

**Law Firm**  
**Diversity Report**  
**Dallas – 2013**

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 2013 Law Firm Diversity Report (“2013 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 in 2013 is the same as it was in 2011 and 2012. Munsch Hardt Kopf & Harr, P.C. chose not to participate this year.

The 2013 Report provides composite scores that measure minority attorney representation at the surveyed firms. The methodology for calculating the firms’ composite scores remains unchanged from previous years. 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 2013 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 eight years of data, the 2013 Report provides an opportunity to evaluate Dallas firms’ progress over time. Based on 2013 results, (i) no law firm exceeded the lower benchmark of Texas Lawyer Demographics and (ii) no firm met the higher benchmark of Texas Demographics.

### **Notable Developments**

- Nine firms improved their composite scores from 2012 to 2013.
- The 2013 average composite score for the largest law firms in Dallas County remained relatively constant compared to 2012 with the average composite score for 2012 at 49.84 and 2013 at 49.36. The relatively constant composite score comes after an increased composite score between 2011 and 2012 (46.88 in 2011 and 49.0 in 2012) and after three years of declining composite scores (51.6 in 2009, 50.01 in 2010 and 46.88 in 2011).
- 95% of participating firms reported interviewing at minority job fairs. Unlike 2012, when 46% of the firms reported hiring from a minority job fair, only 26% reported doing so in 2013(down 19 points from 2012 and 4 points from 2011).

### **Other Developments**

- The composite scores for nine firms decreased from 2012 to 2013.
- None of the responding firms met or exceeded the Texas Lawyer Demographics for: (i) African-Americans/Blacks (continuing the downward trend from three firms in 2010 and one firm in 2011) and (ii) Hispanic/Latino attorneys.

- Just 48 (approximately 6%) of the 799 equity partners at the surveyed firms are minority lawyers, a small decline from 2012 numbers and percentages, despite minority attorneys comprising almost 12% of the total attorneys at these firms and more than 16% of the State Bar.
- 16% percent of the firms surveyed have no minority equity partners at all, 68% have no African-American/Black equity partners, 47% have no Asian-American equity partners, 42% have no Hispanic/Latino equity partners, and 74% have no Native American equity partners. The percentage applicable to each ethnic minority group is within a couple of percentage points from what was reported last year.

### **Attrition Data**

Since 2010, the Firm 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 five firms responded to these questions. Although the Task Force is not releasing the complete attrition data, a few summary highlights include the following:

- In a reversal from 2012, of the 14 firms that responded, the data shows that minority attorneys ceased employment at a higher rate than other non-minority attorneys (18% of all minority attorneys vs. 11% of all non-minority attorneys).
- Turnover in associate ranks continue to be higher than that of partners (21% of associates vs. 14.5% of equity partners). Similar to last year, but significantly more pronounced this year, minority partners terminated employment at a higher rate than non-minority partners, with a very high turnover of almost 21% for minority partners (vs. almost 9% of non-minority partners).
- 16 of the firms that responded had no turnover of minority partners while five of the firms that responded had no turnover of minority associates during the relevant time frame, from June 1, 2012 to May 31, 2013.

### **Selected Individual Firm Highlights**

- Weil, Gotshal & Manges LLP holds the highest composite score for the last three consecutive years, though as reported, it did not exceed the benchmark of Texas Lawyer Demographics.
- Strasburger & Price, LLP has the most improved composite score, increasing its score from 2012 by almost 14 points.
- Andrews Kurth, LLP improved its score by more than 11 points.
- Hunton & Williams, LLP had the largest decrease in composite score (more than 13 points), followed by K & L Gates, LLP (approximately 10 points).

## Overall Results

### A. Information Sheet Scores

SURVEYED LAW FIRM (DALLAS OFFICE ONLY)	2013 SCORE	2012 SCORE
Weil, Gotshal & Manges LLP	69.28	75.45
Jones Day	66.02	58.75
K & L Gates LLP	62.11	71.79
Haynes and Boone, LLP	60.15	57.57
Andrews Kurth LLP	59.68	48.65
Norton Rose Fulbright	58.12	57.77
Jackson Walker L.L.P.	50.15	45.31
Vinson & Elkins LLP	50.09	56.91
Akin Gump Strauss Hauer & Feld LLP	49.99	53.29
Winstead P.C.	48.84	52.43
Strasburger & Price, LLP	48.58	34.57
Patton Boggs LLP	45.72	54.33
Thompson, Coe, Cousins & Irons, LLP	45.47	42.27
Locke Lord LLP	43.25	42.63
Carrington, Coleman, Sloman & Blumenthal, L.L.P.	40.32	36.98
Gardere Wynne Sewell LLP	37.02	37.02
Hunton & Williams LLP	34.63	47.74
Baker Botts L.L.P.	34.29	38.96
Thompson & Knight LLP	34.20	34.55
Munsch Hardt Kopf & Harr, P.C.	N/A <sup>1</sup>	33.09

<sup>1</sup> Munsch Hardt Kopf & Harr, P.C. declined participation this year.

