

# Law Firm Diversity Report Dallas - 2008

Presented by the  
**DALLAS DIVERSITY TASK FORCE**  
a collaborative effort undertaken by the:  
**Dallas Asian American Bar Association**  
**Dallas Hispanic Bar Association**  
**J.L. Turner Legal Association**

A copy of this report is available for download at [www.diversitytaskforce.com](http://www.diversitytaskforce.com).  
Please send comments or questions to [comments@diversitytaskforce.com](mailto:comments@diversitytaskforce.com).

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## Executive Summary & Progress Report

The 2008 Dallas Diversity Task Force Report (“2008 Report”) presents a snapshot of the racial and ethnic diversity of lawyers practicing at the largest 20 law firms in Dallas County. The list of surveyed firms changed slightly from 2007 to 2008. K&L Gates merged with Hughes & Luce, LLP. Hunton & Williams LLP, which did not participate in the survey last year, participated this year.

The methodology for calculating the firms’ composite scores remains unchanged from 2007 to 2008. A firm’s composite score was based on the firm’s number of minority attorneys, depth (*i.e.*, number of equity partners v. other attorneys), and breadth (*i.e.*, diversity across minority groups). The composite score measures firms against two benchmarks: Texas demographics and Texas lawyer demographics.

The 2008 Report also includes checklist scores that measure the firms’ diversity efforts to recruit, retain, and promote minority attorneys. A firm’s checklist score was based on a checklist of diversity efforts that the firm had undertaken during the survey period.

With three years of data, the 2008 Report provides another opportunity to evaluate Dallas firms’ progress in the short term. Only one firm exceeded the lower benchmark of state attorney demographics. No firm met the higher benchmark of state demographics.

### Notable Improvements

- The average composite score for the largest law firms in Dallas County increased, from 46 in 2006 and 47 in 2007 to 52.5 in 2008
- Fifteen firms improved their composite scores from 2007 to 2008.
- The average composite scores increased for African American/Black, Hispanic/Latino, Asian American, and Native American attorneys.

### Disappointing Developments

- The composite scores for four firms decreased from 2007 to 2008.
- 60% of the firms surveyed have no African American/Black equity partners.

### Selected Individual Firm Highlights

- K&L Gates had the most improved composite score, upping the former Hughes & Luce, LLP score by 27 points.
- Strasburger & Price, LLP improved its composite score by almost 20 points. Last year, the firm had the lowest composite score of the surveyed firms.
- Gardere Wynne Sewell LLP has the lowest composite score of the surveyed firms.
- Munsch Hardt Kopf & Harr, P.C. had the largest decrease in composite score (10 points), followed by Locke Lord Bissell & Liddell LLP, whose composite score dropped by over 8 points.

## Overall Results

SURVEYED LAW FIRM DALLAS OFFICE ONLY	2008 COMPOSITE SCORE	2007 COMPOSITE SCORE
Weil, Gotshal & Manges LLP	76.1	75.8
Akin Gump Hauer Strauss & Feld LLP	68.7	71.6
K & L Gates†	65.6	38.3
Vinson & Elkins	65.4	61.1
Jones Day	63.7	57.8
Patton Boggs LLP	59.8	40.8
Baker & McKenzie	56.8	58.5
Baker Botts L.L.P.	55.6	47.2
Hunton Williams	53.7	NA
Carrington, Coleman, Sloman & Blumenthal, L.L.P.	53.6	45.5
Haynes & Boone, LLP	53.1	48.6
Thompson & Knight LLP	51.5	40.5
Fulbright & Jaworski L.L.P.	49.5	41.4
Strasburger & Price, LLP	46.6	27.0
Jackson Walker L.L.P.	41.6	41.2
Winstead Sechrest	41.4	37.7
Andrews Kurth LLP	40.8	29.6
Locke Lord Bissell & Liddell LLP	40.4	48.8
Munsch Hardt Kopf & Harr, P.C.	36	46.3
Gardere Wynne Sewell LLP	29.3	29.1

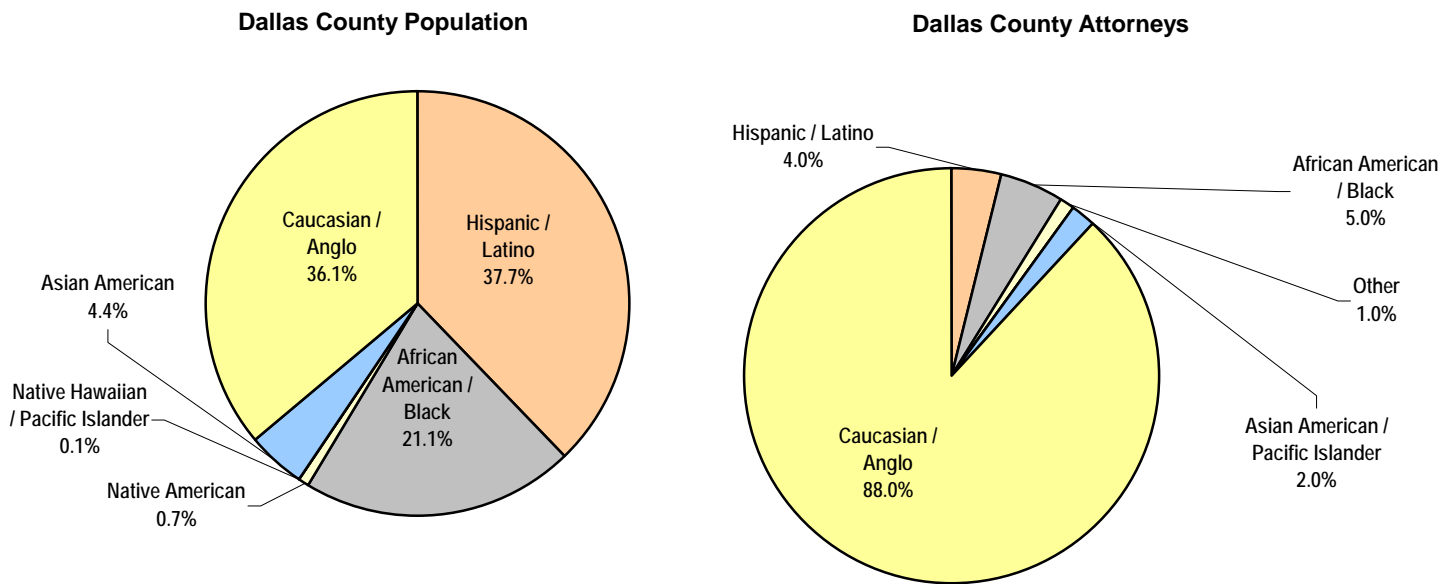
†K&L Gates merged with Hughes & Luce, LLP (2007 Composite Score is for Hughes & Luce, LLP).

## I. Background

This third annual report of the Dallas Diversity Task Force (“Task Force”) continues the work of our inaugural 2006 study of the representation of attorneys of color<sup>1</sup> at the 20 largest law firms in Dallas, Texas (“2006 Report”). The Task Force aims to examine:

- the number of attorneys of color employed by the 20 largest law firms in Dallas County;
- the positions of attorneys of color (i.e., equity partners, non-equity partners, associates, etc.);
- annual changes and trends in recruiting, retention, and promotion of attorneys of color; and
- the correlations, if any, between firm demographics and the implementation and continuation of best practices for law firm recruiting, retention, and promotion of attorneys of color.

The Task Force continues a dialogue that was highlighted in 1994 when the Dallas Bar Association issued a Statement of Goals related to the recruitment and retention of attorneys of color. *See* Exhibit A, Statement of Goals. We discovered in 2006 that the issues raised in 1994 still demanded attention. Now, with the 2006 Report as a benchmark, the 2008 Report offers an opportunity to measure progress in the Dallas legal market. The charts below illustrate the current state of the Dallas lawyer community and the difference in demographic makeup between Dallas County lawyers and Dallas County residents.



**Sources:** U.S. Census Bureau, State & County QuickFacts for Dallas County, Texas (2006 estimate, please note that total sums may exceed total 100%. This may be due to the fact that 1.10% of persons reported two or more races); State Bar of Texas Department of Research and Analysis, Dallas County Attorney Statistical Profile (2007-08).

