

**Law Firm  
Diversity Report  
Dallas – 2010**

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 2010 Law Firm Diversity Report (“2010 Report”) prepared by the Dallas Diversity Task Force (“Task Force”) presents a snapshot of the racial and ethnic diversity of lawyers practicing at the 20 largest law firms in Dallas County. The Task Force surveyed the 20 largest law firm offices in Dallas County, Texas, based on information reported by the Dallas Business Journal. The list of surveyed firms changed slightly in 2010 with Thompson, Coe, Cousins & Irons, LLP qualifying to participate and McKool Smith dropping off of the list.

The methodology for calculating the firms’ composite scores remains unchanged. A firm’s composite score is based on a firm’s number of minority attorneys, depth (*i.e.*, number of equity partners vs. other attorneys), and breadth (*i.e.*, diversity across minority groups). The composite score measures firms against two benchmarks: the population of the State of Texas (“Texas Demographics”) and the racial and ethnic composition of the members of the State Bar of Texas (“Texas Lawyer Demographics”).

The 2010 Report also includes checklist scores that measure the firms’ diversity efforts to recruit, retain, and promote minority attorneys. A firm’s checklist score is based on a checklist of diversity efforts that a firm undertook during the survey period. A firm’s checklist score is not used in calculating its composite score.

With five years of data, the 2010 Report provides an opportunity to evaluate Dallas firms’ progress over time. Only one firm exceeded the lower benchmark of Texas Lawyer Demographics. No firm met the higher benchmark of Texas Demographics.

### **Notable Improvements**

- Over the last five years, there has been a steady improvement each year in the percentage of the total for combined minority attorneys employed at the 20 largest Dallas County law firms. While each year has seen incremental improvement, the total increase over five years is only 2%.
- Eight firms improved their composite scores from 2009 to 2010.

### **Disappointing Developments**

- The average composite score for the largest law firms in Dallas County decreased from 51.6 in 2009 to 50.01 in 2010.
- The composite scores for eleven firms decreased from 2009 to 2010.
- Of the approximately 900 equity partners at the surveyed firms, only 5% are minority lawyers.
- 60% of the firms surveyed have no African American/Black equity partners, 55% of the firms surveyed have no Asian American equity partners, 40% of the firms surveyed have

no Hispanic/Latino equity partners, and 75% of the firms surveyed have no Native American equity partners.

**Attrition Data**

This year the DDTF Efforts Checklist included questions regarding attorney attrition at the largest 20 Dallas County firms, to determine whether efforts to retain minority attorneys have been successful. All but three firms responded to these questions. Although the DDTF is not releasing the complete attrition data, we are providing brief highlights:

- Of the 17 firms that responded, the data show that minority attorneys terminated employment at twice the rate of non-minority attorneys.
- Not surprisingly, turnover in associate ranks was higher than that of partners.
- Five firms that responded had no turnover of minority associates during the relevant time frame, June 1, 2009, to May 31, 2010.

**Selected Individual Firm Highlights**

- Andrews Kurth LLP had the most improved composite score, increasing its score from 2009 by almost 20 points.
- Winstead P.C. improved its score by almost 10 points.
- Carrington, Coleman, Sloman & Blumenthal, L.L.P. had the largest decrease in composite score (13 points), followed by Akin Gump Strauss Hauer & Feld LLP, Jones Day, and Baker Botts L.L.P.

**Overall Results**

<b>SURVEYED LAW FIRM DALLAS OFFICE ONLY</b>	<b>2010 COMPOSITE SCORE</b>	<b>2009 COMPOSITE SCORE</b>
Weil, Gotshal & Manges LLP	74.22	77.7
K & L Gates LLP	67.18	67.7
Andrews Kurth LLP	61.51	42.2
Patton Boggs LLP	59.79	64.7
Vinson & Elkins LLP	58.92	62.1
Fulbright & Jaworski L.L.P.	58.64	61.3
Haynes and Boone, LLP	57.17	50.1
Jones Day	53.30	61.5

<b>SURVEYED LAW FIRM DALLAS OFFICE ONLY</b>	<b>2010 COMPOSITE SCORE</b>	<b>2009 COMPOSITE SCORE</b>
Hunton & Williams LLP	53.28	51.1
Strasburger & Price, LLP	50.62	42.6
Jackson Walker L.L.P.	49.37	43.5
Gardere Wynne Sewell LLP	47.27	42.7
Akin Gump Strauss Hauer & Feld LLP	46.88	58.6
Baker Botts L.L.P.	46.02	53.5
Winstead P.C.	44.79	35.5
Locke Lord Bissell & Liddell LLP	42.52	39.7
Thompson & Knight LLP	42.47	47.9
Carrington, Coleman, Sloman & Blumenthal, L.L.P.	34.79	47.9
Munsch Hardt Kopf & Harr, P.C.	28.82	31
Thompson, Coe, Cousins & Irons, LLP	22.55	--

## **I. Background**

This fifth annual report of the 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:

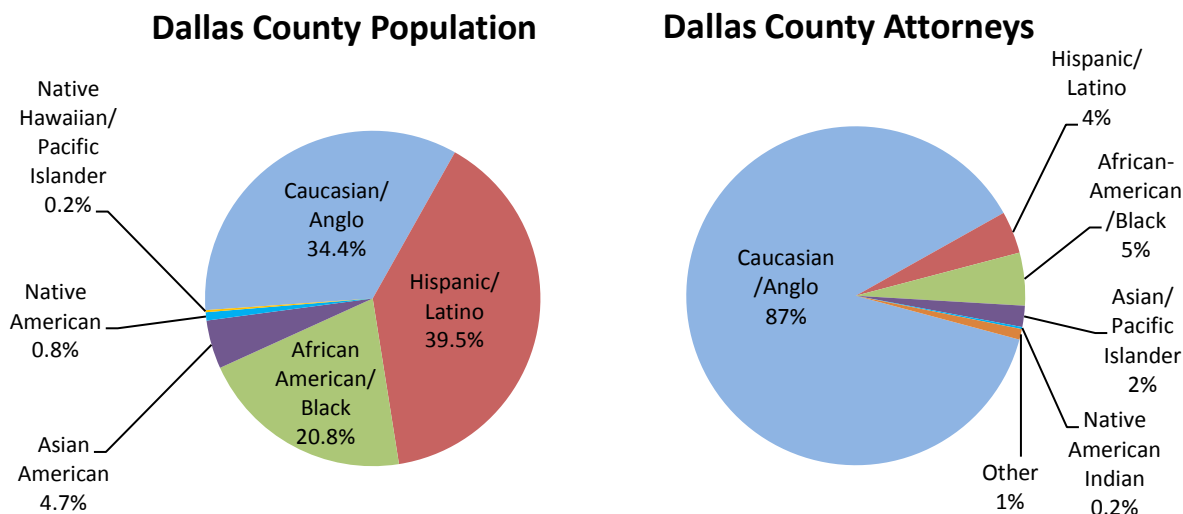
- the number of minority attorneys employed by the 20 largest law firms in Dallas County;
- the positions of minority attorneys (*i.e.*, equity partners, non-equity partners, associates, etc.);
- annual changes and trends in recruiting, retention, and promotion of attorneys of color; and
- the correlations, 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

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<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.

color. See Exhibit A, Statement of Goals. We discovered in 2006 that the issues raised in 1994 still demanded attention. Now, with the previous Reports as a benchmark, the 2010 Report offers an opportunity to measure progress in the Dallas legal community. The charts below illustrate the current state of the Dallas lawyer community and the differences in demographic makeup between Dallas County lawyers and Dallas County residents.



**Sources:** U.S. Census Bureau, State & County QuickFacts for Dallas County, Texas (2009 estimate, please note that total sums may exceed 100%. This may be due to the fact that 1.3% of persons reported two or more races); State Bar of Texas Department of Research and Analysis, Dallas County Attorney Statistical Profile (2009-10).

The 2006-2010 Reports provide a qualitative and quantitative snapshot of racial and ethnic diversity in the 20 largest law firms in Dallas County. The Reports calculate a composite score as well as a score for each of the surveyed racial and ethnic groups based on the number of minority attorneys, depth (*i.e.*, number of equity partners vs. other attorneys), and breadth (*i.e.*, diversity across minority groups) and also factors in each firm’s most recent efforts to diversify its attorney ranks (the “Dallas Formula”). 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 have also evaluated law firms’ efforts in recruiting and retaining minority attorneys. In the past, minority bar associations in Austin, Texas, worked together each year to publish the Austin Diversity Report Card, to assign 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.

We present the 2010 Report to provide the legal community with a tool for assessing its own progress, and we encourage local law firms and corporations 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:

Jamie Mathew  
Fifth District Court of Appeals  
University of Oklahoma College of Law, JD 2005

Harry Singh  
Dallas Independent School District  
University of Virginia School of Law, JD 1998

David J. Cho  
General Attorney, AT&T Services, Inc.  
George Washington University Law School, JD 1988

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 become actively 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: Adrienne E. Dominguez  
Counsel, Thompson & Knight LLP  
University of Texas School of Law, JD 1995

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

Henry Talavera  
Partner, Hunton & Williams LLP  
University of Maryland School of Law, JD 1989

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: Camille Corbin  
Attorney, American Airlines  
Duquesne University School of Law, JD 1992

Gerald W. Roberts  
Partner, Thompson & Knight LLP  
Indiana University School of Law at Indianapolis, JD 1996