**B. Efforts Checklist Scores**

<b>SURVEYED LAW FIRM</b>	<b>2013 CHECKLIST SCORE</b>	<b>2012 CHECKLIST SCORE</b>
Thompson, Coe, Cousins & Irons, LLP	32	29
Haynes and Boone, LLP	31	25
Baker Botts L.L.P.	29	31
Vinson & Elkins LLP	29*	28
Winstead PC	29	26
Jones Day	28	29
Weil, Gotshal & Manges LLP	27	29
Patton Boggs LLP	26	26
Jackson Walker L.L.P.	25	25
K & L Gates LLP	25	22
Thompson & Knight LLP	25	27
Locke Lord LLP	23	23
Andrews Kurth LLP	22	24
Akin Gump Strauss Hauer & Feld LLP	21*	18
Gardere Wynne Sewell LLP	20	18
Norton Rose Fulbright	20	22
Hunton & Williams LLP	19	20
Carrington, Coleman, Sloman & Blumenthal, L.L.P.	17*	15
Strasburger & Price, LLP	7*	24

\*NOTE: These firms did not respond to questions 30-34 for 2013. Therefore, a score of 0 was allocated for questions 30-34 for these firms.

## I. Background

### A. Scope

This eighth annual report of the Task Force continues the work of our inaugural 2006 study of the representation of attorneys of color<sup>2</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.

### B. Rationale

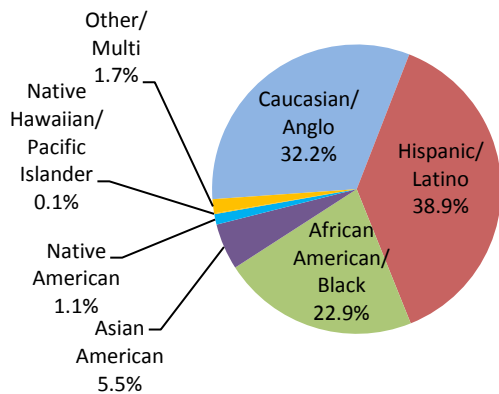
The Task Force’s critical work facilitates a dialogue that was highlighted in 1994 when the Dallas Bar Association issued a Statement of Goals related to the recruitment and retention of attorneys of color. *See* Exhibit A, Statement of Goals. We discovered in 2006 that the issues raised in 1994 still demanded attention. Now, with the previous reports as a benchmark, the 2013 Report offers another 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.<sup>3</sup>

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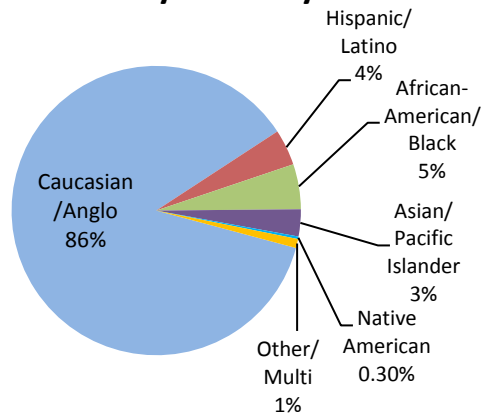
<sup>2</sup> For purposes of this report, “attorneys of color” and “minority attorneys” are used interchangeably to refer to African-American/Black, Asian-American, Hispanic/Latino, and Native American attorneys.

<sup>3</sup> **Sources:** U.S. Census Bureau, State & County QuickFacts for Dallas County, Texas (2011 data, please note that the total exceeds 100%. This is due to the fact that 2.8% of persons reported two or more races, and persons reporting Hispanic ethnicity may be included in any of the minority racial groups); State Bar of Texas Department of Research and Analysis, Dallas County Attorney Statistical Profile (2012-13).

### Dallas County Population



### Dallas County Attorneys



### C. Findings

The 2006-2013 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 factor in each firm’s most recent efforts to diversify its attorney ranks (collectively, 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.

### D. Other Reports

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 2013 Report to provide the Dallas legal community with a tool for assessing its own progress, and we encourage local law firms and companies 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 collaboratively, representatives from each organization contribute different perspectives and resources to achieve the Task Force's goal 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: **Hope Shimabuku**  
*Senior Legal Counsel,*  
formerly with BlackBerry Corporation  
Southern Methodist University Dedman School of Law, JD 2005

**Elizabeth Pham**  
*Patent Attorney,*  
BlackBerry Corporation  
Franklin Pierce Law Center, JD 2000

**Susan Frierott**  
*Attorney,*  
UT Southwestern Medical Center  
University of Texas School of Law, JD 2003

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: **Rosa R. Orenstein, Chair**  
*Partner,*  
Sullivan & Holston, P.C.  
University of California, Berkeley, Boalt Hall School of Law, JD 1981

**Alan P. Dorantes**  
*General Attorney,*  
AT&T  
Southern Methodist University Dedman School of Law, JD 1993



**Giana Ortiz**

*Associate,*

Sidley Austin

University of Houston Law Center, JD 2007

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:

