

# **Law Firm Diversity Report Dallas – 2007**

Presented by the  
**DALLAS DIVERSITY TASK FORCE**  
a collaborative effort undertaken by

**Dallas Asian American Bar Association**

**Dallas Hispanic Bar Association**

**J.L. Turner Legal Association**

Please send comments or questions to [comments@diversitytaskforce.com](mailto:comments@diversitytaskforce.com).

A copy of this report is available for download at [www.diversitytaskforce.com](http://www.diversitytaskforce.com).

## Executive Summary & Progress Report

The 2007 Dallas Diversity Task Force Report (“2007 Report”) presents a snapshot of the racial and ethnic diversity of lawyers practicing at the largest 20 law firms in Dallas County. The list of surveyed firms changed slightly from 2006 to 2007. Eighteen of the 20 firms surveyed in 2006 were again surveyed this year, and two firms joined the list: Baker & McKenzie and Hunton & Williams LLP.<sup>1</sup> Only one firm, Hunton & Williams LLP, failed to participate in this important survey.

The methodology remains unchanged from 2006 to 2007. Firms were scored according to an index with a potential range from 0 to 100. The closer a firm’s composite score is to 100, the stronger the firm’s diversity profile based on the firm’s number of minority attorneys, depth (*i.e.*, number of equity partners *v.* other attorneys), and breadth (*i.e.*, diversity across minority groups). The index measures firms against two benchmarks: Texas demographics and Texas lawyer demographics.

With two years of data, the 2007 Report provides the first opportunity to evaluate Dallas firms’ progress in the short term. The results are mixed. Just as in 2006, only 2 firms exceeded the lower benchmark of state attorney demographics. No firm met the higher benchmark of state demographics.

### Notable Improvements

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

### Disappointing Developments

- The composite scores for 9 firms decreased from 2006 to 2007.
- The average composite score decreased for Hispanic/Latino attorneys.
- 68.4% of the 19 firms surveyed have no African American/Black equity partners.
- One firm, Hunton & Williams LLP, did not participate in the survey.

### Selected Individual Firm Highlights

- Munsch Hardt Kopf & Harr, P.C. had the most improved composite score, upping its score by 32 points. Contributing to its improvement are increases in African American/Black (2), Asian American (1) and Hispanic/Latino (2) attorneys.
- Akin Gump Hauer Strauss & Feld LLP improved its composite score by 15 points. The firm still does not have any African American/Black equity partners, but it now has 6 African American/Black attorneys (compared to zero last year). It also added 2 Asian American attorneys and 1 Hispanic/Latino attorney to its ranks.
- Strasburger & Price, LLP again has the lowest composite score of the surveyed firms. However, it improved its score by 14 points, due in part to the addition of 1 Hispanic/Latino attorney. Still, the firm does not have a single equity partner of color.
- Patton Boggs LLP had the largest decrease in composite score (17 points), followed by Hughes & Luce, LLP, whose composite score dropped by 12 points.

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<sup>1</sup> Two firms – Jenkens & Gilchrist, P.C. and Godwin Pappas Langley Ronquillo, LLP – fell off of the list of the largest 20 Dallas law firms. Jenkens & Gilchrist, P.C. no longer offers legal services, and the number of attorneys at Godwin Pappas Langley Ronquillo, LLP no longer places it among the 20 largest Dallas law firms.

