility for managing diversity opportunities and planning and implementing diversity initiatives. If the CSO does not have a dedicated diversity professional, someone in the office should be tasked with the responsibility for managing diversity opportunities and events. This allows employers to have a consistent diversity point person and for students and other CSO advisors to have a resource for diversity related information.

b. Develop a strategic plan for the diversity position

Be sure to prioritize initiatives based on how well they align with office and institutional strategy and goals. Remember that how much or how little responsibility gets assigned to the diversity role is a function of what percentage of the CSO representative's responsibilities are dedicated to diversity. A full time diversity professional can dedicate significantly more time and energy than one who is also tasked with other significant responsibilities.

3. IDENTIFY AND DEVELOP DIVERSITY CHAMPIONS INTERNALLY

a. Identify faculty and staff that are allies in diversity initiatives

Be sure to develop this network of supportive faculty and staff broadly. Do not assume that only diverse faculty and staff are interested, or that diverse faculty and staff will be interested. Where appropriate, provide opportunities for all faculty and staff to express interest and be involved in the diversity work of the CSO. Opportunities may include speaking engagements, mentorship programs, mock interview programs and referrals for informational interviews.

b. Know the law school's human resource professionals and be aware of diversity oriented training opportunities

The human resources professional should be plugged into the diversity resources of the greater university. Use these resources for training purposes or suggest collaboration between law school diversity initiatives and the diversity initiatives of the greater university or other professional schools to maximize the use of funds and increase the scope of the initiatives. This type of collaboration also teaches students valuable cross-profession networking skills.

4. COLLABORATE WITH OTHER DEPARTMENTS AND SUPPORT DIVERSITY INITIATIVES AT ALL LEVELS OF THE LAW SCHOOL

a. Student Recruitment

i. Participate in receptions and recruiting events directed at diverse candidates

The office of student recruitment may hold several events specifically targeted at recruiting diverse students. Whenever possible attend these events. Prospective students benefit from knowing that diversity is not just sought after in the admissions process but is valued and supported at all stages of the law school experience.

ii. Participate in 1L orientation

If possible, be an active participant in fall orientation. Attend school sponsored orientation events for diverse students and attend the beginning of the year social events of the affinity student organizations. Again, this sends the message to students that the CSO is supportive of diversity throughout law school. This time can also be used to begin to familiarize diverse students with the wealth of opportunities that are available to them and provide a general timeline for these opportunities.

b. Financial Aid

i. Communicate scholarship opportunities to financial aid

It is important that financial aid be made aware of scholarships awarded to students. In some cases scholarship providers require that funds be directly deposited with the school. Additionally, students often seek the assistance of the financial aid office when seeking out scholarship opportunities. By communicating these opportunities to the financial aid office, students have a better chance of hearing about them.

ii. Be aware of any internal funding programs that may exist for diverse students

At some schools internal scholarship opportunities exist. Sometimes scholarship awards can be adjusted upwards for stellar academic performance. Be aware of how the law school's financial aid system works so you can guide students that may be eligible for additional financial aid awards.

c. Dean of Students

- i. Work closely with the dean of students to identify both high performing and at-risk diverse students

The Dean of Students is tasked with managing the law school experience of all students. At most schools this includes assisting students who appear to be struggling. Be familiar with the process of recommending students for additional assistance and with some of the resources that exist for this purpose. You may find that students that come to know you through their CSO related counseling appointments may share non-career related issues. In some cases you will need help in handling those issues or those issues may need urgent attention. The ability to quickly and accurately refer the student to additional services or receive support for the CSO role may be crucial to helping a student dealing with an emergency. Also be aware of programs, awards or other forms of recognition that exist for exceptional students and recommend students that fit the eligibility requirements for such awards.

- ii. Work with the dean of students office to plan and promote events for diverse students

The Dean of Students office often also manages the student life programming on campus. Whenever possible offer to represent the CSO at these events. The more visible the efforts of the CSO are on campus, the more likely students are to take advantage of the opportunities that exist for them.

- iii. Understand the institution's policy regarding the release of student contact information to non-law school entities

Employers and bar associations often like to reach out to affinity student groups directly but law school policies on releasing student information vary. Some schools allow individual student email addresses to be released, others have generic organizational emails that are public and still others only allow outside entities to post information on job boards or in other public areas, but don't provide access to student contact information. Whatever the law school policy, be sure you consistently communicate the policy to employers and others along with tips for successful communication with the school's affinity groups.