**Tatiana Alexander**

*Associate,*

McGlinchey Stafford

Texas Wesleyan School of Law, JD 2006

Southern Methodist University Dedman School of Law, LLM 2009

**Emmanuel Obi**

*Associate,*

Norton Rose Fulbright

Southern Methodist University Dedman School of Law, JD 2006

**Keron Wright**

*Associate,*

Akerman Senterfitt

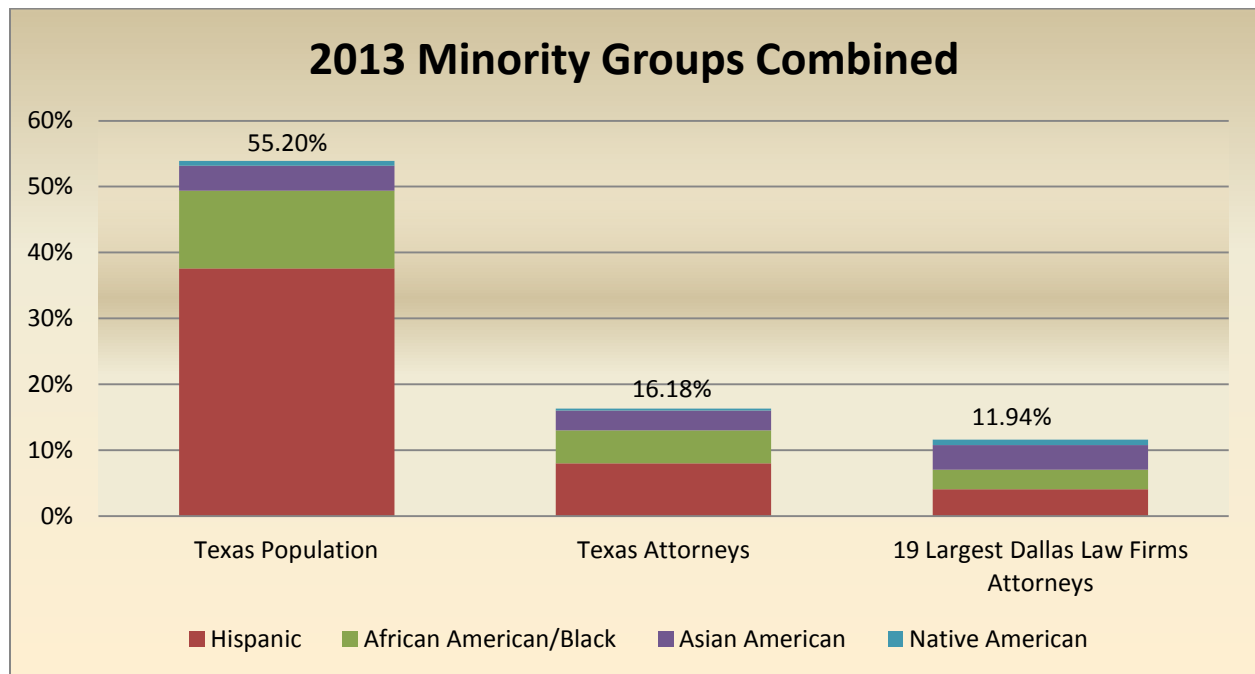
Washburn University School of Law, JD 2007

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 its work with other groups interested in, and is currently exploring ways to approach and, 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>4</sup>

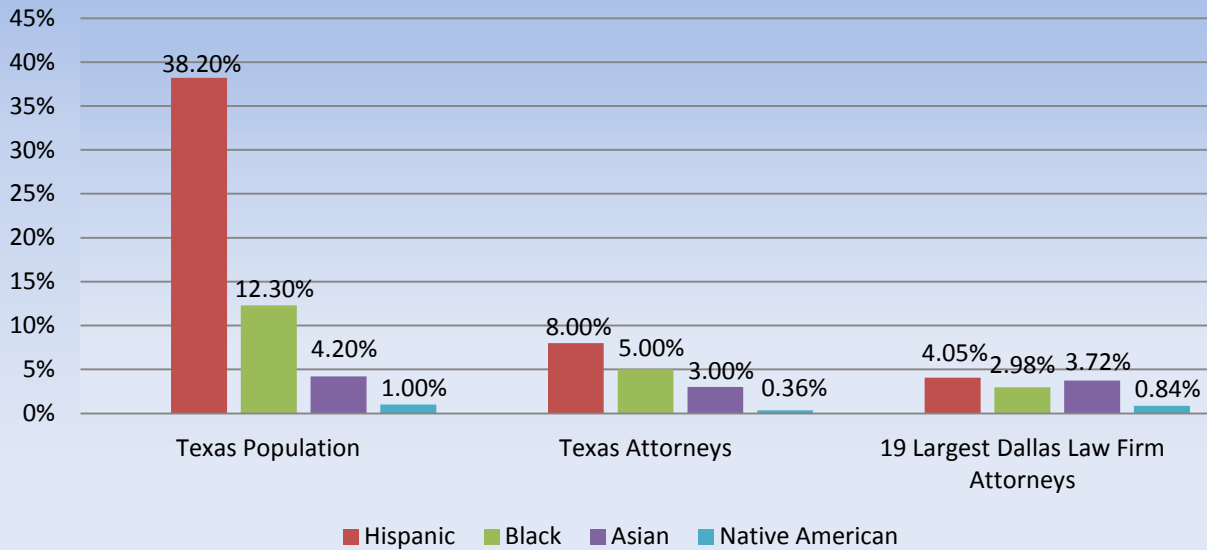
The sharp disparities between the Texas Demographics and Texas Lawyer Demographics provide the backdrop for the Task Force’s inquiry. The following bar graphs illustrate the differences between minority representation in Texas Demographics, Texas Lawyer Demographics, and lawyers working at the 20 largest 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 eight years of Task Force reports, minority attorney representation has risen only slightly for all groups, from an overall average of 8.40% in 2006 increasing by just 3.6 percentage points to 12% in 2013 (including an increase of 0.46 points from 2011).