**Overall Results  
2007**

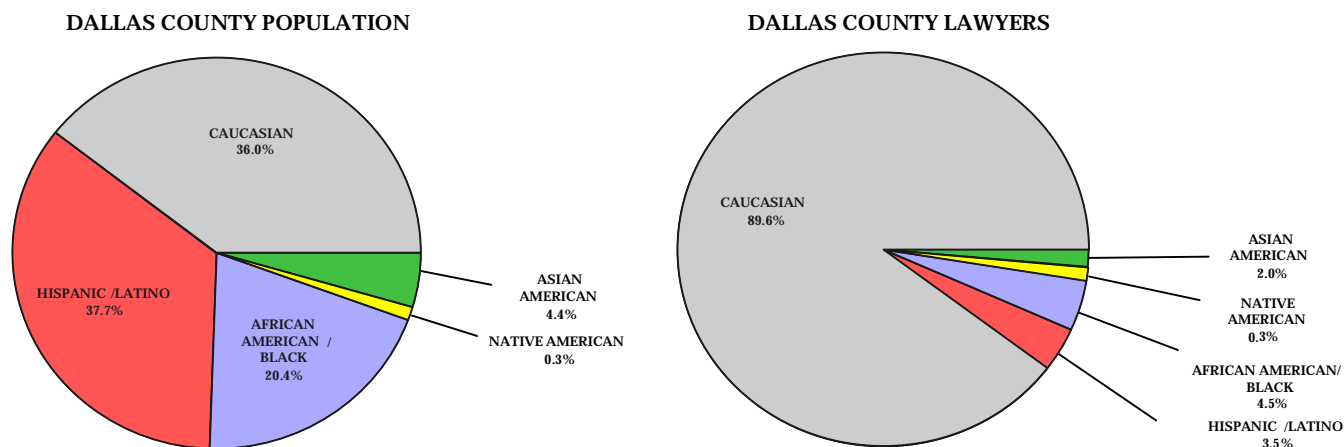
<b>SURVEYED LAW FIRM DALLAS OFFICE ONLY</b>	<b>2007 COMPOSITE SCORE</b>	<b>2006 COMPOSITE SCORE</b>
Weil, Gotshal & Manges LLP	75.8	73.7
Akin Gump Hauer Strauss & Feld LLP	71.6	56.2
Vinson & Elkins LLP	61.1	62.8
Baker & McKenzie	58.5	NA
Jones Day	57.8	60.3
Locke Liddell & Sapp PLLC	48.8	45.2
Haynes & Boone, LLP	48.6	54.1
Baker Botts L.L.P.	47.2	44.6
Munsch Hardt Kopf & Harr, P.C.	46.3	14.7
Carrington, Coleman, Sloman & Blumenthal, L.L.P.	45.5	42.2
Fulbright & Jaworski L.L.P.	41.4	42.1
Jackson Walker L.L.P.	41.2	39.3
Patton Boggs LLP	40.8	57.3
Thompson & Knight LLP	40.5	42.4
Hughes & Luce, LLP	38.3	49.9
Winstead Sechrest & Minick P.C.	37.7	40.2
Andrews Kurth LLP	29.6	33.1
Gardere Wynne Sewell LLP	29.1	26.2
Strasburger & Price, LLP	27.0	13.1

## I. Introduction and Background

This second annual report of the Dallas Diversity Task Force (“Task Force”) continues the work of our inaugural 2006 study of the representation of attorneys of color<sup>2</sup> at the 20 largest law firms in Dallas, Texas (“2006 Report”). The Task Force aims to examine:

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

The Task Force continues a dialogue that was highlighted in 1994 when the Dallas Bar Association issued a Statement of Goals related to the recruitment and retention of attorneys of color. See Ex. A, Statement of Goals. We discovered in 2006 that the issues raised in 1994 still demand attention. Now, with the 2006 Report as a benchmark, the 2007 Report offers an opportunity to measure progress in the Dallas legal market. The charts below illustrate the current state of the Dallas lawyer community and the difference in demographic makeup between Dallas County lawyers and Dallas County residents.



Sources: U.S. Census Bureau, State & County QuickFacts for Dallas County, Texas (2006 estimate); State Bar of Texas Department of Research and Analysis, Dallas County Attorney Statistical Profile (2006-07).