The 2006, 2007, and 2008 Reports provide a qualitative and quantitative snapshot of racial and ethnic diversity in the largest 20 law firms in Dallas County. The Reports use the “Dallas Formula” to calculate scores that take into account the demographics of lawyers in the state, recognizes the

<sup>1</sup> For purposes of this report, “attorneys of color” and “minority attorneys” are used interchangeably to refer to African American/Black, Asian American, Hispanic/Latino, and Native American attorneys.

importance of diversity in the most powerful law firm positions, and factors in each firm's most recent efforts to diversify its attorney ranks. The Reports also track current law firm efforts to recruit, retain, and promote minority attorneys. The Reports present, among other information, raw data regarding the demographics of attorneys within the surveyed firms, a comparative analysis of firms based on the self-reported data for all minorities combined and by minority subgroups, and a qualitative account of recommended best practices for minority recruitment, retention, and promotion within law firms.

Bar associations in other Texas cities also have evaluated law firms' efforts in recruiting and retaining minority attorneys. Minority bar associations in Austin, Texas, continue to work together each year to publish the Austin Diversity Report Card, which assigns grades to each of the surveyed firms based on the percentage of attorneys of color employed at each. Additionally, minority bar associations in Houston, Texas, launched their inaugural diversity report card in 2006. It analyzed demographics of attorneys at law firms in Houston, assigning grades and numerical scores based on a "stair step" formula.

Since the 2006 Report was published, the Task Force has received support and inquiries from numerous companies and organizations outside of Dallas. The Task Force has granted permission to some companies that expressed interest in using the Dallas Formula as a tool for assessing the diversity of their outside counsel. In addition, the National Bar Association plans to use the Dallas Formula to analyze their data.

We present the 2008 Report to provide the legal community with a tool for assessing its own progress, and we encourage local law firms and corporate General Counsel to work toward increasing minority lawyer representation in the Dallas legal community. We look forward to discussing the results of the report and strategies for enhancing diversity. Once again, we offer to share our research, methodology, and other materials with groups interested in establishing similar programs elsewhere.

## II. Dallas Diversity Task Force Members and Representatives

Formed at the suggestion of the Dallas Hispanic Bar Association, the Task Force comprises representatives from the Dallas Asian American Bar Association, the Dallas Hispanic Bar Association, and the J.L. Turner Legal Association (the African American bar association of Dallas County). Working together, and by consensus, representatives from each organization contribute different perspectives and histories toward the end of increasing the recruitment, retention, and promotion of attorneys of color in Dallas.

The **Dallas Asian American Bar Association** ("DAABA") was founded in 1988 to promote the interests of Asian American attorneys and the Asian American community. DAABA provides marketing and networking opportunities for its members, mentoring programs for law students, and pro bono legal assistance for Asian Americans. DAABA is a chapter of the National Asian/Pacific American Bar Association. ([www.daaba.org](http://www.daaba.org))

DAABA Representatives:

- Keiko Ichiye  
Special Counsel, Baker Botts LLP  
University of Michigan Law School, JD 1998
- Vincent Bhatti  
Founding Partner, The Bhatti Law Firm  
University of Houston Law Center, JD 2006
- Sean T. Hamada  
Sean T. Hamada, A Professional Law Corporation  
Southern Methodist School of Law, JD 1993

The **Dallas Hispanic Bar Association** ("DHBA") began as an informal association in 1969 and was formally organized as the Mexican-American Bar Association of Dallas in 1978. Its membership includes attorneys practicing in Dallas and the surrounding areas, judges, law students, and non-lawyers

who join as associate members. DHBA aims to provide legal services to the Hispanic community, to enrich and ensure the success of its members in the legal profession in Dallas, and to actively become involved in issues affecting the Hispanic community. DHBA is an affiliate of the Mexican-American Bar Association of Texas and the Hispanic National Bar Association. ([www.dallashispanicbar.com](http://www.dallashispanicbar.com))

DHBA Representatives:           John V. Treviño, Jr.  
  Attorney, American Airlines  
  University of Texas School of Law, JD 1997

  Michael J. Brito  
  Partner, Fulbright & Jaworski, L.L.P.  
  Stanford University School of Law, JD 1987

  Emmanuel E. Ubiñas  
  Associate, Jones Day  
  University of Notre Dame Law School, JD 2002

Founded in 1952, the **J.L. Turner Legal Association** (“JLTLA”) is the African American bar association in Dallas, Texas. It is also an affiliate chapter of the National Bar Association, the nation's oldest and largest national association of predominately African American lawyers and judges. JLTLA is an organization whose mission is to improve the quality of life in the African American community through education, service, and scholarship. JLTLA members provide legal assistance to indigent residents in the North Texas area, provide scholarships to law students demonstrating financial or other needs, provide attorney mentors for law students, perform educational and other community outreach projects for North Texas area residents, and assist its members and the community in seeking African American attorneys who practice in the various areas of law. ([www.jltla.org](http://www.jltla.org))

JLTLA Representatives:       Hyattye Simmons  
  General Counsel, Dallas Area Rapid Transit  
  University of Texas School of Law, JD 1984

  Robert L. Jones, Jr.  
  Attorney, American Airlines  
  Benjamin N. Cardozo School of Law, J.D. 1998

  A. Shonn Brown  
  Partner, Locke Lord Bissell & Liddell, LLP  
  Southern Methodist University School of Law, JD 1998

The Task Force recognizes that racial and ethnic minorities are but one category of diversity, and that tracking and evaluating the progress of other minority lawyer groups, such as women and GLBT lawyers, is important. Accordingly, the Task Force has offered to share their work with other groups interested in crafting a study of other types of diversity. We sincerely hope that this report encourages future studies on other aspects of diversity in the Dallas legal community.

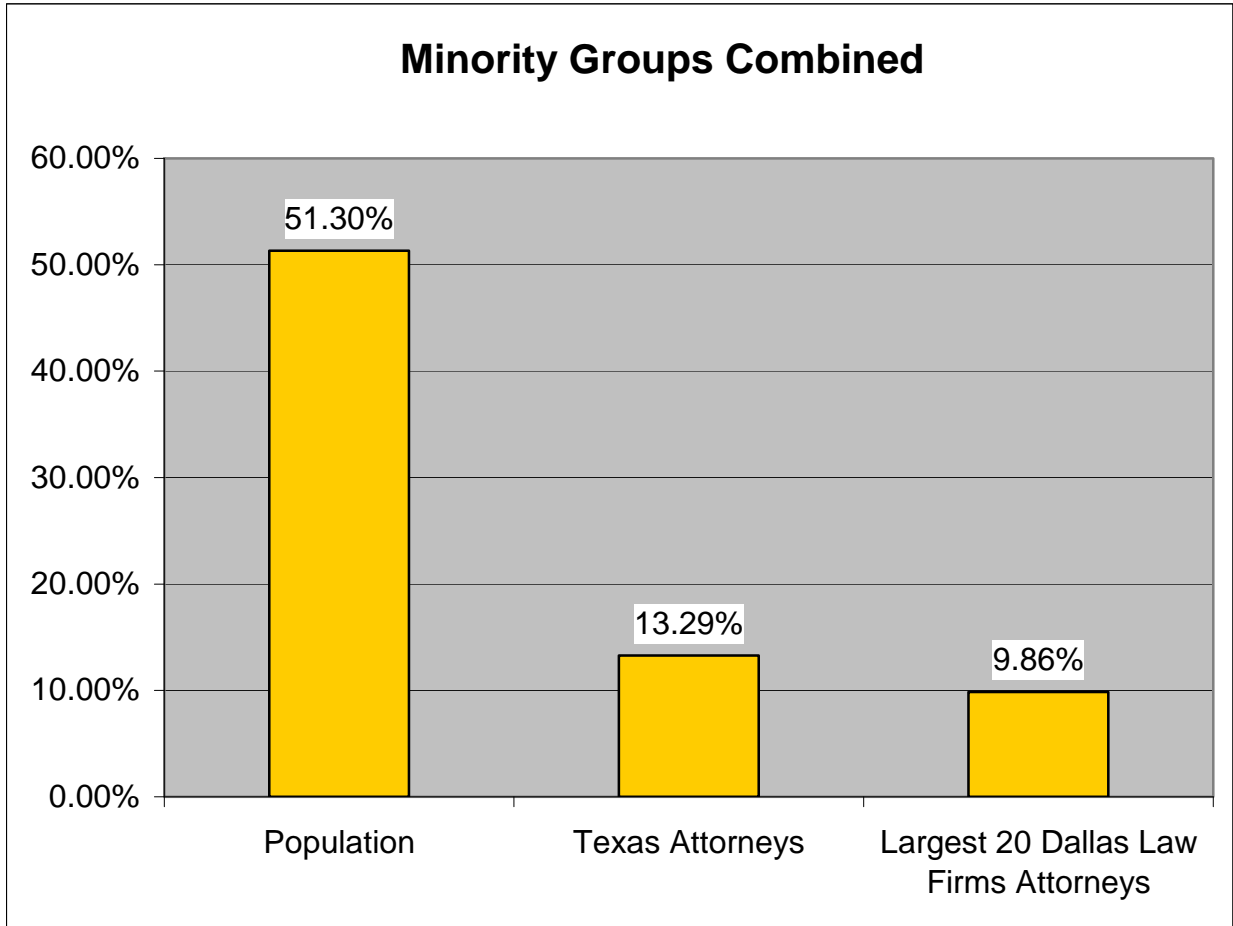
### **III. State and Local Demographics<sup>2</sup>**