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.



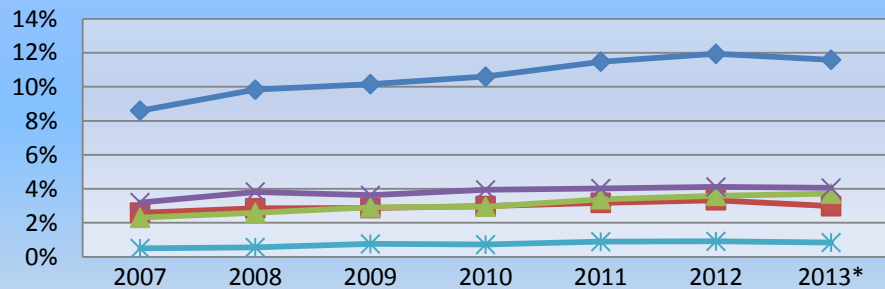
<sup>4</sup> Source: U.S. Census Bureau, State & County QuickFacts for Dallas County, Texas (2012) (<http://quickfacts.census.gov>); State Bar of Texas, Minority Attorneys: Attorney Statistical Profile (2012-13) (<http://www.texasbar.com>); Dallas Diversity Task Force Survey (2013).

## 2013 Minority Representation



## Minority Groups Over Time 20 Largest Firms in Dallas County

Total Attorneys at  
20 Largest Dallas Firms



◆ Minority Groups Combined	8.60%	9.83%	10.16%	10.60%	11.48%	11.94%	11.59%
■ African American/Black	2.60%	2.86%	2.87%	2.99%	3.18%	3.33%	2.98%
▲ Asian American	2.30%	2.59%	2.91%	2.95%	3.39%	3.59%	3.72%
✕ Hispanic/Latino	3.20%	3.82%	3.62%	3.94%	4.02%	4.11%	4.05%
✱ Native American	0.50%	0.56%	0.76%	0.72%	0.89%	0.91%	0.84%

## **IV. Methodology and Scoring**

In August 2013, 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 (Exhibit B) and a Firm Efforts Checklist (Exhibit C). 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, 2013; 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, 2012, and May 31, 2013.

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 percentages 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 trends and practices 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, 2012, and May 31, 2013. 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 in the survey. In the most recent survey, a perfect checklist score is 37, meaning that the firm is engaged in all 37 of the initiatives described.

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 two surveyed law firms meet or exceed the demographics of Texas lawyers.

<b>SURVEYED LAW FIRM (DALLAS OFFICE ONLY)</b>	<b>COMPOSITE SCORE</b>	<b>Dallas Non- Equity Attorneys of Color / Total Dallas Non- Equity Attorneys</b>	<b>Dallas Equity Partners of Color / Total Dallas Equity Partners</b>
Weil, Gotshal & Manges LLP	69.28	16/61	2/20
Jones Day	66.02	17/91	7/47
K & L Gates LLP	62.11	11/48	3/34
Haynes and Boone, LLP	60.15	22/119	7/77
Andrews Kurth LLP	59.68	9/61	1/17
Norton Rose Fulbright	58.12	16/70	4/54
Jackson Walker L.L.P.	50.15	11/87	3/41
Vinson & Elkins LLP	50.09	11/74	1/49
Akin Gump Strauss Hauer & Feld LLP	49.99	10/85	3/28
Winstead P.C.	48.84	10/74	3/52
Strasburger & Price, LLP	48.58	7/48	2/34
Patton Boggs LLP	45.72	10/71	0/18
Thompson, Coe, Cousins & Irons, LLP	45.47	9/58	0/20
Locke Lord LLP	43.25	12/91	5/77
Carrington, Coleman, Sloman & Blumenthal, L.L.P.	40.32	1/27	2/26
Gardere Wynne Sewell LLP	37.02	9/83	2/49
Hunton & Williams LLP	34.63	6/40	0/43
Baker Botts L.L.P.	34.29	10/65	1/50
Thompson & Knight LLP	34.20	11/96	2/63
<b>Totals for All Surveyed Law Firms</b>		208/1,349	48/799

## B. African-American/Black Attorney Results

The chart below orders firms according to their composite scores for African American/Black attorneys. None of the firms meet or exceed Texas Lawyer Demographics for African-Americans/Blacks (remaining constant from 2012, but down from three firms in 2010 and one firm in 2011).