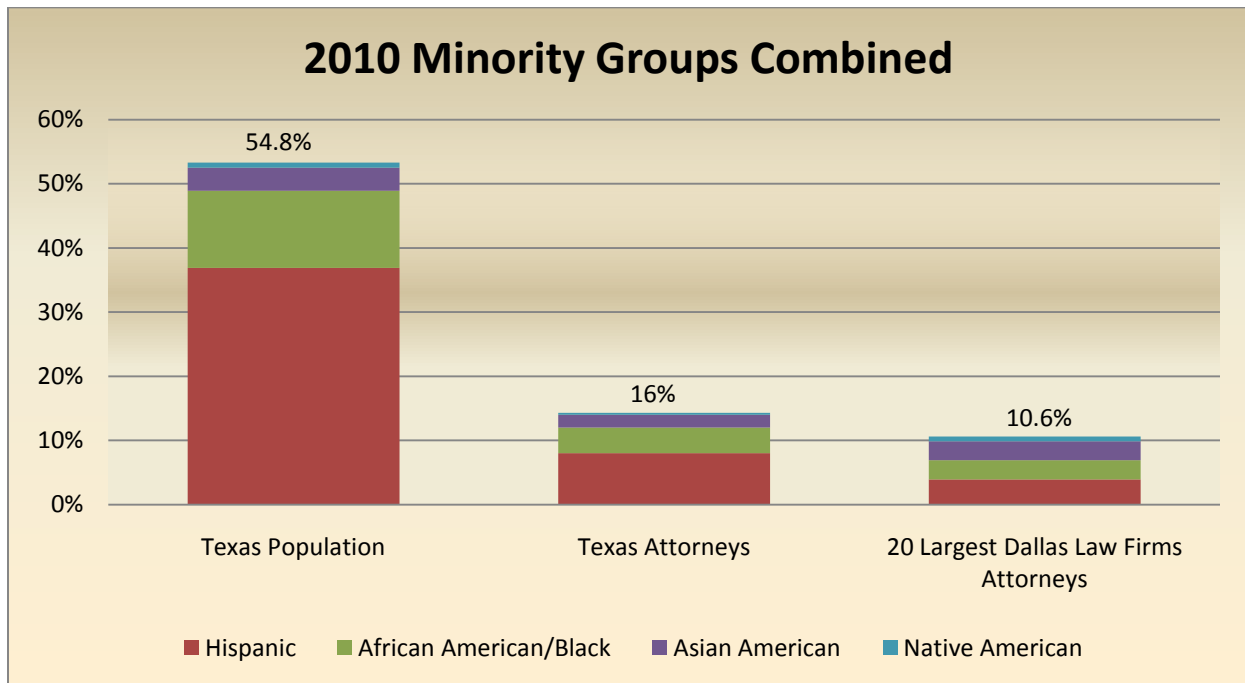
Hyattye Simmons  
General Counsel, Dallas Area Rapid Transit  
University of Texas School of Law, JD 1984

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 LGBT 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>