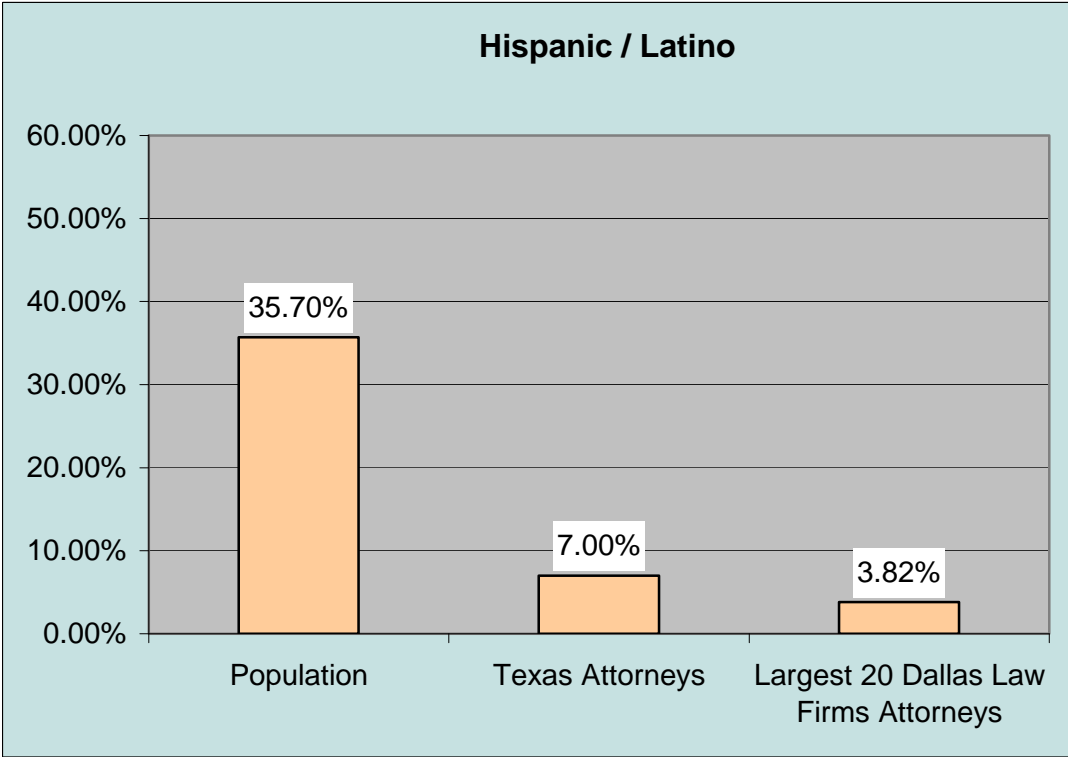
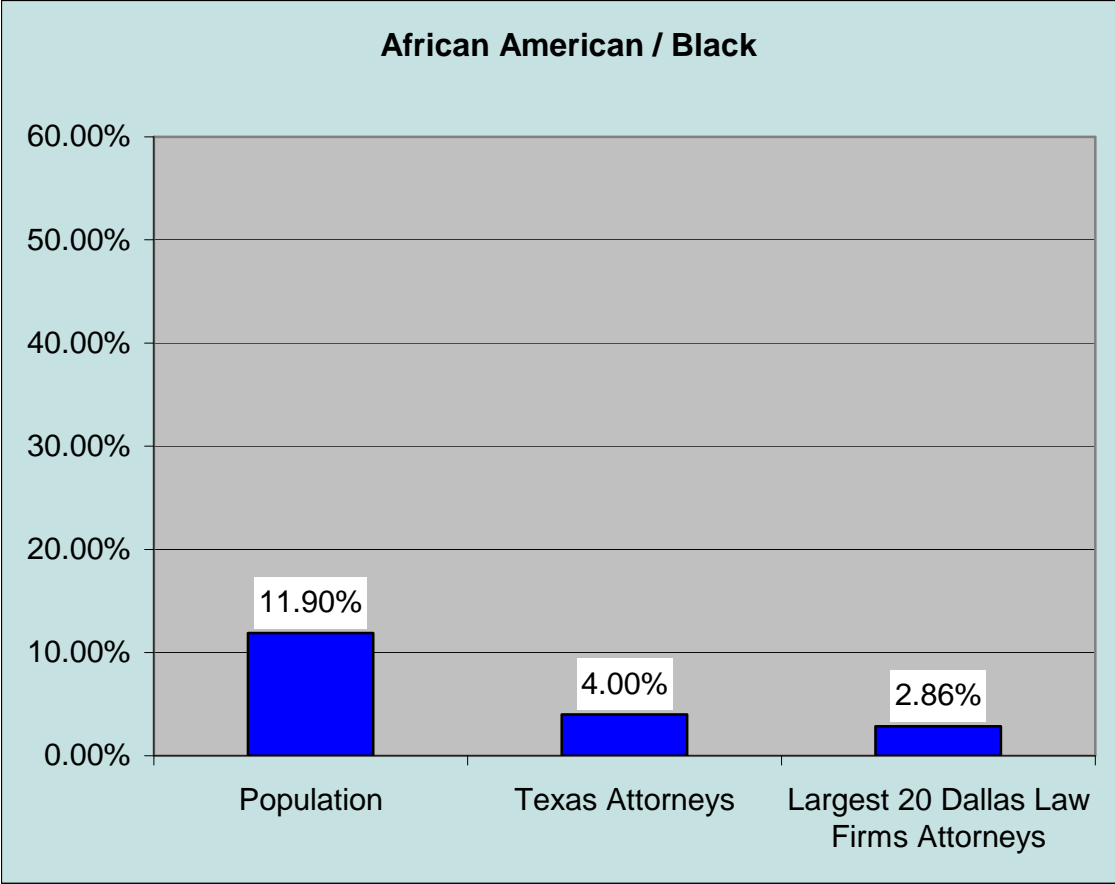
The sharp disparities between the Texas population at large and the Texas lawyer population provide the backdrop for the Task Force’s inquiry. The following bar graphs illustrate the differences between minority representation in the general Texas population, the membership of the State Bar of Texas, and lawyers working at the 20 largest Dallas law firms. For African American/Black and Hispanic/Latino attorneys, representation at the 20 largest Dallas law firms does not meet even the low standard set by the state lawyer population. For Asian Americans and Native Americans, whose state

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<sup>2</sup> Source: U.S. Census Bureau, State & County QuickFacts for Texas (2006 estimate); State Bar of Texas, Minority Attorneys: Attorney Statistical Profile (2007-08); Dallas Diversity Task Force Survey (2008).