<b>SURVEYED LAW FIRM (DALLAS OFFICE ONLY)</b>	<b>African- American/ Black Score</b>	<b>Dallas African- American/ Black Non- Equity Attorneys / Total Dallas Non-Equity Attorneys</b>	<b>Dallas African- American/ Black Equity Partners / Total Dallas Equity Partners</b>
Weil, Gotshal & Manges LLP	65.45	4/61	0/20
Locke Lord LLP	64.52	4/91	3/77
Norton Rose Fulbright	63.15	6/70	0/54
Jackson Walker L.L.P.	60.60	4/87	1/41
K & L Gates LLP	57.88	2/48	1/34
Jones Day	57.27	4/91	1/47
Gardere Wynne Sewell LLP	50.96	3/83	1/49
Hunton & Williams LLP	50.91	3/40	0/43
Vinson & Elkins LLP	49.07	4/74	0/49
Winstead P.C.	48.11	4/74	0/52
Akin Gump Strauss Hauer & Feld LLP	44.74	3/85	0/28
Haynes and Boone, LLP	44.65	4/119	1/77
Baker Botts L.L.P.	41.94	3/65	0/50
Strasburger & Price, LLP	40.10	2/48	0/34
Thompson & Knight LLP	33.38	3/96	0/63
Andrews Kurth LLP	26.12	1/61	0/17
Thompson, Coe, Cousins & Irons, LLP	25.75	1/58	0/20
Patton Boggs LLP	23.56	1/71	0/18
Carrington, Coleman, Sloman & Blumenthal, L.L.P.	0.00	0/27	0/26
<b>Totals for All Surveyed Law Firms</b>		<b>56/1,349</b>	<b>8/799</b>

**C. Hispanic/Latino Attorney Results**

The chart below orders firms according to their composite scores for Hispanic/Latino attorneys. None of the firms meet or exceed Texas Lawyer Demographics for Hispanics/Latinos (down from 2012).

<b>SURVEYED LAW FIRM (DALLAS OFFICE ONLY)</b>	<b>Hispanic/ Latino Score</b>	<b>Dallas Hispanic/ Latino Non- Equity Attorneys / Total Dallas Non-Equity Attorneys</b>	<b>Dallas Hispanic/ Latino Equity Partners / Total Dallas Equity Partners</b>
Weil, Gotshal & Manges LLP	68.95	4/61	2/20
Andrews Kurth LLP	67.77	6/61	0/17
Jones Day	64.48	4/91	4/47
K & L Gates LLP	60.94	4/48	1/34
Haynes and Boone, LLP	59.84	8/119	3/77
Carrington, Coleman, Sloman & Blumenthal, L.L.P.	54.99	0/27	2/26
Vinson & Elkins LLP	53.85	5/74	1/49
Strasburger & Price, LLP	51.51	4/48	0/34
Patton Boggs LLP	51.31	4/71	0/18
Norton Rose Fulbright	50.90	3/70	2/54
Akin Gump Strauss Hauer & Feld LLP	47.50	3/85	1/28
Thompson, Coe, Cousins & Irons, LLP	46.59	3/58	0/20
Winstead P.C.	45.50	2/74	2/52
Jackson Walker L.L.P.	43.25	3/87	1/41
Locke Lord LLP	34.76	3/91	1/77
Thompson & Knight LLP	33.89	4/96	0/63
Gardere Wynne Sewell LLP	31.76	3/83	0/49
Hunton & Williams LLP	31.72	2/40	0/43
Baker Botts L.L.P.	25.50	2/65	0/50
<b>Totals for All Surveyed Law Firms</b>		<b>67/1,349</b>	<b>20/799</b>



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

The chart below orders firms according to their composite scores for Asian-American attorneys. The demographics of 11 surveyed firms exceed Asian-American Texas Lawyer Demographics (same in 2012 and 2011 and down from 13 firms in 2010).

<b>SURVEYED LAW FIRM (DALLAS OFFICE ONLY)</b>	<b>Asian/ Asian- American Score</b>	<b>Dallas Non- Asian/ Asian- American Non- Equity Attorneys / Total Dallas Non-Equity Attorneys</b>	<b>Dallas Asian/Asian- American Equity Partners / Total Dallas Equity Partners</b>
Akin Gump Strauss Hauer & Feld LLP	100.00	4/85	2/28
Baker Botts L.L.P.	100.00	5/65	1/50
Haynes and Boone, LLP	100.00	8/119	2/77
Jones Day	100.00	8/91	2/47
K & L Gates LLP	100.00	3/48	1/34
Norton Rose Fulbright	100.00	5/70	2/54
Weil, Gotshal & Manges LLP	100.00	8/61	0/20
Andrews Kurth LLP	98.67	2/61	1/17
Thompson, Coe, Cousins & Irons, LLP	80.09	3/58	0/20
Jackson Walker L.L.P.	72.47	3/87	1/41
Winstead P.C.	71.22	3/74	1/52
Patton Boggs LLP	46.87	2/71	0/18
Locke Lord LLP	44.58	4/91	0/77
Carrington, Coleman, Sloman & Blumenthal, L.L.P.	34.50	1/27	0/26
Strasburger & Price, LLP	34.50	0/48	1/34
Vinson & Elkins LLP	30.79	2/74	0/49
Gardere Wynne Sewell LLP	28.99	2/83	0/49
Thompson & Knight LLP	23.73	2/96	0/63
Hunton & Williams LLP	21.59	1/40	0/43
<b>Totals for All Surveyed Law Firms</b>		<b>66/1,349</b>	<b>14/799</b>

## 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 these benchmarks with one or two Native American attorneys (down one from 2012 and 2011).