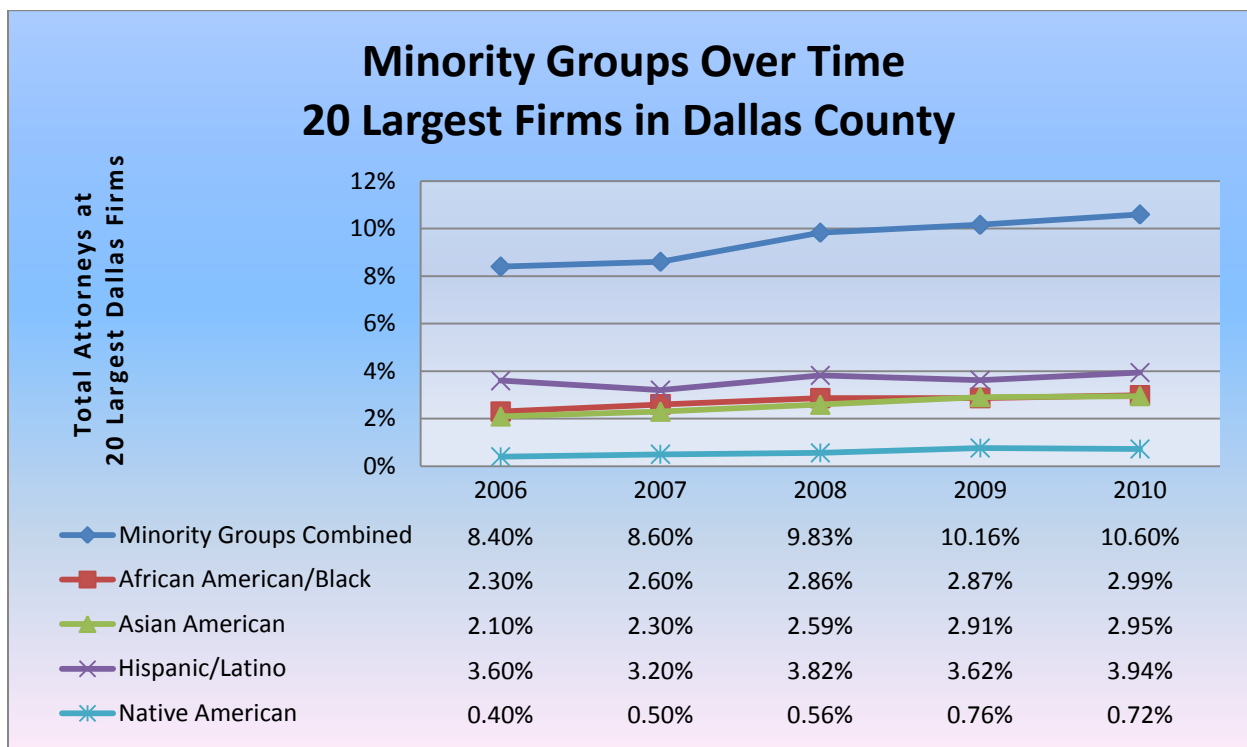
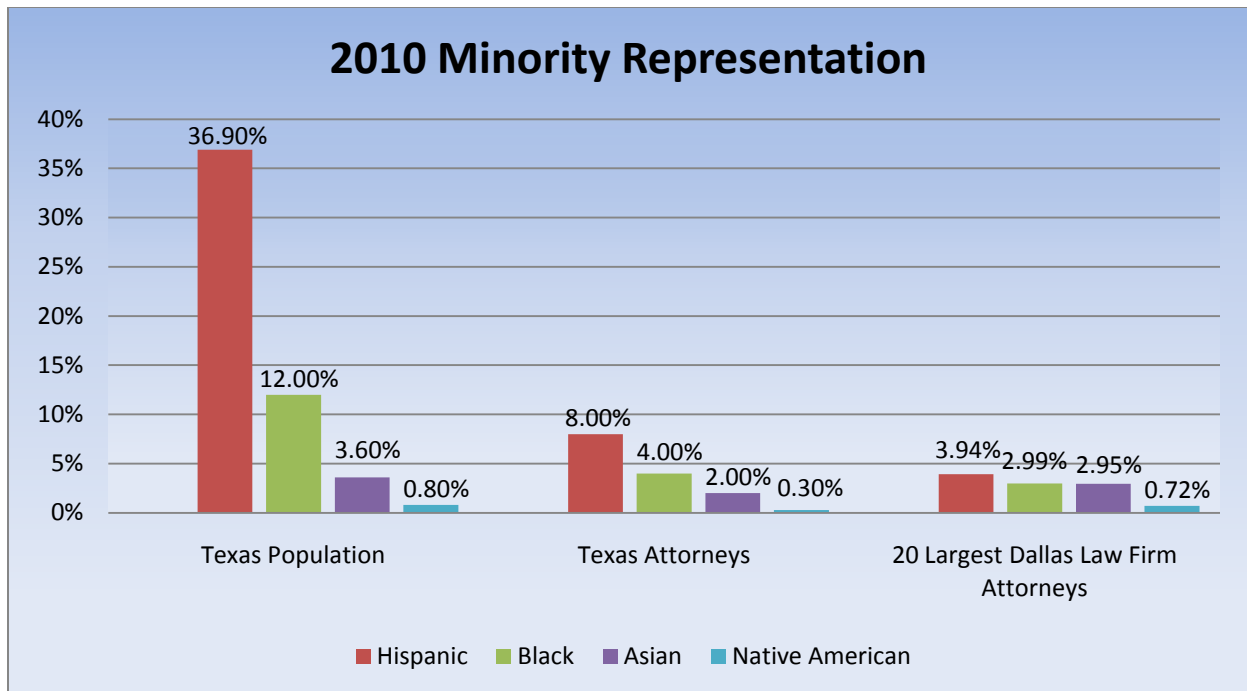
The sharp disparities between the Texas Demographics and Texas Lawyer Demographics provide the backdrop for the Task Force’s inquiry. The following bar graphs illustrate the differences between minority representation in Texas Demographics, Texas Lawyer Demographics, and lawyers working at the 20 largest Dallas law firms. For African American/Blacks and Hispanics, the representation of attorneys of color statewide falls far short of the higher benchmark—minority lawyer demographics that match the demographics of the general population. And the representation of African American/Black and Hispanic/Latino attorneys at the 20 largest Dallas law firms does not meet even the lower standard set by the state lawyer population. For Asian Americans and Native Americans, whose state population representation is relatively low, representation at the 20 largest Dallas law firms exceeds that of the state lawyer representation and is very close to the demographics of the general population of Texas. Over the five years of DDTF reports, minority attorney representation has risen only slightly for all groups, with an overall average of 8.40% in 2006 increasing by just 2.2 percentage points to 10.60% in 2010.

The charts below illustrate the status of minority attorneys in the 20 largest law firms in Dallas, as compared to the Texas lawyer totals and the general Texas population.



<sup>2</sup> Source: U.S. Census Bureau, State & County QuickFacts for Dallas County, Texas (2009 estimates) <http://quickfacts.census.gov>; State Bar of Texas, Minority Attorneys: Attorney Statistical Profile (2009-10) (available at <http://www.texasbar.com>); Dallas Diversity Task Force Survey (2010).





#### IV. Methodology and Scoring

In August 2010, the Task Force surveyed the 20 largest law firm offices in Dallas County, Texas, based on information reported by the Dallas Business Journal. 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, 2010; 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, 2009, and May 31, 2010.

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

#### **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. For the most part, a firm receives a point for an initiative if the firm had undertaken the initiative between June 1, 2009, and May 31, 2010. The firm's checklist score is determined by the number of points 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 red line in each chart meet or exceed the lower benchmark Texas Lawyer Demographics. 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 only one surveyed law firm meet or exceed the demographics of Texas lawyers.