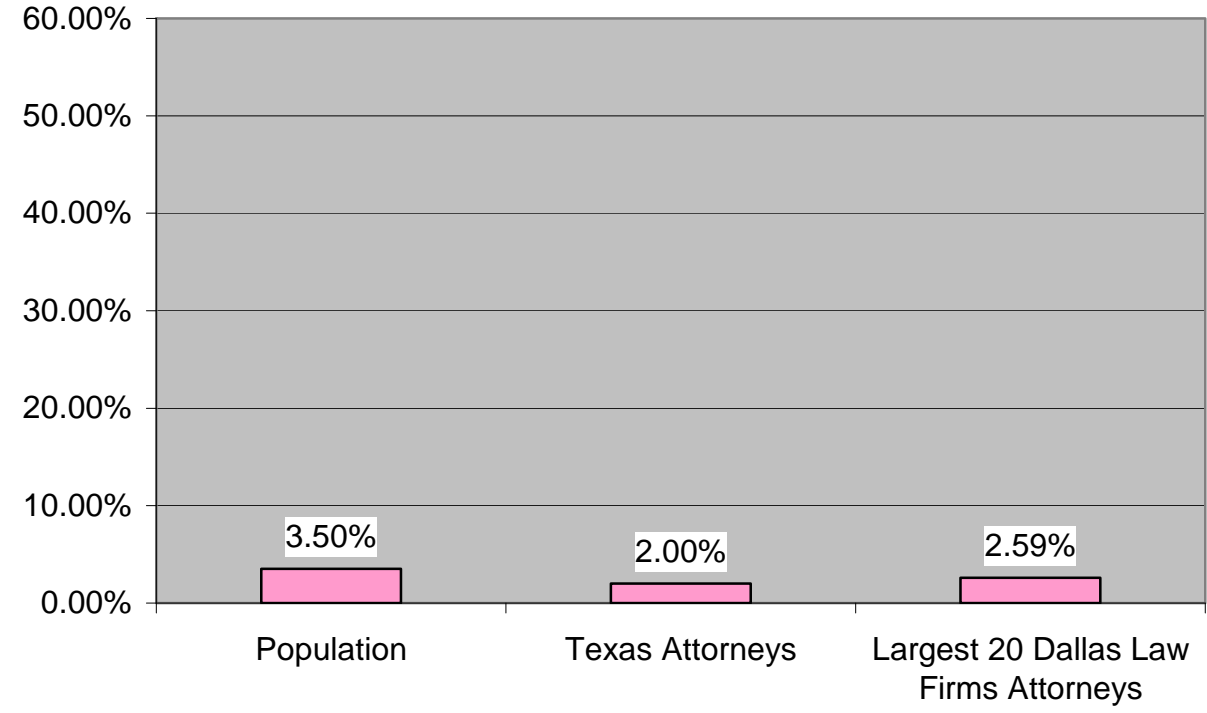
population representation is relatively low, representation at the 20 largest Dallas law firms exceeds that of the state lawyer representation. For all groups except Native Americans, the representation of attorneys of color falls far short of the higher benchmark – minority lawyer demographics that match the demographics of the general population.

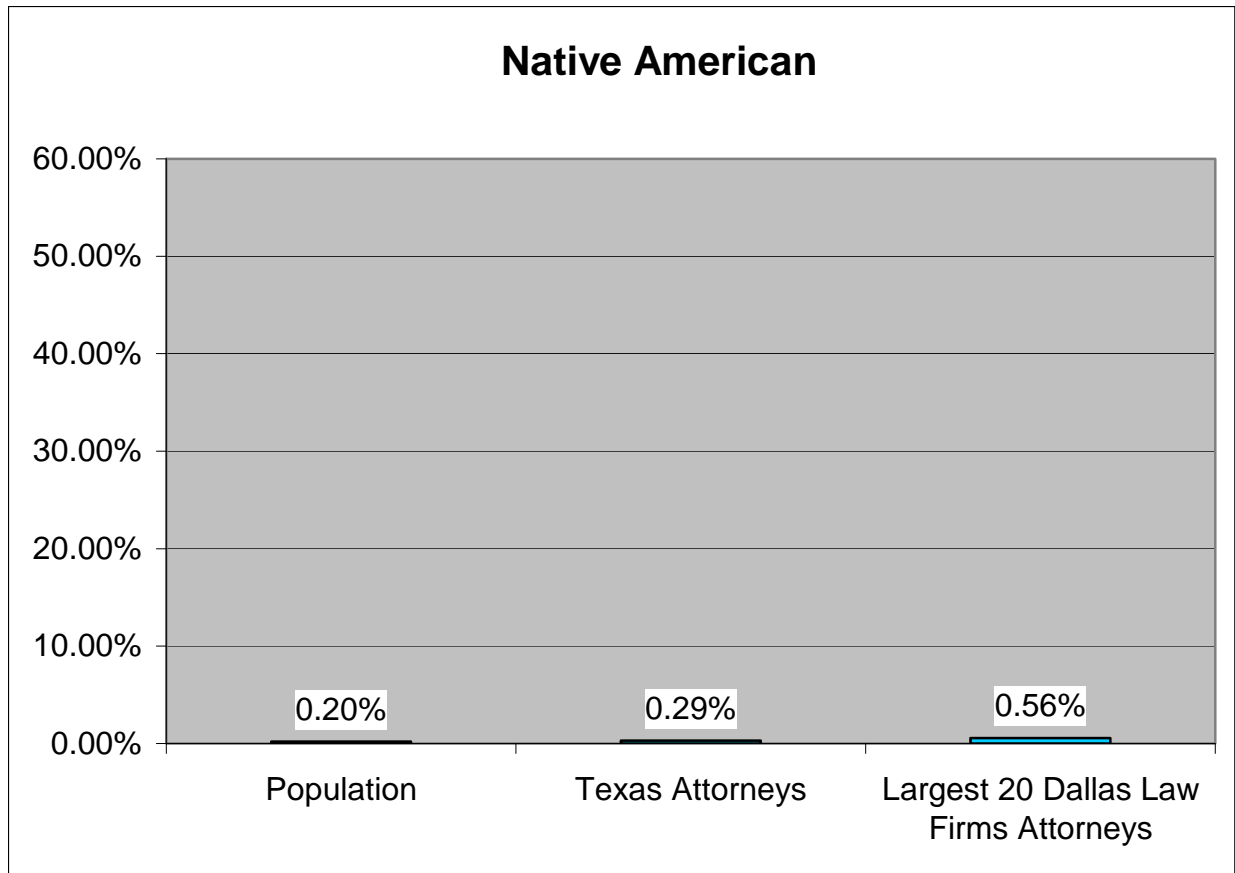






**Asian American  
(Totals May Include Pacific Islanders)**





#### IV. Methodology and Scoring

In August 2008, the Task Force surveyed the 20 largest law firms in Dallas County, Texas, as identified in the Dallas Business Journal.<sup>3</sup> The Task Force requested that each firm complete a Law Firm Information Sheet and a Firm Efforts Checklist. The Law Firm Information Sheet measured racial and ethnic diversity at each law firm and was used to calculate each firm's composite score. The Firm Efforts Checklist measured each firm's efforts to increase recruitment, retention, and promotion of minority attorneys and was used to calculate each firm's checklist score.

##### A. Law Firm Information Sheet

The Law Firm Information Sheet asked each firm to provide the following information:

(1) the number of attorneys, sorted by race/ethnicity and by position (e.g., equity partner, non-equity partner, associate, and staff attorney), who work primarily in the firm's Dallas County office(s) and were licensed and employed at the firm as of May 31, 2008; and

(2) the number of recently hired attorneys, sorted by race/ethnicity and by position, who accepted offers of permanent employment in the firm's Dallas County office(s) between June 1, 2007, and May 31, 2008.

A copy of the Law Firm Information Sheet is attached as Exhibit B.

<sup>3</sup> *Largest Metroplex Law Firms*, Dallas Business Journal, Feb. 22-28, 2008, at 36 (ranking 25 firms by number of local lawyers in 2007).

## **1. Composite Score**

The information from the Law Firm Information Sheet was used to calculate composite scores that measure minority attorney representation at the firms. The composite score is equal to a representation score plus a recruitment score bonus. The representation score measures a firm's minority attorney representation with respect to minority representation in the state, indicated by representation of minority attorneys and minority residents in the state. The recruitment score bonus rewards firms' recruitment efforts, and it is calculated using a recruitment score that measures a firm's recruitment compared to recruitment at other surveyed firms.

Potential values for the composite score range from 0 to 100. A higher score indicates a stronger diversity profile. To put the composite score into perspective:

- A score of 100 indicates that a firm likely meets or exceeds the minority resident percentages in Texas for each of the minority groups.
- A score of at least 70 indicates that a firm likely meets the state's minority attorney percentages, but it does not meet the state's minority resident percentages for each of the minority groups.
- A score of less than 70 indicates that a firm likely meets neither the state's minority attorney percentages, nor the state's minority resident percentages for each of the minority groups.
- A score of zero indicates that a firm has no minority attorneys.

The development of the methodology to calculate the composite scores involved a rigorous vetting process. The Task Force studied evaluations conducted by different groups, reviewed various mathematical and statistical methodologies, and considered how to most accurately capture law firm diversity. The Task Force also incorporated into the methodology suggestions and criticisms from multiple experts. Copies of the technical paper produced in connection with this report are available upon request.

## **2. Important Design Features**

### **a. Individual Minority Groups Are Separately Assessed**

The composite score separately considers each firm's record for hiring different groups of minority attorneys. That is, attorneys of color have not been "lumped together" before scoring. Instead, a firm's score for each group is separately assessed before each is combined to produce the composite score. Accordingly, a firm that excels at hiring African American attorneys cannot compensate for shortcomings in hiring Asian American attorneys.