- iv. If the diversity position includes a liaison function to affinity student organizations keep in contact with the dean of students with respect to organization operations, issues, concerns, or successes

Although the liaison role may vary each year based on the current leadership of an organization the relationship with the dean of students should be constant. Open and frequent communication about the liaison efforts with the dean of students office will help to facilitate a good relationship between the liaison and the student organizations. It is helpful to be aware of any funding or programming restrictions and any other rules and regulations in place for student organizations. Also, be

sure to avoid over-involvement with student organizations. Because students are very busy it is easy to assume the lion's share of responsibility for organization programming. Be sure to clearly delineate the liaison's support role to avoid taking on responsibilities that should lie with the student leaders.

d. Alumni

Attend alumni events, particularly those that relate to diverse alumni. Help educate alumni on the institution's current diversity efforts and ways in which alumni can be involved in those efforts. Invite enthusiastic alumni to events, including law school sponsored CLE opportunities, whenever possible. Keep alumni in other cities involved by meeting with them when you travel and connecting them with students for informational interviews, if possible. Be sure to check with the alumni and/or development office for bookkeeping requirements relating to contact with alumni and/or financial contributions to the law school.

e. Faculty

Communicate frequently with faculty on diversity initiatives. Be sure to invite them to the CSO programs and ask them to invite their colleagues in practice. If possible work with the faculty, and possibly student research assistants, to develop a bank of materials that incorporate diverse topics into law school course offerings (e.g. family law cases that involve LGBT couples). These supplemental materials can be made available to all faculty to incorporate into their regular course materials, if they so choose.

f. Clinics

Work with the clinical programs to provide training to students participating in clinics on LGBT issues, cultural sensitivity and other diversity related topics. Be aware of any pipeline programs that the law school sponsors and participate, if possible.

5. BUILD EXTERNAL RELATIONSHIPS

a. Network frequently with affinity bar associations locally, state-wide and nationally

Affinity bar associations offer a wealth of opportunities and resources both to CSOs and students. Many offer scholarship, mentor, fellowship and other opportunities which provide students with practical work experience and exposure to practicing attorneys. These organizations may also offer resources that can be used for training purposes including safe space training or CLE programs. Become familiar with the various programs available through these organizations and with the bar's target audience for the opportunities. Although sometimes these opportunities define "diverse candidate" broadly, sometimes the organizations have a very specific target recipient in mind. Assisting in identifying great candidates that meet the organization's goals will help to build the relationship between the school and the bar. Also, don't be afraid to offer insight into programming or scholarship opportunities. Bar associations are managed by busy working professionals who may not have the time to think carefully about how best to spend their organization's time and money and may not be plugged into current student trends. Insightful suggestions, especially if coupled with an offer to dedicate time to a project, may be well received. Remember, the dedication of time is often paid back in-kind.

- b. Frequently invite speakers from supportive organizations to campus events
Remember to invite contacts from bar and other organizations to interact with your students. Despite busy schedules most practicing attorneys enjoy the opportunity to interact with students. Don't be afraid to reach out to contacts to connect them with students for informational interviews and other similar opportunities.

6. MARKET

- a. Have a full and complete understanding of the school's diversity demographics and the diversity of programs offered
Know the current demographic make-up of the student body. Information on faculty demographics and the demographics of non-JD programs (e.g. LL.M. or joint degree programs) can also be helpful. Don't forget to be familiar with the school's academic or programming diversity. If the school is offering the most innovative professional development curriculum, provides students with unique clinical opportunities or requires practical skills or advanced writing courses, know what those offerings are. Be prepared to market the diverse academic offerings as they relate to the objectives of the potential employers you are working with. Each employer has an idea of the skills their ideal candidate should have. If the school develops these skills through its diverse programs, draw the connections for the employer.
- b. Build specific, strategic relationships
Many institutional impressions are developed through personal relationships. Whenever possible introduce contacts at external organizations to students and alumni that embody the institutional culture of both the law school and the target organization. Even if no employment relationship develops, this type of strategic relationship building engenders good will for both the law school and the external organization.

7. COMMUNICATE

- a. Communicate with students
Develop a system for communicating with students. Be creative and flexible. Students are inundated with information and sometimes tune out or miss even important information. Provide a forum for diversity information that students can rely on and access at their convenience. Consider various forms of social media, blogs, newsletters or personal emails. Remember that you may need more than one method of disseminating information in order to reach a broader range of students and your tactics may need to change as student communication preferences change. Be sure to market the diversity forum(s) so students are aware that they exist. Counseling sessions, personal interactions and attendance at affinity group meetings are useful for this purpose.
- b. Communicate with others in the CSO to make them aware of opportunities for students and training opportunities for themselves
- c. Communicate with others in the school when diversity opportunities that impact their roles become available
Let financial aid know when scholarship opportunities arise; forward relevant diversity articles to faculty and staff that have expressed an interest in the issue.

d. Communicate with external networks

If you have a law student candidate that may be a good fit for an organization's scholarship or mentorship opportunities, let the organization know. Or, simply bring a star student to the attention of decision makers within an employer organization. Keep contacts at external organizations updated with student trends or information particular to the organization's mission. Adding value to external organizations and employers in this way will help keep the school and its students on an organization's radar.

e. Communicate with your supervisor to keep him/her aware of the work you are doing and specifically any successes or difficulties

It is always important to regularly communicate with your supervisor to make sure your efforts remain in line with the goals of the office and of the law school. Be sure to seek approval for budget expenditures and marketing campaigns. Also ask about institutional history that may impact the success of your efforts.