<b>SURVEYED LAW FIRM DALLAS OFFICE ONLY</b>	<b>COMPOSITE SCORE</b>	<b>Dallas Attorneys of Color Total Dallas Attorneys</b>	<b>Equity Partners of Color Total Equity Partners</b>
Weil, Gotshal & Manges LLP	74.22	15/79	2/17
K & L Gates LLP	67.18	17/116	6/43
Andrews Kurth LLP	61.51	10/78	1/18
Patton Boggs LLP	59.79	14/96	0/17
Vinson & Elkins LLP	58.92	23/152	3/59
Fulbright & Jaworski L.L.P.	58.64	15/135	4/56
Haynes and Boone, LLP	57.17	25/209	9/88
Jones Day	53.30	21/185	4/56
Hunton & Williams LLP	53.28	10/108	1/52
Strasburger & Price, LLP	50.62	7/75	0/30
Jackson Walker L.L.P.	49.37	10/119	3/40
Gardere Wynne Sewell LLP	47.27	14/160	1/48
Akin Gump Strauss Hauer & Feld LLP	46.88	11/114	1/25
Baker Botts L.L.P.	46.02	17/159	2/58
Winstead P.C.	44.79	13/130	3/51
Locke Lord Bissell & Liddell LLP	42.52	15/183	5/77
Thompson & Knight LLP	42.47	16/205	1/63
Carrington, Coleman, Sloman & Blumenthal, L.L.P.	34.79	3/61	1/30
Munsch Hardt Kopf & Harr, P.C.	28.82	6/78	1/31
Thompson, Coe, Cousins & Irons, LLP	22.55	4/68	0/24

## B. African American/Black Attorney Results

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

<b>SURVEYED LAW FIRM DALLAS OFFICE ONLY</b>	<b>African American/ Black Score</b>	<b>Total African American/ Black Attorneys Total Attorneys</b>	<b>African American/ Black Equity Partners Total Equity Partners</b>
Vinson & Elkins LLP	77.93	8/152	1/59
Patton Boggs LLP	75.58	5/96	0/17
Locke Lord Bissell & Liddell LLP	74.50	8/183	3/77
Baker Botts L.L.P.	69.92	7/159	1/58
Akin Gump Strauss Hauer & Feld LLP	69.62	5/114	0/25
Weil, Gotshal & Manges LLP	66.91	3/79	0/17
Winstead P.C.	56.83	4/130	0/51
K&L Gates LLP	55.68	3/116	1/43
Thompson & Knight LLP	55.58	6/205	0/63
Jackson Walker L.L.P.	55.34	3/119	1/40
Fulbright & Jaworski L.L.P.	54.54	4/135	0/56
Andrews Kurth LLP	52.51	2/78	0/18
Hunton & Williams LLP	52.21	3/108	0/52
Strasburger & Price, LLP	51.47	2/75	0/30
Jones Day	49.93	4/185	1/56
Gardere Wynne Sewell LLP	46.78	3/160	1/48
Haynes and Boone, LLP	45.00	4/209	1/88
Munsch Hardt Kopf & Harr, P.C.	31.37	1/78	0/31
Carrington, Coleman, Sloman & Blumenthal, L.L.P.	0	0/61	0/30
Thompson, Coe, Cousins & Irons, LLP	0	0/68	0/24

**C. Hispanic/Latino Attorney Results**

The chart below orders firms according to their composite scores for Hispanic/Latino attorneys. The demographics of only one surveyed firm meets or exceeds Texas Lawyer Demographics for Hispanics/Latinos.

<b>SURVEYED LAW FIRM DALLAS OFFICE ONLY</b>	<b>Hispanic/ Latino Score</b>	<b>Total Hispanic/ Latino Attorneys Total Attorneys</b>	<b>Hispanic/ Latino Equity Partners Total Equity Partners</b>
Weil, Gotshal & Manges LLP	73.52	7/79	2/17
K&L Gates LLP	69.17	9/116	2/43
Andrews Kurth LLP	62.02	5/78	0/18
Fulbright & Jaworski L.L.P.	58.11	7/135	3/56
Hunton & Williams LLP	56.78	6/108	1/52
Haynes and Boone, LLP	56.02	10/209	4/88
Patton Boggs LLP	55.67	5/96	0/17
Strasburger & Price, LLP	54.21	4/75	0/30
Jones Day	49.16	7/185	2/56
Vinson & Elkins LLP	47.84	6/152	1/59
Carrington, Coleman, Sloman & Blumenthal, L.L.P.	45.20	2/61	1/30
Gardere Wynne Sewell LLP	44.97	6/160	0/48
Jackson Walker L.L.P.	44.97	4/119	1/40
Akin Gump Strauss Hauer & Feld LLP	36.67	3/114	0/25
Thompson & Knight LLP	36.18	5/205	1/63
Winstead P.C.	35.41	3/130	1/51
Baker Botts L.L.P.	34.05	4/159	0/58
Locke Lord Bissell & Liddell LLP	32.97	4/183	1/77
Thompson, Coe, Cousins & Irons, LLP	22.81	1/68	0/24
Munsch Hardt Kopf & Harr, P.C.	20.10	1/78	0/31

**D. Asian/Asian American Attorney Results**

The chart below orders firms according to their composite scores for Asian American attorneys. The demographics of 13 surveyed firms exceed Asian American Texas Lawyer Demographics.