### **b. Equity Partners Are Weighted More Heavily Than All Other Attorneys**

Different firms distribute power and profits differently, but equity partners generally direct the policies and share in the profits of the firm. Accordingly, the Task Force assigned more weight to equity partners than to other attorneys. Moreover, an annual evaluation of two groups—equity attorneys and all other attorneys—will reveal changes in the firms' recruiting, retaining, and promoting of minority attorneys.

### **c. A Firm's Most Recent Successes in Hiring Are Taken Into Account**

A firm's most recent hiring reflects the firm's current success in attracting new minority attorneys to the firm. Accordingly, a firm's score takes into account its most recent hiring.

## **B. Firm Efforts Checklist**

The Firm Efforts Checklist lists initiatives that may be used to recruit, retain, and promote minority attorneys. A more detailed description of the Firm Efforts Checklist is attached as Exhibit C. A firm receives a check for an initiative if the firm had undertaken the initiative between June 1, 2007, and

May 31, 2008. The firm's checklist score is determined by the number of checks that the firm has, and measures the firm's diversity efforts relative to the other firms.

Responses to the Firm Efforts Checklist may be used to track trends of different diversity efforts. The responses may also be used in conjunction with firm scores to assess the success of particular diversity efforts.

## **V. Survey Results**

In each chart, firms are ordered according to diversity performance. *A score of 70 indicates that a firm's attorney population reflects Texas lawyer demographics.* Firms above the bold line in each chart meet or exceed the lower benchmark of the demographics of Texas lawyers. Firms below the red line fall below the lower benchmark of Texas lawyer demographics.

## A. Overall Attorney Results

The chart below orders firms according to their composite scores for minority attorneys. The demographics of one surveyed law firm meet or exceed the demographics of Texas lawyers.

SURVEYED LAW FIRM DALLAS OFFICE ONLY	COMPOSITE SCORE	Dallas Attorneys of Color  Total Dallas Attorneys	Equity Partners of Color  Total Equity Partners
Weil, Gotshal & Manges LLP	76.1	14/78	2/19
Akin Gump Hauer Strauss & Feld LLP‡	68.7	18/125	0/9
K & L Gates‡	65.6	17/142	5/43
Vinson & Elkins	65.4	17/131	3/52
Jones Day‡	63.7	23/203	3/59
Patton Boggs LLP	59.8	10/94	0/18
Baker & McKenzie	56.8	8/60	2/11
Baker Botts L.L.P.	55.6	17/169	3/65
Hunton Williams‡	53.7	14/141	1/66
Carrington, Coleman, Sloman & Blumenthal, L.L.P.‡	53.6	7/78	2/38
Haynes & Boone, LLP	53.1	24/197	6/83
Thompson & Knight LLP	51.5	18/217	1/60
Fulbright & Jaworski L.L.P.‡	49.5	12/148	5/60
Strasburger & Price, LLP	46.6	8/96	0/42
Jackson Walker L.L.P.	41.6	6/125	2/38
Winstead PC	41.4	10/139	2/53
Andrews Kurth LLP	40.8	10/83	1/29
Locke Lord Bissell & Liddell LLP	40.4	15/190	5/86
Munsch Hardt Kopf & Harr, P.C.	36	8/81	2/35
Gardere Wynne Sewell LLP‡	29.3	7/171	1/46

‡ This firm reported having minority attorneys in categories for which the State Bar of Texas and/or the U.S. Census does not collect substantial data. For this reason, such categories are not included in scoring methodology.

## B. African American/Black Attorney Results

The chart below orders firms according to their composite scores for African American/Black attorneys. The demographics of two surveyed firms meet or exceed Texas lawyer demographics for African Americans/Blacks.

SURVEYED LAW FIRM DALLAS OFFICE ONLY	African American/ Black Score	Total African American/Black Attorneys	African American/Black Equity Partners
		Total Attorneys	Total Equity Partners
Akin Gump Hauer Strauss & Feld LLP‡	78.7	7/125	0/9
Vinson & Elkins LLP	72.7	6/131	2/52
Baker Botts L.L.P.	68.7	7/169	1/65
Locke Lord Bissell & Liddell LLP	67.4	7/190	3/86
Hunton & Williams LLP	65.9	6/141	0/66
Strasburger & Price, LLP	65.8	4/96	0/42
Weil, Gotshal & Manges LLP	64.2	3/78	0/19
Thompson & Knight LLP	63.9	8/217	0/60
Jones Day‡	63.2	7/203	1/59
Munsch Hardt Kopf & Harr, P.C.‡	54.6	2/81	1/35
Gardere Wynne Sewell LLP‡	51.8	4/171	1/46
K&L Gates‡	49.7	3/142	1/43
Patton Boggs LLP	46.4	2/94	0/18
Fulbright & Jaworski L.L.P. ‡	42.3	3/148	0/60
Haynes & Boone, LLP	38.5	3/197	1/83
Winstead P.C.	33.4	2/139	0/53
Carrington, Coleman, Sloman & Blumenthal, L.L.P.‡	29.6	1/78	0/38
Andrews Kurth LLP	29.5	1/83	0/29
Jackson Walker L.L.P.	21.6	1/125	0/38
Baker & McKenzie	0	0/60	0/11

‡ This firm reported having minority attorneys in categories for which the State Bar of Texas and/or the U.S. Census does not collect substantial data. For this reason, such categories are not included in scoring methodology.

### C. Hispanic/Latino Attorney Results

The chart below orders firms according to their composite scores for Hispanic/Latino attorneys. The demographics of two surveyed firms meet or exceed Texas lawyer demographics for Hispanics/Latinos.

SURVEYED LAW FIRM DALLAS OFFICE ONLY	Hispanic/ Latino Score	Total Hispanic/ Latino Attorneys	Hispanic/ Latino Equity Partners
		Total Attorneys	Total Equity Partners
Weil, Gotshal & Manges LLP	77.3	7/78	2/19
Baker & McKenzie	72.7	4/60	1/11
K&L Gates‡	67.2	9/142	2/43
Akin Gump Hauer Strauss & Feld LLP‡	63.9	7/125	0/9
Jones Day‡	63.6	11/203	2/59
Patton Boggs LLP	62.2	5/94	0/18
Vinson & Elkins LLP	61.7	7/131	1/52
Carrington, Coleman, Sloman & Blumenthal, L.L.P.‡	59.7	4/78	0/38
Haynes & Boone, LLP	54.6	8/197	2/83
Baker Botts L.L.P.	50	6/169	1/65
Hunton & Williams LLP	49.4	5/141	1/66
Jackson Walker L.L.P.	48.8	4/125	1/38
Fulbright & Jaworski L.L.P. ‡	48.7	4/148	3/60
Thompson & Knight LLP	48.1	7/217	1/60
Strasburger & Price, LLP	43.6	3/96	0/42
Winstead P.C.	38.5	3/139	1/53
Andrews Kurth LLP	37.7	2/83	0/29
Locke Lord Bissell & Liddell LLP	30.4	3/190	1/86
Gardere Wynne Sewell LLP‡	22.8	2/171	0/46
Munsch Hardt Kopf & Harr, P.C.‡	22.5	1/81	0/35

‡ This firm reported having minority attorneys in categories for which the State Bar of Texas and/or the U.S. Census does not collect substantial data. For this reason, such categories are not included in scoring methodology.

#### D. Asian/Asian American Attorney Results

The chart below orders firms according to their composite scores for Asian American attorneys. The demographics of 14 surveyed firms exceed Asian American Texas lawyer demographics, and five met or exceeded Texas Asian American numbers.

SURVEYED LAW FIRM DALLAS OFFICE ONLY	Asian/ Asian American Score	Total Asian/ Asian American Attorneys	Asian/ Asian American Equity Partners
		Total Attorneys	Total Equity Partners
Andrews Kurth LLP	100	6/83	1/29
Baker & McKenzie	100	4/60	1/11
Haynes & Boone, LLP	100	13/197	3/83
Munsch Hardt Kopf & Harr, P.C.‡	100	4/81	0/35
Weil, Gotshal & Manges LLP	100	3/78	0/19
Akin Gump Hauer Strauss & Feld LLP‡	98.3	4/125	0/9
K&L Gates‡	97.4	4/142	2/43
Winstead P.C.	88	4/139	1/53
Carrington, Coleman, Sloman & Blumenthal, L.L.P.‡	85.2	2/78	1/38
Baker Botts L.L.P.	81	4/169	1/65
Jones Day‡	78.8	5/203	0/59
Patton Boggs LLP	73.4	2/94	0/18
Fulbright & Jaworski L.L.P. ‡	73.2	3/148	1/60
Vinson & Elkins LLP	72.1	3/131	0/52
Hunton & Williams LLP	48.5	2/141	0/66
Jackson Walker L.L.P.	45.1	1/125	1/38
Locke Lord Bissell & Liddell LLP	38.4	2/190	0/86
Thompson & Knight LLP	36.6	2/217	0/60
Gardere Wynne Sewell LLP‡	24.8	1/171	0/46
Strasburger & Price, LLP	0	0/96	0/42

‡ This firm reported having minority attorneys in categories for which the State Bar of Texas and/or the U.S. Census does not collect substantial data. For this reason, such categories are not included in scoring methodology.