<b>SURVEYED LAW FIRM (DALLAS OFFICE ONLY)</b>	<b>Native American Score</b>	<b>Dallas Native American Non- Equity Attorneys / Total Dallas Non-Equity Attorneys</b>	<b>Dallas Native American Equity Partners / Total Dallas Equity Partners</b>
Gardere Wynne Sewell LLP	100.00	1/83	1/49
Locke Lord LLP	100.00	1/91	1/77
Patton Boggs LLP	100.00	3/71	0/18
Strasburger & Price, LLP	100.00	0/48	1/34
Thompson & Knight LLP	100.00	2/96	2/63
Thompson, Coe, Cousins & Irons, LLP	100.00	1/58	0/20
Norton Rose Fulbright	96.05	1/70	0/54
Haynes and Boone, LLP	95.00	0/119	1/77
Jackson Walker L.L.P.	91.82	1/87	0/41
Winstead PC	91.28	1/74	0/52
Jones Day	89.85	1/91	0/47
Akin Gump Strauss Hauer & Feld LLP	0.00	0/85	0/28
Andrews Kurth LLP	0.00	0/61	0/17
Baker Botts L.L.P.	0.00	0/65	0/50
Carrington, Coleman, Sloman & Blumenthal, L.L.P.	0.00	0/27	0/26
Hunton & Williams LLP	0.00	0/40	0/43
K & L Gates LLP	0.00	0/48	0/34
Vinson & Elkins LLP	0.00	0/74	0/49
Weil, Gotshal & Manges LLP	0.00	0/61	0/20
<b>Totals for All Surveyed Law Firms</b>		<b>12/1,349</b>	<b>6/799</b>

## F. Total Attorney Counts (from the Firm Information Sheets)

The chart below shows the total attorney count and the total for each racial minority group among all 20 surveyed firms.

	All Attorneys	African-American/Black	Hispanic/Latino	Asian-American	Native American
Associates and Other Non-Equity Attorneys	1,349	56	67	66	12
Equity Partners	799	8	20	14	6
Totals	2,148	64	87	80	18

## G. Total Attorney Recruitment (from the Firm Information Sheets)

The chart below shows the numbers of attorneys who accepted employment at the surveyed firms during the reporting period.

	All Attorneys	African-American/Black	Hispanic/Latino	Asian-American	Native American
Associates and Other Non-Equity Attorneys	244	14	21	16	5
Equity Partners	13	0	0	1	0
Totals	257	14	21	17	5

## 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, "2013 Firm Efforts Checklist," lists the checklist questions.

**A. Efforts Checklist Scores**

<b>SURVEYED LAW FIRM</b>	<b>2013 CHECKLIST SCORE</b>	<b>2012 CHECKLIST SCORE</b>
Thompson, Coe, Cousins & Irons, LLP	32	29
Haynes and Boone, LLP	31	25
Baker Botts L.L.P.	29	31
Vinson & Elkins LLP	29	28
Winstead PC	29	26
Jones Day	28	29
Weil, Gotshal & Manges LLP	27	29
Patton Boggs LLP	26	26
Jackson Walker L.L.P.	25	25
K & L Gates LLP	25	22
Thompson & Knight LLP	25	27
Locke Lord LLP	23	23
Andrews Kurth LLP	22	24
Akin Gump Strauss Hauer & Feld LLP	21	18
Gardere Wynne Sewell LLP	20	18
Norton Rose Fulbright	20	22
Hunton & Williams LLP	19	20
Carrington, Coleman, Sloman & Blumenthal, L.L.P.	17	15
Strasburger & Price, LLP	7	24

**B. Trends**

The average Efforts Checklist Score is 23.95 down from 24.35 in 2012, which is still higher than 2011's average of 23.4 and 22.6 in 2010. The number of questions contained within the 2013 Efforts Checklist did increase by one from 2012 but was not assigned a value, thus the highest potential score was not changed, so last year's scores are also shown in the table above. This year's trends include:

- **General Commitment.** All of the participating firms have a written diversity strategy, but only 21% provide billable credit for diversity efforts (up from 20% in

2012 and 15% in 2011, but down from 25% in 2010), and 79% evaluate diversity efforts as part of partner compensation (up from 75% in 2012 and 2011).