<b>SURVEYED LAW FIRM DALLAS OFFICE ONLY</b>	<b>Asian/ Asian American Score</b>	<b>Total Asian/ Asian American Attorneys Total Attorneys</b>	<b>Asian/Asian American Partners Total Equity Partners</b>
Andrews Kurth LLP	100	3/78	1/18
Haynes and Boone, LLP	100	9/209	3/88
Jones Day	100	9/185	1/56
K&L Gates LLP	100	5/116	3/43
Thompson, Coe, Cousins & Irons, LLP	100	3/68	0/24
Vinson & Elkins LLP	100	8/152	0/59
Weil, Gotshal & Manges LLP	100	4/79	0/17
Baker Botts L.L.P.	99.27	6/159	1/58
Munsch Hardt Kopf & Harr, P.C.	93.87	3/78	0/31
Fulbright & Jaworski L.L.P.	90.80	4/135	1/56
Winstead P.C.	88.44	4/130	1/51
Akin Gump Strauss Hauer & Feld LLP	86.11	3/114	1/25
Jackson Walker L.L.P.	85.56	3/119	1/40
Gardere Wynne Sewell LLP	60.71	3/160	0/48
Carrington, Coleman, Sloman & Blumenthal, L.L.P.	51.81	1/61	0/30
Thompson & Knight LLP	50.39	3/205	0/63
Patton Boggs LLP	40.43	1/96	0/17
Hunton & Williams LLP	32.83	1/108	0/52
Locke Lord Bissell & Liddell LLP	21.11	1/183	0/77
Strasburger & Price, LLP	0	0/75	0/30

### E. Native American Attorney Results

The demographics of 11 surveyed firms exceed Texas Lawyer Demographics for Native Americans. Due to the small Native American population in Texas and the Texas Bar, firms generally meet benchmarks with one or two Native American attorneys.

<b>SURVEYED LAW FIRM DALLAS OFFICE ONLY</b>	<b>Native American Score</b>	<b>Total Native American Attorneys Total Attorneys</b>	<b>Native American Equity Partners Total Equity Partners</b>
Gardere Wynne Sewell LLP	100	2/160	0/48
Haynes and Boone, LLP	100	2/209	1/88
Locke Lord Bissell & Liddell LLP	100	2/183	1/77
Munsch Hardt Kopf & Harr, P.C.	100	1/78	1/31
Patton Boggs LLP	100	3/96	0/17
Strasburger & Price, LLP	100	1/75	0/30
Thompson & Knight LLP	100	2/205	0/63
Vinson & Elkins LLP	100	1/152	1/59
Weil, Gotshal & Manges LLP	100	1/79	0/17
Winstead P.C.	100	2/130	1/51
Jones Day	84.67	1/185	0/56
Akin Gump Strauss Hauer & Feld LLP	0	0/114	0/25
Andrews Kurth LLP	0	0/78	0/18
Baker Botts L.L.P.	0	0/159	0/58
Carrington, Coleman, Sloman & Blumenthal, L.L.P.	0	0/61	0/30
Fulbright & Jaworski L.L.P.	0	0/135	0/56
Hunton & Williams LLP	0	0/108	0/52
Jackson Walker L.L.P.	0	0/119	0/40
K & L Gates LLP	0	0/116	0/43
Thompson, Coe, Cousins & Irons, LLP	0	0/68	0/24



## VI. Firm Efforts Results

The Task Force went beyond the analysis of raw numbers and examined diversity initiatives undertaken by law firms. A firm's Efforts Checklist Score is not included for purposes of calculating a firm's overall Composite Score. Instead, the Efforts Checklist is included to assist a firm in identifying "best practices" as well as assessing diversity initiatives relative to that of the other firms. Exhibit C, "2010 Firm Efforts Checklist," lists the checklist questions.

### A. Checklist Scores

<b>SURVEYED LAW FIRM</b>	<b>2010 CHECKLIST SCORE</b>
Baker Botts L.L.P.	31
Vinson & Elkins LLP	30
Weil, Gotshal & Manges LLP	28
Jones Day	27
Haynes and Boone, LLP	26
Patton Boggs LLP	25
Winstead P.C.	25
Munsch Hardt Kopf & Harr, P.C.	24
Jackson Walker L.L.P.	23
Gardere Wynne Sewell LLP	21
K & L Gates LLP	21
Locke Lord Bissell & Liddell LLP	21
Strasburger & Price, LLP	21
Thompson & Knight LLP	21
Hunton & Williams LLP	20
Andrews Kurth LLP	19
Akin Gump Strauss Hauer & Feld LLP	18
Thompson, Coe, Cousins & Irons, LLP	18
Fulbright & Jaworski L.L.P.	17
Carrington, Coleman, Sloman & Blumenthal, L.L.P.	16