### E. Native American Attorney Results

The demographics of 12 surveyed firms exceed Texas lawyer demographics for Native Americans. Due to the small Native American population in Texas and the Texas Bar, firms generally met benchmarks with one or two Native American attorneys.

SURVEYED LAW FIRM DALLAS OFFICE ONLY	Native American Score	Total Native American Attorneys	Native American Equity Partners
		Total Attorneys	Total Equity Partners
Andrews Kurth LLP	100	1/83	0/29
Fulbright & Jaworski L.L.P. ‡	100	2/148	1/60
Locke Lord Bissell & Liddell LLP	100	3/190	1/86
Munsch Hardt Kopf & Harr, P.C. ‡	100	1/81	1/35
Patton Boggs LLP	100	1/94	0/18
Strasburger & Price, LLP	100	1/96	0/42
Weil, Gotshal & Manges LLP	100	1/78	0/19
Winstead P.C.	98.5	1/139	0/53
Hunton & Williams LLP	97.8	1/141	0/66
Vinson & Elkins LLP	97.1	1/131	0/52
K & L Gates‡	95.8	1/142	0/43
Thompson & Knight LLP	86.3	1/217	0/60
Akin Gump Hauer Strauss & Feld LLP	0	0/125	0/9
Baker & McKenzie	0	0/60	0/11
Baker Botts L.L.P.	0	0/169	0/65
Carrington, Coleman, Sloman & Blumenthal, L.L.P. ‡	0	0/78	0/38
Gardere Wynne Sewell LLP‡	0	0/171	0/46
Haynes & Boone, LLP	0	0/197	0/83
Jackson Walker L.L.P.	0	0/125	0/38
Jones Day‡	0	0/203	0/59

‡ This firm reported having minority attorneys in categories for which the State Bar of Texas and/or the U.S. Census does not collect substantial data. For this reason, such categories are not included in scoring methodology.

## VI. Firm Efforts Results

The Task Force went beyond the analysis of raw numbers and examined diversity initiatives undertaken by law firms. The Firm Efforts Checklist assesses diversity initiatives, and a firm's checklist score indicates the firm's diversity efforts relative to that of the other firms. Exhibit C, "Firm Efforts Checklist Explanation," lists the checklist questions and describes their importance.

### A. Checklist Scores

SURVEYED LAW FIRM	CHECKLIST SCORE
Winstead P.C.	28
Vinson & Elkins LLP	27
Weil, Gotshal & Manges LLP	27
Baker Botts L.L.P.	25
Haynes & Boone, LLP	24
Thompson & Knight LLP	24
Fulbright & Jaworski L.L.P.	23
Gardere Wynne Sewell LLP	23
Jones Day	23
Jackson Walker L.L.P.	22
Hunton & Williams LLP	21
Munsch Hardt Kopf & Harr, P.C.	19
Akin Gump Hauer Strauss & Feld LLP	18
K & L Gates	18
Andrews Kurth LLP	16
Carrington, Coleman, Sloman & Blumenthal, L.L.P.	16
Patton Boggs LLP	16
Strasburger & Price, LLP	16
Baker & McKenzie	10
Locke Lord Bissell & Liddell LLP	0*

\* Note: Locke Lord Bissell and Liddell declined to complete the Firm Efforts Checklist

## B. Trends

It appears that more firms have implemented the diversity efforts listed in the Firm Efforts Checklist. Other trends include:

- **General Commitment.** Most of the surveyed firms (95%) include diversity initiatives in their strategic plans, an increase from the 80% who did so in 2007. Only approximately 10%, however, provide billable credit for diversity efforts, and less than 60% evaluate diversity efforts as part of partner compensation.
- **Diversity Committees and Professionals.** Almost all firms now have a diversity committee or a diversity consultant or professional. Over 90% of the firms have a diversity committee, and over 60% employ a diversity consultant or professional on a full-time or part-time basis.
- **Leadership within Firm.** Approximately 40% of the responding firms have a minority attorney in the managing body, which is about the same as last year. More than 40% of the firms have a minority attorney who heads a practice group, which is the same as in 2007.
- **Recruiting.** All firms that completed the Efforts Checklist reported interviewing at minority job fairs, and approximately 70% reported hiring from minority job fairs, the same percentage that was reported in 2007. Approximately 63% reported conducting on-campus interviews at minority law schools, and approximately 63% of responding firms hired candidates from minority law schools, up from 40% in 2007.
- **Retention.** In 2008, the Firm Efforts Checklist included, for the first time, several questions targeting efforts related to retention. Approximately 84% of the responding firms reported monitoring work assignments and committee appointments for minority attorneys. Approximately 73% of the responding firms have mentoring programs for minority attorneys.
- **Minority Organizations.** Approximately 80% of the firms pay membership fees for minority bar associations or pay expenses related to participation in minority-focused associations, which is about the same as last year.
- **Communication.** More than 80% of the responding firms communicate diversity information internally to employees. In addition, approximately 80% of the firms report that their external websites display diversity information.

As the Task Force gathers more data over time, the diversity efforts inquiry will trace trends and highlight correlations between the implementation of specific efforts and changes in scores. In time, we expect to offer firms individualized analyses concerning their efforts and the ensuing results.

## VII. Conclusion

The 2008 Report synthesizes quantitative and qualitative data, providing benchmarks for monitoring the demographics at large Dallas law firms.

All but one of the 20 largest law firms in Dallas fall below the reasonable expectation that their minority representation should reflect the demographics of the Texas bar. The Task Force again challenges law firms to do more to attract and retain talented attorneys of color to join their ranks, and encourages firms to scrutinize their continuing efforts to create and sustain more inclusive firm cultures.

We applaud each participating firm for facing these challenges by cooperating with the Task Force to complete this study. Transparency in firm efforts and demographics is an important step toward building a more diverse legal community.

**Exhibit A**  
**Statement of Goals (1994)**

# STATEMENT OF GOALS OF DALLAS LAW FIRMS AND CORPORATE LEGAL DEPARTMENTS FOR INCREASING MINORITY HIRING, RETENTION AND PROMOTION

## Preface

At a time when our nation's commitment to equal opportunity is not being fulfilled, the Dallas Bar Association adopted a Long Range Plan of Inclusion to promote equal opportunity for minority lawyers in the legal profession. However, not being content to merely speak about the necessity of improving the recruitment, retention and promotion of minority lawyers, the Dallas Bar Association has acted with unmistakable clarity and institutional seriousness to promote the inclusion of all attorneys. Now, the Dallas Bar Association, the Dallas Asian American Bar Association, the Dallas Association of American Indian Lawyers, the Dallas Association of Black Women Attorneys, the J.L. Turner Legal Association, and the Mexican-American Bar Association of Dallas join together to invite the law firms and corporation in the greater Dallas area to become signatories to this Statement of Goals.

This Statement of Goals is intended to confirm to minority law students evaluating employment opportunities, as well as minority lawyers practicing in other regions who are considering a move, that the legal community in the greater Dallas area is omitted to provide equal opportunity for minority lawyers and, more specifically, to pursue the goals and take the steps described in this Statement to increase the hiring, retention and promotion of minority lawyers. This Statement of goals provides the same confirmation to the minority students enrolled, and attorneys practicing, in this area as well as to all other citizens of the greater Dallas area.

The signatories to this Statement of 'goals, many of whose lawyers are actively involved in the Dallas Bar Association, pledge themselves to take steps to increase the employment of minority lawyers. The signatories further pledge to take the specific steps outlined herein toward the goal of increasing retention and promotion rates of minority lawyers, in part, by providing work opportunities and responsibilities for minority lawyers equivalent to those of non-minority lawyers.

## STATEMENT OF GOALS

### I. Introduction

1. The number of minority lawyers, including African-American, Asian-American, Hispanic-American, and Native American lawyers (hereinafter collectively called "Minority Lawyers"), practicing in law firms and corporate legal departments in the greater Dallas area has long been small in relation to the total number of lawyers employed by such law firms and corporate legal departments.