The 2006 and 2007 Reports provide a qualitative and quantitative snapshot of racial and ethnic diversity in the largest 20 law firms in Dallas County. The “Dallas Formula” presents a comprehensive analysis that considers the demographics of lawyers in the state, recognizes the importance of diversity in the most powerful law firm positions, and factors in each firm’s most recent efforts to diversify its attorney ranks. The Reports also track current law firm efforts to recruit, retain, and promote minority attorneys. The Reports present, among other information, raw data regarding the demographics of attorneys within the surveyed firms, a comparative analysis of firms based on the self-reported data for all minorities combined and by minority subgroups, and a qualitative account of recommended “best practices” for minority recruitment, retention, and promotion within law firms.

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



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

DHBA Representatives:

Gabriela A. Gallegos  
Associate, Vinson & Elkins LLP  
University of California, Berkeley School of Law, JD 2003

Martin Garza  
Partner, Hughes & Luce, LLP  
University of Texas at Austin School of Law, JD 1996

Michelle Ontiveros Gross  
Associate, Vinson & Elkins LLP  
Columbia Law School, JD 2004

Ramona Martinez  
Partner, Cowles & Thompson, PC  
Southern Methodist University, Dedman School of Law, JD 1990

Founded in 1952, 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. (<http://www.jltla.org/>)

JLTLA Representatives:

Frederick Barrow  
Associate, Littler Mendelson P.C.  
Southern University Law Center, JD 2002

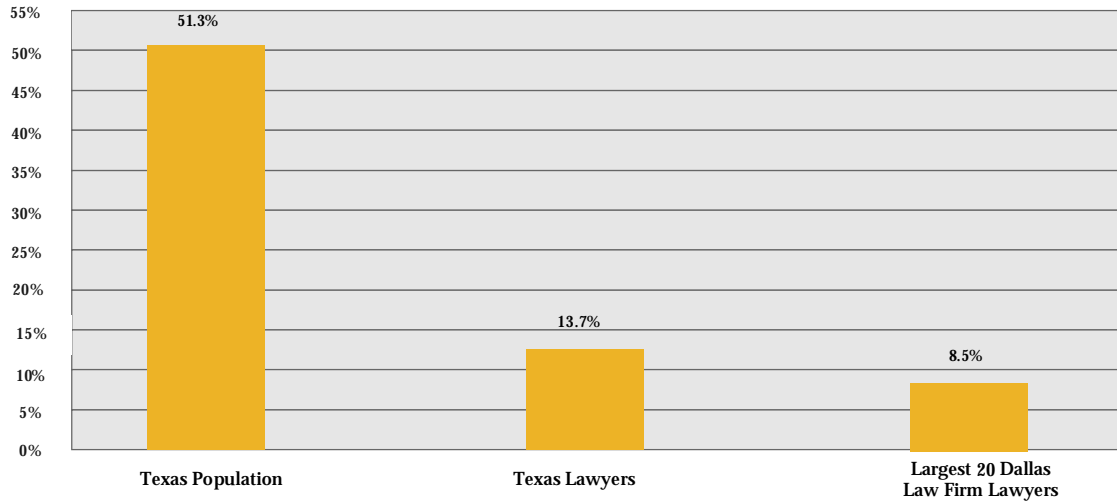
Clara H. Saafir  
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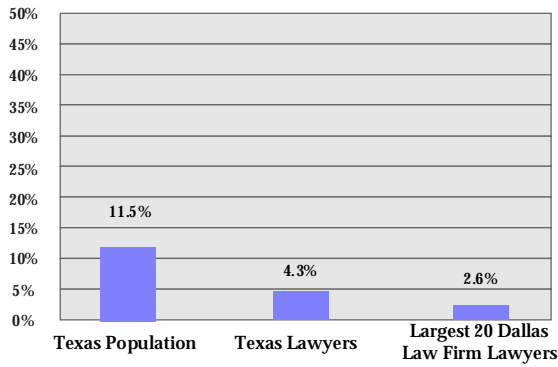
### III. State and Local Demographics

The sharp disparities between the Texas population at large and the Texas lawyer population provide the backdrop for the Task Force’s inquiry. The following bar graphs illustrate the differences between minority representation in the general Texas population, the membership of the State Bar of Texas, and lawyers working at 19 of the 20 largest Dallas law firms. For African American/Black and Hispanic/Latino attorneys, representation at 19 of the 20 largest Dallas law firms does not meet even the low standard set by the state lawyer population. For Asian Americans and Native Americans, whose state population representation is relatively low, representation at 19 of the 20 largest Dallas law firms exceeds that of the state lawyer representation. For all groups except Native Americans, the representation of attorneys of color falls far short of the higher benchmark—minority lawyer demographics that match the demographics of the general population.