## B. Trends

The average Efforts Checklist Score is 22.6 in 2010. The number of questions contained within the 2010 Efforts Checklist increased by six from that of 2009. Therefore, no year to year comparison of Efforts Checklist total scores are presented in this report. This year's trends include:

- **General Commitment.** All of the participating firms have a written diversity strategy. 25% provide billable credit for diversity efforts (up from 21% in 2009), and 85% evaluate diversity efforts as part of partner compensation.
- **Diversity Committees and Professionals.** All of the participating firms now have a diversity committee or a diversity consultant or professional and 65% employ a diversity consultant or professional on a full-time or part-time basis.
- **Leadership within Firm.** 25% of the responding firms have a minority attorney in the managing body, which is down from 36% last year. 45% of the firms have a minority attorney who heads a practice group, which is up 15 percentage points from 2009.
- **Recruiting.** Of the firms that completed the Efforts Checklist, 80% reported interviewing at minority job fairs, and 20% reported hiring from minority job fairs, a decrease from the 52% reported in 2009 and 70% in 2008. 55% reported conducting on-campus interviews at law schools where the majority of students are minority students, but only 20% of responding firms hired candidates from such law schools, down from 26% in 2009 and 63% in 2008.
- **Retention.** All of the responding firms reported monitoring work assignments and committee appointments for minority attorneys. 90% of the responding firms have mentoring programs for minority attorneys, which is up from 79% in 2009.
- **Minority Organizations.** 95% of the firms pay membership fees for minority bar associations, and all of the firms pay expenses related to participation in minority-focused associations.
- **Communication.** 80% of the responding firms communicate diversity information internally to employees. In addition, 90% 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 2010 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

# 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 as 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 informal and formal) are free of discrimination on 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 OF 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: \_\_\_\_\_

### 2010 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 Dallas Diversity Task Force (“DDTF”) at mail@diversitytaskforce.com or call John Treviño at 817-931-5358.

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, 2010.

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: \_\_\_\_\_.

<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>							

**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, 2009 and May 31, 2010:

\* 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 31, 2010**

## Exhibit C

### 2010 Firm Efforts Checklist

**Instructions:** Please indicate whether the firm's Dallas County office(s) has (have) undertaken the following efforts or experienced the following events. Unless otherwise noted, the relevant time frame is June 1, 2009 through May 31, 2010. "Presently" means on May 31, 2010. "Minority" refers to Asian/Asian Americans, African Americans/Blacks, Hispanics/Latinos, Native Americans, Other Minorities, and Bi- or Multi-Racial Minorities as defined in the Law Firm Information Sheet. "Diverse" refers to diversity of minorities. "Firm" and "firm" refer to the firm's Dallas County office(s). "DDTF" refers to the Dallas Diversity Task Force.

		“√” if yes	weight <sup>3</sup>
<b>General Commitment</b>			
1	Firm has a written diversity strategy ( <i>e.g.</i> , a diversity action plan or a firm strategic plan that includes diversity initiatives) that has been communicated to all firm attorneys.	<input type="checkbox"/>	+1
	If the firm has a written diversity strategy, the firm is willing to provide a copy of it to the DDTF for the DDTF's review. And if so, please provide it with this completed checklist.	<input type="checkbox"/>	+1
2	Firm gives billable credit for work that is directly related to diversity efforts (but is not pro bono work).	<input type="checkbox"/>	+1
3	Firm ties a component of partner compensation to diversity efforts.	<input type="checkbox"/>	+1
4	Evaluations of higher ranking attorneys ( <i>e.g.</i> , partners) are made by lower ranking attorneys ( <i>e.g.</i> , associates).	<input type="checkbox"/>	+1
5	Evaluations of higher ranking attorneys ( <i>e.g.</i> , partners) are made by lower ranking attorneys ( <i>e.g.</i> , associates), and such evaluations include diversity competence as a component.	<input type="checkbox"/>	+1
6	Firm mandates diversity training for ALL lawyers, staff, and management.	<input type="checkbox"/>	+1
7	Diversity was an agenda item at the firm's partners' retreat.	<input type="checkbox"/>	+1
<b>Diversity Committees and Professionals</b>			
8	Firm has a diversity committee that includes senior partners and that reports to the firm's managing body.	<input type="checkbox"/>	+1
9	Firm has a full-time diversity professional who performs mainly diversity-related tasks ( <i>e.g.</i> , works on recruitment, retention, development, and advancement of minority lawyers).	<input type="checkbox"/>	+1
10	Firm has a part-time or hourly diversity professional who performs diversity-related tasks.	<input type="checkbox"/>	+1

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<sup>3</sup> "Weight(s)" assigned by DDTF for scoring purposes. These values are not variable between firms and are not subject to change by any Firm.