2. In a profession which should lead our nation in its continuing struggle for equal opportunity under the law, it is essential that we make further progress in achieving greater representation of Minority Lawyers at all levels in our own firms and corporate legal departments.

3. The increased enrollment of minority students in law schools, which exceeds 15 percent in most schools from which Dallas law firms recruit, affords an opportunity for increasing the representation of Minority Lawyers in firms.

4. As the number of minority attorneys in Dallas law firms increases, corporate legal depart

### II. Statement of Goals for Increasing Minority Representation at All Levels of Law Firms and Corporate Legal Departments

EACH SIGNATORY PLEDGES TO PURSUE THE FOLLOWING GOALS:

*a Full Participation of Minorities:* To achieve meaningful participation of Minority Lawyers at all professional levels in its law firm or corporate legal department.

*b Minority Hiring:* To achieve the goal of hiring, during the period 1993 through 1998, a substantial number of Minority Lawyers. A desirable goal (not a quota) to be achieved for the initial hiring period in those years would be not less than 10 percent of the total number of all lawyers hired by such firm or corporate legal department of the 10 percent goal at or near the conclusion of the 1993-1998 period to determine whether that goal can be increased for future years.

*c. Minority Partners and Shareholders and Senior Corporate Counsel:* To promote the admission to partnership or membership in each law firm and to senior counsel status in each corporate legal departments, Minority Lawyers in accordance with the firm or legal department's criteria for such admission. We believe that this goal and the hiring goal set forth in the preceding paragraph are related and mutually dependent, in that in recruitment and retention programs were successful, then overtime, the number of minorities partners and shareholders and senior corporate counsel can correspond more closely to the percentage of Minority Lawyers hired by the firm or corporate legal department. Firms and corporate legal departments that have Minority Lawyers at the senior level are better able to recruit and retain minority law graduates.

### III. Steps to be Taken by Firms and Corporate Legal Departments in Recruitment Process

EACH SIGNATORY PLEDGES TO PURSUE THE GOAL OF INCREASING THE NUMBER OF MINORITY LAWYERS HIRED BY TAKING ALL OR SOME OF THE FOLLOWING STEPS:

(a) Using hiring criteria for all lawyers (minority and non-minority) that include not only academic records, but also other factors which indicate potential for success in the law firm or corporate legal department, such a communication skills, leadership, integrity and resourcefulness:

(b) Increasing the pool of minority law student applicants by: (i) augmenting interviewing efforts at law schools with significant number of minority law students; and (ii) identifying minorities students through placements administration, faculty members, former summer associates and minority law student organizations at law schools and by job forums, receptions and other activities for minority law student.

(c) To the extent that a law firm or corporate legal department engages in lateral hiring, increasing the applicant pool by: (i) communicating with the laws school placements administrators, faculty members and Minority bar associations, for referrals to practicing

Minority Lawyers, (ii) requesting professional recruiters, when used to include minority candidates in their searches; (iii) requesting minority partners and shareholders of law firms for referrals.

(d) Involving partners and shareholders and senior corporate counsel in the recruiting of minority applicants.

(e) Communicating to all lawyers the firm's or legal department's commitment to the goals set forth in this statement.

#### **IV. Steps to be Taken by Firm and Corporate Legal Departments for Retention and Promotion of Minority Lawyers to Partnership and Management Positions.**

EACH SIGNATORY PLEDGES TO CONTINUE TO PURSUE THE GOAL OF INCREASING RETENTION AND PROMOTION RATES FOR MINORITY LAWYERS BY DOING THE FOLLOWING:

(a) Exercising diligence to ensure that the opportunities for Minority Lawyers are the same as those provided to non-Minority Lawyers with respect to the assignment of work on a consistent basis of the type necessary to develop skills and acquire experience success and advancement:

(b) Enhancing programs aimed at increasing retention rates for all lawyers, including Minority Lawyers, focusing on allocation of interesting work, training and guidance, relationships with partners and shareholders and senior corporate counsel, client contacts, feedback and pro bono commitment.

(c) Exercising diligence further to ensure that the work and social environment is hospitable for Minority Lawyers by providing and encouraging that:

- Minority Lawyers receive the same opportunity to perform significant work assignments for important clients as non-minority Lawyers;
- Minority Lawyers receive the same training, mentoring, guidance, feedback and opportunities to grow and succeed as non-Minority Lawyers;
- Minority Lawyers are included in work-related social activities with other lawyers and clients;

• Programs are adopted for all new lawyers, including Minority Lawyers, that enhance their understanding of business concepts, client relations, and their confidence in dealing with such matters;

• Social activities and business development opportunities (both information and formal) are free of discrimination of the basis of race, sex, religion, creed or national origin and are responsive to the cultural diversity of the firm or legal department and its clients.

(d) Providing the same opportunities for Minority Lawyers to achieve and maintain partnership or membership or senior corporate counsel status as non-Minority Lawyers by:

- Using the same criteria in evaluating all lawyers for promotion to partnership, membership or senior corporate counsel status;
- Guiding the development of Minority Lawyers with the same diligence and in the same manner as non-Minority Lawyers;
- Assigning significant responsibility for important client matter and firm management activities to senior Minority Lawyers in the same manner and to the extent that such matters are assigned to senior non-Minority Lawyers.

#### **V. Steps to be Taken by Firms and Corporate Legal Departments to Promote this Statement of Goals**

EACH SIGNATORY PLEDGES TO DO THE FOLLOWING AS A MEANS FOR PROMOTING THESE GOALS:

(a) Participate in an annual event to be sponsored by the Dallas Bar Association. The annual event will encourage the promotion of these Goals by recognizing signatories which have made significant progress during the year and by providing a forum in which the signatories may discuss other means of promoting these Goals.

(b) Provide the Minority Participation Committee of the Dallas Bar Association with an annual report which will assist the Dallas Bar Association in determining which firms and/or corporate legal departments have made significant

progress during the year. This report may be in the form of the Law Firm Questionnaire, which the signatory provides annually to the National Association for Law Placement, or a narrative or some other form of report.

#### **VI. Scope of this Statement of Goals**

This Statement of Goals is an expression of goals and intentions. It is not intended to create any legal obligation of any signatory to the Statement to any other person. It is not intended to imply that a signatory must change its hiring or promotion criteria. However, it is intended that each signatory make reasonable and good faith efforts to implement the steps outlined in this Statement in order to attain the Goals as set forth in this Statement of Goals.

#### **Signatories To The Statement of Goals of Dallas Law Firm and Corporate Legal Departments for Increasing Minority Hiring, Retention and Promotion (as of Feb. 17, 1994)**

Andrews & Kurth  
Baker & Botts, L.L.P.  
Cowles & Thompson, P.C.  
Gardere & Wynne  
Jones, Day, Reavis & Pogue  
Lstelick, Anderson & Arneson  
Law Offices of Jim Burnham  
Law Offices of Mark A. Perez  
Liddell Sapp Zivley Hill & LaBoon, L.L.P.  
Locke Purnell Rain Harrell  
Melton, Weber, Ehaley, Letteer & Mock, P.C.  
Timmons & Kelly  
Vial, Hamilton, Koch & Knox  
Vinson & Elkins, L.L.P.  
Weil, Gotshal & Manges  
Winstead, Sechrest & Minick, P.C.

#### **Endorsers**

Dallas Bar Association  
Dallas Asian American Bar Association  
Dallas Association of American Indian Lawyers  
Dallas Association of Black Women Attorneys  
J. L. Turner Legal Association  
Mexican-American Bar Association of Dallas

## Exhibit B

Firm Name: \_\_\_\_\_

### 2008 Law Firm Information Sheet

The minority categories for this survey are defined as follows. Please note that no person can belong to more than one category. If you have any questions, please email the DDTF at comments@diversitytaskforce.com or call Keiko Ichiye at 214-953-6494.

African American/Black: Persons having origins in any of the black racial groups of Africa.

Asian/Asian American: Persons having origins in any of the original peoples of the Far East, Southeast Asia, the Indian subcontinent, or the Pacific Islands. This area includes: China, Japan, Korea, India, Pakistan, Nepal, the Philippine Islands, Samoa, and Polynesia.

Hispanic/Latino: Persons of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish culture or origin, regardless of race.

Native American: Persons having origins in any of the original peoples of North America who maintain cultural identification through tribal affiliation or community recognition.

Other Race: Persons having non-Anglo, non-European origins and who do not belong to any of the above categories.

Bi- or Multi-Racial: Persons belonging to two or more of the above categories.