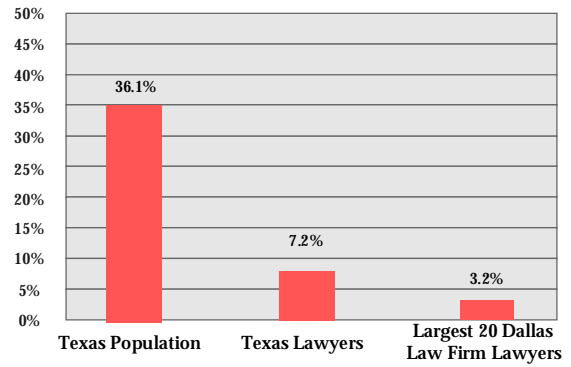
## MINORITY GROUPS COMBINED



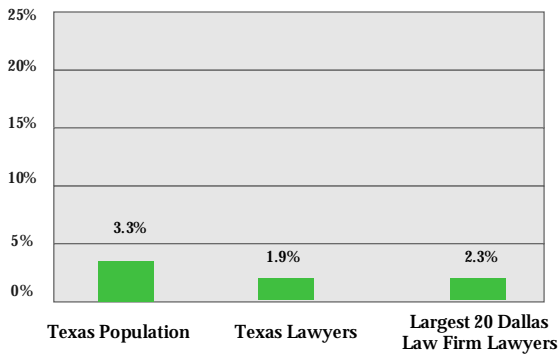
### AFRICAN AMERICAN /BLACK



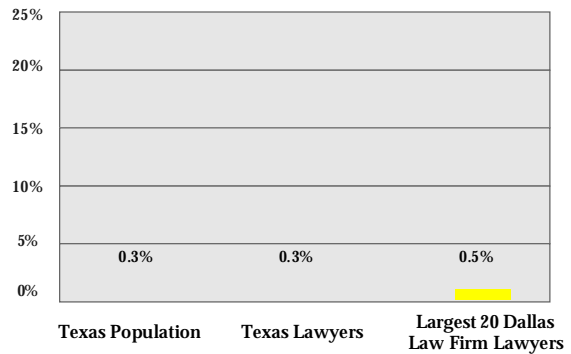
### HISPANIC /LATINO



### ASIAN AMERICAN



### NATIVE AMERICAN



**Sources:** U.S. Census Bureau, State & County QuickFacts for Texas (2006 estimate); State Bar of Texas, Minority Attorneys: Attorney Statistical Profile (2006-07); Dallas Diversity Task Force Survey (2007).

## IV. Methodology and Scoring

In September 2007, the Task Force surveyed the 20 largest law firms in Dallas County, Texas, as identified in the Dallas Business Journal and updated by the Task Force.<sup>3</sup> The Task Force requested three sets of information from the law firms: (1) the number of attorneys in each of several categories who work primarily in the firm's Dallas County office and were licensed and employed at the firm as of May 31, 2007; (2) the number of attorneys in each of several categories who accepted offers of permanent employment in the firm's Dallas County office between June 1, 2006, and May 31, 2007; and (3) the firm's past, current, and intended future efforts to increase recruitment, hiring, and retention of minority attorneys. The first two sets of information (collectively, the "Law Firm Survey") were used to determine a firm's composite score, and the third set (the "Firm Efforts Checklist") will be used to track trends and derive correlations over time.