**Firm Leadership**

- 11 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:  +1  
\_\_\_\_ African American/Black    \_\_\_\_ Hispanic/Latino    \_\_\_\_ Other Minority  
\_\_\_\_ Asian/Asian American    \_\_\_\_ Native American    \_\_\_\_ Bi- or Multi-Racial
- 12 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:  +1  
\_\_\_\_ African American/Black    \_\_\_\_ Hispanic/Latino    \_\_\_\_ Other Minority  
\_\_\_\_ Asian/Asian American    \_\_\_\_ Native American    \_\_\_\_ Bi- or Multi-Racial

**Recruiting**

- 13 Firm conducts interviews at one or more minority job fairs. If so, please indicate the number of minority job fairs in the current period: \_\_\_\_  +1
- 14 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: \_\_\_\_  +1
- 15 Firm conducts on-campus interviews at one or more minority law schools (*e.g.*, law schools of historically black colleges and universities, Hispanic-serving institutions, and other minority academic institutions). If so, please indicate the number of minority law schools in the current period: \_\_\_\_  +1
- 16 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: \_\_\_\_  +1
- 17 Firm offers at least one fellowship/scholarship directed toward minority law students. If so, please indicate the number of fellowships/scholarships: \_\_\_\_, and the amount of each fellowship/scholarship in the current period: \$\_\_\_\_.  +1
- 18 The fellowship/scholarship of 16 includes a summer clerkship at the firm.  +1
- 19 Firm’s hiring committee includes minority attorneys.  +1
- 20 Firm has a diverse recruiting staff.  +1

**Retention**

- 21 Firm has affinity groups for minority attorneys, and the affinity groups meet at least quarterly.  +1
- 22 Firm has a succession plan that emphasizes greater inclusion of minority attorneys in firm leadership.  +1
- 23 Firm mandates and monitors that minority attorneys have equal access to clients, quality work assignments, committee appointments, marketing efforts, and firm events.  +1
- 24 Firm has a mentoring program for minority attorneys to develop career advancement plans.  +1
- 25 Firm has one or more programs in place to ensure that each one of its minority attorneys routinely works on at least one matter for one of the firm’s or applicable practice group’s top clients (in terms of fees received).  +1

- 26 Firm has in its history had at least one minority attorney who has begun practicing with the firm as a partnership-track associate directly after law school or a judicial clerkship (without ever having been a partnership-track associate with any other provider of legal services) and who has been promoted to partner status without ever leaving the firm? If so, please indicate (a) the total number of such minority partners that the firm has had in its history: \_\_\_\_\_, (b) the number of such minority partners that have attained equity partner status with the firm: \_\_\_\_\_, (c) the number of such minority partners who are presently non-equity partners with the firm: \_\_\_\_\_, and (d) the number of such minority partners who are presently equity partners with the firm: \_\_\_\_\_.
- 27 Firm presently has at least one minority attorney who has not yet achieved partner status but has remained on a partnership track with the firm for at least 5 years? If so, please indicate the total number of such minority attorneys: \_\_\_\_\_.
- 28 Firm presently has at least one minority attorney who began practicing with the firm as a partnership-track associate who remains at the firm but who has moved off partnership track for any reason. If so, please indicate the number of such attorneys: \_\_\_\_\_.
- 29 Firm attributes origination credits to associate attorneys (including but not necessarily limited to minority associates) for work that they bring or help bring to the firm, and the firm considers such origination credits in determining the associates' yearly compensation, bonuses, and/or promotion to partner status.
- 30 Firm has had at least one minority associate terminate service (for any reason, voluntarily or involuntarily) with the firm. If so, please indicate the total number of such minority associates: \_\_\_\_\_.
- 31 Firm has had at least one non-minority associate terminate service (for any reason, voluntarily or involuntarily) with the firm. If so, please indicate the total number of such non-minority associates: \_\_\_\_\_.
- 32 Firm has had at least one minority partner terminate service (for any reason, voluntarily or involuntarily) with the firm. If so, please indicate the total number of such minority partners: \_\_\_\_\_.
- 33 Firm has had at least one non-minority partner terminate service (for any reason, voluntarily or involuntarily) with the firm. If so, please indicate the total number of such non-minority partners: \_\_\_\_\_.
- Minority Organizations**
- 34 Firm pays membership fees for minority bar associations (*i.e.*, bar associations dedicated to minority attorneys). If so, please indicate the amount paid in the current period: \_\_\_\_\_.
- 35 Firm pays expenses related to participation in minority-focused organizations (*i.e.*, organizations dedicated to minority interests (*e.g.*, NAACP), minority bar associations, and legal profession diversity organizations (*e.g.*, MCCA)). If so, please indicate the amount paid in the current period: \_\_\_\_\_.
- 36 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): \_\_\_\_\_
- Communications**
- 37 Firm collects diversity information that includes diversity policies, statistics, and goals.
- 38 Firm provides the diversity information to clients.
- 39 Firm communicates the diversity information to all firm employees.

- |           |   |                          |    |
|-----------|---|--------------------------|----|
| <b>40</b> | Firm's external website displays the diversity information. | <input type="checkbox"/> | +1 |
| <b>41</b> | Firm's marketing staff is diverse.                          | <input type="checkbox"/> | +1 |