- **Diversity Committees and Professionals.** 100% of the participating firms have a diversity committee or a diversity consultant or professional (up from 95% in 2012 and matching 100% in 2011) and 53% employ a diversity consultant or professional or a full-time or part-time basis (down from 70% in 2012 and 2011).
- **Leadership within Firm.** 32% of the responding firms have a minority attorney in the managing body, which decreased from 35% in 2012, a reversal from the steady increase from 30% in 2011 and 25% in 2010. 37% of the firms have a minority attorney who heads a practice group, which is again a decline from 45% in 2012, 2011 and 2010.
- **Recruiting.** 95% of participating firms reported interviewing at minority job fairs, the same as in 2012. However, only 26% reported hiring from minority job fairs, which is down from 45% in 2012 (19 points) and reverses the upward trend from the previous three years (up 15 points in 2012 from 30% in 2011 20% in 2010, and a decrease from the 52% reported in 2009 and 70% in 2008. 63% reported conducting on-campus interviews at law schools where the majority of students are minority students compared to 60% in 2012, and again, only 16% of responding firms hired candidates from such law schools, compared to 15% in 2012, up from 10% in 2011 but down from 20% in 2010, 26% in 2009 and 63% in 2008.
- **Retention.** 95% of the responding firms reported monitoring work assignments and committee appointments for minority attorneys, down from 100% in 2012. Similarly, 95% of the responding firms have mentoring programs for minority attorneys, also down from 100% in 2012, which was up from 95% in 2011 and 90% in 2010.
- **Total Attrition (from the Efforts Checklists; only 14 firms responding).** The chart below shows the total racial minority attrition among the surveyed firms during the reporting period.

	All Attorneys	Minority Attorneys	All Attrition	Minority Attrition
Associates and Other Non-Equity Attorneys	1,349	208	167	35
Equity Partners	799	48	69	10
Totals	2,148	256	236	45

- **Minority Organizations.** 95% of the firms pay membership fees for minority bar associations (same in 2012 and 2011), as well as pay expenses related to participation in minority-focused associations (same as in 2012 but down from 100% of firms paying expenses related to participation in minority-focused associations in 2011).

- **Communication.** 95% of the responding firms communicate diversity information internally to employees (same as 2012 which was up from 90% in 2011). In addition, 100% of the firms report that their external websites display diversity information (up from 90% in 2012 which had gone down from 95% in 2011).

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 2013 Report synthesizes quantitative and qualitative data, providing benchmarks for monitoring the demographics at large Dallas law firms.

Of the 19 largest law firms in Dallas who participated in responding to the survey this year, all fell below the reasonable expectation that their minority representation should, at a minimum, reflect the demographics of the Texas bar. From an initial average composite score of 46.0 in 2006, the highest score resulting from the 2013 survey to date was 52.5 in 2008. Since then, scores have incrementally declined each year to an average of 49.36 in 2013, indicating that many of the gains of the previous years of the survey have subsequently eroded, in part, on account of the economic downturn. On a positive note, the current composite average remained steady with 2012, which hopefully indicates a reversal of further declines in minority representation. The Task Force again challenges law firms to redouble their efforts to attract and retain talented attorneys of color to join their ranks, and encourages firms to scrutinize their current practices to create and sustain more inclusive firm cultures.

We applaud each participating firm for facing these challenges and by cooperating with the Task Force to complete this 2013 Report. 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 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 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  
Lastelick, Anderson & Armeson  
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

**Completed forms due by: AUGUST 30, 2013**

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

### 2013 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 Rosa R. Orenstein at 214-528-9560.

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, 2013.

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

**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, 2012 and May 31, 2013:

OFFERS EXTENDED AND ACCEPTED							
	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)							
TOTALS							

\* 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

## Exhibit C

**Completed forms due by: AUGUST 30, 2013**

### 2013 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, 2012 through May 31, 2013. "Presently" means on May 31, 2013. "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>5</sup>
<b>General Commitment</b>			
<b>1</b>	Firm <b><u>has a written diversity strategy (e.g., a diversity action plan</u></b> or a <b><u>firm</u></b> strategic plan that includes diversity initiatives) <b><u>that has been communicated to all firm attorneys.</u></b>	<input type="checkbox"/>	+1
<b>2</b>	The Firm <b><u>has a written diversity strategy and will provide a copy of it to the DDTF for the DDTF's review. If so, please provide that copy with this completed checklist.</u></b>	<input type="checkbox"/>	+1
<b>3</b>	Firm gives billable credit for work that is directly related to diversity efforts (but is not pro bono work).	<input type="checkbox"/>	+1
<b>4</b>	Firm ties a component of partner compensation to diversity efforts.	<input type="checkbox"/>	+1
<b>5</b>	Evaluations of higher ranking attorneys (e.g., partners) are made by lower ranking attorneys (e.g., associates).	<input type="checkbox"/>	+1
<b>6</b>	Evaluations of higher ranking attorneys (e.g., partners) are made by lower ranking attorneys (e.g., associates), and such evaluations include diversity competence as a component.	<input type="checkbox"/>	+1
<b>7</b>	Firm mandates diversity training for ALL lawyers, staff, and management.	<input type="checkbox"/>	+1
<b>7.1</b>	Firm mandates a minimum annual diversity training for ALL lawyers, staff, and management	<input type="checkbox"/>	0
<b>8</b>	<b><u>Diversity was an agenda item at the firm's partners' retreat.</u></b>	<input type="checkbox"/>	+1
<b>Diversity Committees and Professionals</b>			
<b>9</b>	Firm has a diversity committee that includes senior partners and that reports to the firm's managing body.	<input type="checkbox"/>	+1
<b>10</b>	Firm has a full or part-time diversity professional who performs diversity-related tasks (e.g., works on recruitment, retention, development, and advancement of minority lawyers).	<input type="checkbox"/>	+1
<b>11</b>	Firm has engaged a third party diversity professional who performed diversity-related tasks.	<input type="checkbox"/>	+1

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<sup>5</sup> "Weight(s)" are assigned by DDTF for scoring purposes. These values are not variable between firms and are not subject to change by any Firm.