### A. Law Firm Survey

The Law Firm Survey measures racial and ethnic diversity in law firms. Firms were asked to provide information about the number of attorneys within each firm's Dallas County office(s), grouped by position (e.g., equity partner, non-equity partner, associate, and staff attorney) and sorted by race/ethnicity. The survey requested the same breakdown for each firm's most recent hiring — attorneys who accepted offers of permanent employment between June 1, 2006, and May 31, 2007. A copy of the survey is attached as Exhibit B.

The development of the methodology 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 different aspects of law firm recruitment, hiring, and advancement. 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.

#### 1. Composite Score

A composite score measuring minority attorney representation was calculated for each firm. 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, which measures a firm's recruitment compared to recruitment at other surveyed firms. Both representation and recruitment scores assign more weight to the representation and recruitment of equity partners than to that of other attorneys.

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

- A score of 100 indicates that a firm likely meets or exceeds the population 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.

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<sup>3</sup> The Dallas Business Journal last evaluated the largest law firms in the Dallas-Fort Worth metroplex in 2006. See *Largest Metroplex Law Firms*, Dallas Business Journal, Mar. 10-16, 2006, at 49 (ranking 25 firms by number of local lawyers in 2005). The list was verified and updated by the Task Force to account for changes in the industry and size of each firm.



- A score of less than 70 indicates that a firm likely neither meets 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.

## **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 assign responsibility and distribute power and profits differently. Equity partners, however, generally share in the profits of the firm, bear primary responsibility for bringing in clients, and direct the policies 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’ hiring, 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 records actions that a firm takes to improve diversity. A firm’s responses to the checklist, however, do not factor into the firm’s composite score. The best way to evaluate efforts to improve attorney diversity is to measure the results of those efforts, which is measured by the composite score. Moreover, the firms’ interpretations of the checklist may vary, so use of the checklist in scoring may increase inaccuracy.

Once the Task Force has gathered data over multiple years, responses to the Firm Efforts Checklist will be used to track trends and assess the success of different initiatives for hiring, retaining, and promoting minority attorneys. Responses to the checklist may also be used in conjunction with firm scores to glean correlations. Until then, the checklist outlines best practices for diversity recruitment and retention. A snapshot of preliminary findings from the Firm Efforts Checklist follows in Part VI.

## **V. Survey Results**

In each chart, firms are ordered according to diversity performance. Firms above the red line in each chart meet or exceed the lower benchmark of the demographics of Texas lawyers. Firms below the red line fall below the lower benchmark of Texas lawyer demographics.

A. Overall Attorney Results

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

A score of 70 indicates that a firm's attorney population reflects Texas lawyer demographics

SURVEYED LAW FIRM DALLAS OFFICE ONLY	COMPOSITE SCORE	Dallas Attorneys of Color  Total Dallas Attorneys	Equity Partners of Color  Total Equity Partners
Weil, Gotshal & Manges LLP	75.8	14/81	1/19
Akin Gump Hauer Strauss & Feld LLP	71.6	20/139	1/29
Vinson & Elkins LLP	61.1	16/133	3/54
Baker & McKenzie	58.5	9/70	1/13
Jones Day†	57.8	18/187	NA
Locke Liddell & Sapp PLLC	48.8	16/178	5/80
Haynes & Boone, LLP	48.6	19/190	7/84
Baker Botts L.L.P.	47.2	13/161	3/62
Munsch Hardt Kopf & Harr, P.C.‡	46.3	7/84	1/30
Carrington, Coleman, Sloman & Blumenthal, L.L.P.‡	45.5	6/88	2/39
Fulbright & Jaworski L.L.P.	41.4	10/143	3/59
Jackson Walker L.L.P.	41.2	6/119	2/35
Patton Boggs LLP	40.8	8/100	0/17
Thompson & Knight LLP	40.5	11/206	2/85
Hughes & Luce, LLP‡	38.3	10/116	3/42
Winstead Sechrest & Minick P.C.	37.7	9/151	2/54
Andrews Kurth LLP	29.6	8/81	1/22
Gardere Wynne Sewell LLP‡	29.1	8/177	1/52
Strasburger & Price, LLP	27.0	4/83	0/39
Hunton & Williams LLP	<i>firm did not participate</i>		

† This firm acknowledged that it has both equity and non-equity partners, but it declined to report such data. Accordingly, the average ratio of equity partners to non-equity partners for the surveyed firms was applied.