**I. Attorneys.** Please include only attorneys who work primarily in the firm's Dallas County office(s). The attorneys must be licensed and employed by the firm as of May 31, 2008.

ATTORNEYS							
	All Dallas County Attorneys	African American/ Black	Hispanic/ Latino	Asian/ Asian American	Native American	Other Race*	Bi- or Multi- Racial**
Equity Partner(s)							
Non-Equity Partner(s)							
Of Counsel(s)							
Associate(s)							
Staff Attorney(s)							
<b>TOTALS</b>							

\* For each Other Race attorney, please indicate the racial/ethnic group with which the attorney identifies:

\*\* For each Bi- or Multi-Racial attorney, please indicate the two or more minority categories to which the attorney belongs: \_\_\_\_\_.



Firm Name: \_\_\_\_\_

**II. Recent Hires.** Please indicate the number of offers for permanent employment in the Dallas County offices that were extended to and accepted by licensed or unlicensed attorneys between June 1, 2007 and May 31, 2008:

<b>OFFERS EXTENDED AND ACCEPTED</b>							
	All Dallas County Attorneys	African American/ Black	Hispanic/ Latino	Asian/ Asian American	Native American	Other Race*	Bi- or Multi-Racial**
Equity Partner(s)							
Non-Equity Partner(s)							
Of Counsel(s)							
Associate(s)							
Staff Attorney(s)							
<b>TOTALS</b>							

\* For each Other Race attorney, please indicate the racial/ethnic group with which the attorney identifies: \_\_\_\_\_.

\*\* For each Bi- or Multi-Racial attorney, please indicate the two or more minority categories to which the attorney belongs: \_\_\_\_\_.

I, \_\_\_\_\_ [print name], certify that the responses to this survey are true and accurate.

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Title

\_\_\_\_\_  
Date

**COMPLETED FORMS DUE BY AUGUST 18, 2008**



## Exhibit C

### Firm Efforts Checklist Explanation

As part of the survey, the Task Force asked law firms whether they had undertaken the following efforts to recruit, retain, and promote minority attorneys in the current reporting period. The list of efforts is based, in part, on best practices suggested by the National Association for Law Placement (NALP) and the Minority Corporate Counsel Association (MCCA).<sup>4</sup>

#### GENERAL COMMITMENT

**1. Firm has a written diversity strategy.**

Integrating diversity initiatives into the firm's strategic plan incorporates diversity into the firm's plan for success.

**2. Firm gives billable credit for work that is directly related to diversity efforts (not pro bono work).**

**3. Firm ties a component of partner compensation to diversity efforts.**

Billable credit and partner compensation for diversity efforts provide powerful incentives for attorneys to participate in these efforts.

**4. Evaluations of higher ranking attorneys (e.g., partners) by lower ranking attorneys (e.g., associates) include diversity competence as a component.**

Evaluations allow attorneys to identify problems and suggest solutions.

**5. Firm mandates diversity training for ALL lawyers, staff, and management.**

**6. Diversity was an agenda item at the firm's partners' retreat.**

Diversity training of partners and other employees teaches the importance of different perspectives and opens communication across those perspectives.

#### DIVERSITY COMMITTEES AND PROFESSIONALS

**7. Firm has a diversity committee that includes senior partners and that reports to the firm's managing body.**

Such a diversity committee has the ability to effectively carry out diversity initiatives.

**8. Firm has a full-time diversity professional who performs mainly diversity-related tasks (e.g., works on recruitment, retention, development, and advancement of minority lawyers).**

**9. Firm has a part-time or hourly diversity professional who performs diversity-related tasks.**

An experienced diversity professional can help implement and assess diversity initiatives.

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<sup>4</sup> NALP, Diversity Best Practices Guide (Mar. 3, 2006), available at:

[http://www.nalp.org/assets/221\\_diversitybestpracticesgui.pdf](http://www.nalp.org/assets/221_diversitybestpracticesgui.pdf);

MCCA, A Set of Recommended Practices for Law Firms, available at:

<http://www.mcca.com/site/data/researchprograms/lfbestpractices/pathwaysII/pathwaysIItoc.html>.

**LEADERSHIP WITHIN FIRM**

**10. At least one minority attorney in the firm's Dallas County office(s) serves on the firm's managing body. If so, please fill in number of minority attorneys:**

\_\_\_\_\_ African American/Black                      \_\_\_\_\_ Hispanic/Latino  
\_\_\_\_\_ Asian American                                      \_\_\_\_\_ Native American

Minority attorneys serving within the firm's managing body participate in and direct the operation of the firm.

**11. At least one minority attorney serves as head of a practice group in firm's Dallas County office(s). If so, please fill in number of minority attorneys:**

\_\_\_\_\_ African American/Black                      \_\_\_\_\_ Hispanic/Latino  
\_\_\_\_\_ Asian American                                      \_\_\_\_\_ Native American

Minority attorneys serving as heads of practice groups fill important leadership and mentorship roles, and also play an integral part in the development of the practice group.

**RECRUITING**

**12. Firm conducts interviews at one or more minority job fairs. If so, please indicate the number of minority job fairs in the current period: \_\_\_\_.**

**13. Firm has hired at least one minority student from a minority job fair. If so, please indicate the number of minority students in the current period: \_\_\_\_.**

Minority job fairs are an excellent resource for recruiting minority students. Hiring minority students from minority job fairs emphasizes the firm's commitment to diversity.

**14. Firm conducts on-campus interviews at one or more minority law schools. If so, please indicate the number of minority law schools in the current period: \_\_\_\_.**

**15. Firm has hired at least one minority student from a minority law school. If so, please indicate the number of minority students in the current period: \_\_\_\_.**

Minority law students attend ABA-accredited minority law schools for a variety of reasons, such as location, financial limitations, or institutional preference, but many firms overlook these schools because of past recruiting practices or unfamiliarity with working with such schools.

**16. Firm offers at least one fellowship directed toward minority law students. If so, please indicate the number of fellowships: \_\_\_\_, and the amount of each fellowship in the current period: \$\_\_\_\_.**

**17. The fellowship of 16 includes a summer clerkship at the firm.**

A fellowship that includes a summer clerkship develops a powerful connection between the law student and the firm. The fellowship provides the student with financial support during the school year, and the clerkship allows the student and the firm to learn from one another during the summer.

**18. Firm's hiring committee includes minority attorneys.**

**19. Firm has a diverse recruiting staff.**

Diversity of the hiring committee and recruiting staff can aid in pursuing and attracting minority recruits and in providing resources for minority recruits.

**RETENTION**

**20. Firm has affinity groups for minority attorneys, and the affinity groups meet at least quarterly.**

Affinity groups provide minority attorneys opportunities to meet, learn, and network with each other.

21. **Firm has a succession plan that emphasizes greater of inclusion of minority attorneys in firm leadership.**

A succession plan structures efforts to diversify firm leadership.

22. **Firm mandates and monitors that minority attorneys have equal access to clients, quality work assignments, committee appointments, marketing efforts, and firm events.**

23. **Firm has mentoring program for minority attorneys to develop career advancement plans.**

Formalizing equal access and mentoring ensures that minority attorneys do not miss out on important opportunities for career development.

#### MINORITY ORGANIZATIONS

24. **Firm pays membership fees for minority bar associations. If so, please indicate the amount paid in the current period: \_\_\_\_.**

25. **Firm pays expenses related to participation in minority-focused associations. If so, please indicate the amount paid in the current period: \_\_\_\_.**

26. **Firm has built strong relationships with external minority-focused organizations. If so, please name the organization(s) and describe the relationship(s):**

**Organization Name(s):** \_\_\_\_\_

**Nature of the Relationship(s):** \_\_\_\_\_

Participation in minority-focused associations and organizations provides valuable networking opportunities that can lead to business development and hiring opportunities. In addition, such participation offers minority attorneys leadership development opportunities. Payment of fees and expenses by the firm encourages such participation and demonstrates the firm's commitment to such associations.

#### COMMUNICATIONS

27. **Firm collects diversity information that includes diversity policies, statistics, and goals.**

28. **Firm provides diversity information to clients.**

29. **Firm communicates diversity information to all firm employees.**

30. **Firm's external website displays diversity information.**

Diversity communication shows the firm is committed to diversity and is tracking progress towards diversity goals. Diversity communication also continues the diversity dialogue.

31. **Firm's marketing staff is diverse.**

Diversity of the marketing staff can broaden the presence of the firm, and can promote opportunities for minority attorneys to develop business.

#### ADDITIONAL COMMENTS

32. \_\_\_\_\_