**Firm Leadership**

- 12** 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  
\_\_\_\_\_ Asian/Asian-American \_\_\_\_\_ Native-American  
\_\_\_\_\_ Other Minority \_\_\_\_\_ Bi- or Multi-Racial
- 13** 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  
\_\_\_\_\_ Asian/Asian-American \_\_\_\_\_ Native-American  
\_\_\_\_\_ Other Minority \_\_\_\_\_ Bi- or Multi-Racial

**Recruiting**

- 14** Firm conducts interviews at one or more minority job fairs. If so, state how many minority job fairs: \_\_\_\_\_.  +1
- 15** Firm has hired at least one minority student from a minority job fair. If so, state how many minority students were hired from a minority job fair: \_\_\_\_\_.  +1
- 16** 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, state how many minority law schools: \_\_\_\_\_.  +1
- 17** Firm has hired at least one minority student from a minority law school. If so, state how many minority students have been hired from a minority law school: \_\_\_\_\_.  +1
- 18** 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: \$\_\_\_\_\_.  +1
- 19** The fellowship/scholarship of **18** includes a summer clerkship at the Firm.  +1
- 20** **Firm's hiring committee includes minority attorneys.**  +1
- 21** Firm has a diverse recruiting staff. If so, state how many members of the recruiting staff are minority: \_\_\_\_\_.  +1

**Retention**

- 22** **Firm has affinity groups for minority attorneys, and the affinity groups meet at least quarterly.**  +1
- 23** **Firm has a succession plan that emphasizes greater inclusion of minority attorneys in Firm leadership.**  +1
- 24** Firm mandates and monitors that minority attorneys have equal access to clients, quality work assignments, committee appointments, marketing efforts, and Firm events.  +1
- 25** **Firm has an accessible mentoring program for minority attorneys to develop career advancement plans.**  +1
- 26** 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  +1

group's top clients (in terms of fees received).

- |           |   |                                     |          |
|-----------|---|-------------------------------------|----------|
| <u>27</u> | Firm, in its history, has had at least one minority attorney who began 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 having left 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: ____. | <input checked="" type="checkbox"/> | +1       |
| <u>28</u> | 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: ____.   | <input checked="" type="checkbox"/> | +1       |
| <u>29</u> | 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.  | <input checked="" type="checkbox"/> | +1       |
| <u>30</u> | 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 minority attorneys: ____.   | <input type="checkbox"/>            | 0        |
| <u>31</u> | Firm has had at least one minority associate leave service (for any reason, voluntarily or involuntarily) with the Firm. If so, please indicate the total number of such minority associates: ____.   | <input type="checkbox"/>            | 0        |
| <u>32</u> | Firm has had at least one non-minority associate leave service (for any reason, voluntarily or involuntarily) with the Firm. If so, please indicate the total number of such non-minority associates: ____.   | <input type="checkbox"/>            | <u>0</u> |
| <u>33</u> | Firm has had at least one minority partner leave service (for any reason, voluntarily or involuntarily) with the Firm. If so, please indicate the total number of such minority partners: ____.   | <input type="checkbox"/>            | 0        |
| <u>34</u> | Firm has had at least one non-minority partner leave service (for any reason, voluntarily or involuntarily) with the Firm. If so, please indicate the total number of such non-minority partners: ____.   | <input type="checkbox"/>            | <u>0</u> |

**Minority Organizations**

- |           |   |                          |    |
|-----------|---|--------------------------|----|
| <u>35</u> | Firm pays membership fees for minority bar associations ( <i>i.e.</i> , bar associations dedicated to minority attorneys).  | <input type="checkbox"/> | +1 |
| <u>36</u> | Firm pays expenses related to participation in non-bar minority-focused organizations ( <i>i.e.</i> , organizations dedicated to minority interests ( <i>e.g.</i> , NAACP), minority bar associations, and legal profession diversity organizations ( <i>e.g.</i> , MCCA)). | <input type="checkbox"/> | +1 |
| <u>37</u> | Firm has built strong relationships with external minority-focused organizations. If so, please name the organization(s) and describe the relationship(s):  | <input type="checkbox"/> | +1 |

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

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

Funds Contributed: \$ \_\_\_\_\_

**Communications**

- |           |   |                          |    |
|-----------|---|--------------------------|----|
| <u>38</u> | Firm collects diversity information that includes diversity policies, statistics, and goals.                | <input type="checkbox"/> | +1 |
| <u>39</u> | Firm provides the diversity information to clients.   | <input type="checkbox"/> | +1 |
| <u>40</u> | Firm communicates the diversity information to all firm employees.  | <input type="checkbox"/> | +1 |
| <u>41</u> | <u>Firm's external website displays</u> the diversity information.  | <input type="checkbox"/> | +1 |
| <u>42</u> | Firm's marketing staff is diverse. If so, state how many members of the marketing staff are minority: _____ | <input type="checkbox"/> | +1 |