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

## B. African American/Black Attorney Results

The chart below orders firms according to diversity performance in recruitment, hiring, and retention of African American/Black attorneys. The demographics of four surveyed firms meet or exceed Texas lawyer demographics for African Americans/Blacks (4.3%).

SURVEYED LAW FIRM DALLAS OFFICE ONLY	African American/ Black Score	Total African American/Black Attorneys  Total Attorneys	African American/ Black Equity Partners  Total Equity Partners
Weil, Gotshal & Manges LLP	76	4/81	0/19
Jones Day†	73.2	8/187	NA
Vinson & Elkins LLP	72.8	6/133	2/54
Akin Gump Hauer Strauss & Feld LLP	71.7	6/139	0/29
Locke Liddell & Sapp PLLC	69.2	7/178	3/80
Baker Botts L.L.P.	60.2	5/161	1/62
Patton Boggs LLP	58.2	3/100	0/17
Gardere Wynne Sewell LLP‡	51.6	4/177	1/52
Munsch Hardt Kopf & Harr, P.C.‡	48.7	2/84	0/30
Thompson & Knight LLP	48.6	5/206	0/85
Strasburger & Price, LLP	47.3	2/83	0/39
Hughes & Luce, LLP‡	45.6	2/116	1/42
Fulbright & Jaworski L.L.P.	44.0	3/143	0/59
Jackson Walker L.L.P.	39.2	2/119	0/35
Winstead Sechrest & Minick P.C.	32.3	2/151	0/54
Andrews Kurth LLP	31.5	1/81	0/22
Haynes & Boone, LLP	31.3	2/190	1/84
Carrington, Coleman, Sloman & Blumenthal, L.L.P.‡	28.0	1/88	0/39
Baker & McKenzie	0	0/70	0/13
Hunton & Williams LLP	<i>firm did not participate</i>		

† This firm acknowledged that it has both equity and non-equity partners, but it declined to report such data. Accordingly, the average ratio of equity partners to non-equity partners for the surveyed firms was applied.

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

### C. Hispanic/Latino Attorney Results

The chart below orders firms according to diversity performance in recruitment, hiring, and retention of Hispanic/Latino attorneys. The demographics of three surveyed firms meet or exceed Texas lawyer demographics for Hispanics/Latinos (7.2%).

SURVEYED LAW FIRM DALLAS OFFICE ONLY	Hispanic/ Latino Score	Total Hispanic/ Latino Attorneys	Hispanic/ Latino Equity Partners
		Total Attorneys	Total Equity Partners
Baker & McKenzie	75.6	6/70	0/13
Weil, Gotshal & Manges LLP	72.9	6/81	1/19
Akin Gump Hauer Strauss & Feld LLP	71.6	10/139	1/29
Vinson & Elkins LLP	55.7	6/133	1/54
Jones Day†	55.4	8/187	NA
Haynes & Boone, LLP	50.7	7/190	2/84
Carrington, Coleman, Sloman & Blumenthal, L.L.P.‡	49.2	3/88	1/39
Jackson Walker L.L.P.	42.6	3/119	1/35
Munsch Hardt Kopf & Harr, P.C.‡	42.1	2/84	1/30
Locke Liddell & Sapp PLLC	42.0	5/178	1/80
Thompson & Knight LLP	40.8	5/206	2/85
Baker Botts L.L.P.	40.1	4/161	1/62
Fulbright & Jaworski L.L.P.	36.5	3/143	1/59
Winstead Sechrest & Minick P.C.	35.7	3/151	1/54
Patton Boggs LLP	34.1	2/100	0/17
Hughes & Luce, LLP‡	28.8	2/116	0/42
Andrews Kurth LLP	23	1/81	0/22
Gardere Wynne Sewell LLP‡	21.2	2/177	0/52
Strasburger & Price, LLP	21.1	1/83	0/39
Hunton & Williams LLP	<i>firm did not participate</i>		

† This firm acknowledged that it has both equity and non-equity partners, but it declined to report such data. Accordingly, the average ratio of equity partners to non-equity partners for the surveyed firms was applied.

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

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

The chart below orders firms according to diversity performance in recruitment, hiring, and retention of Asian American attorneys. The demographics of ten surveyed firms exceed Asian American Texas lawyer demographics (1.9%), and five met or exceeded Texas Asian American numbers (3.3%).

SURVEYED LAW FIRM DALLAS OFFICE ONLY	Asian/ Asian American Score	Total Asian/ Asian American Attorneys  Total Attorneys	Asian/ Asian American Equity Partners  Total Equity Partners
Andrews Kurth LLP	100	6/81	1/22
Baker & McKenzie	100	3/70	1/13
Haynes & Boone, LLP	100	10/190	4/84
Hughes & Luce, LLP†	100	4/116	2/42
Weil, Gotshal & Manges LLP	100	3/81	0/19
Winstead Sechrest & Minick P.C.	87.9	4/151	1/54
Akin Gump Hauer Strauss & Feld LLP	86.0	4/139	0/29
Carrington, Coleman, Sloman & Blumenthal, L.L.P.†	78.8	2/88	1/39
Fulbright & Jaworski L.L.P.	73.0	3/143	1/59
Munsch Hardt Kopf & Harr, P.C.†	70.6	2/84	0/30
Vinson & Elkins LLP	68.3	3/133	0/54
Baker Botts L.L.P.	66.5	3/161	1/62
Jackson Walker L.L.P.	42.3	1/119	1/35
Jones Day	40.0	2/187	NA
Gardere Wynne Sewell LLP†	38.4	2/177	0/52
Patton Boggs LLP	36.2	1/100	0/17
Locke Liddell & Sapp PLLC	36.0	2/178	0/80
Thompson & Knight LLP	16.8	1/206	0/85
Strasburger & Price, LLP	0.0	0/83	0/39
Hunton & Williams LLP	<i>firm did not participate</i>		

† This firm acknowledged that it has both equity and non-equity partners, but it declined to report such data. Accordingly, the average ratio of equity partners to non-equity partners for the surveyed firms was applied.

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

## E. Native American Attorney Results

The demographics of nine surveyed firms exceed Texas lawyer demographics for Native Americans. Due to the small Native American population in Texas and the Texas Bar (0.3% in each), firms generally met benchmarks with one or two Native American attorneys.

SURVEYED LAW FIRM DALLAS OFFICE ONLY	Native American Score	Total Native American Attorneys	Native American Equity Partners
		Total Attorneys	Total Equity Partners
Fulbright & Jaworski L.L.P	100	1/143	1/59
Hughes & Luce, LLP†	100	2/116	0/42
Locke Liddell & Sapp PLLC	100	2/178	1/80
Munsch Hardt Kopf & Harr, P.C.†	100	1/84	0/30
Patton Boggs LLP	100	2/100	0/17
Strasburger & Price, LLP	100	1/83	0/39
Weil, Gotshal & Manges LLP	100	1/81	0/19
Vinson & Elkins LLP	96.3	1/133	0/54
Baker Botts L.L.P.	90.0	1/161	0/62
Akin Gump Hauer Strauss & Feld LLP	0.0	0/139	0/29
Andrews Kurth LLP	0.0	0/81	0/22
Baker & McKenzie	0.0	0/70	0/13
Carrington, Coleman, Sloman & Blumenthal, L.L.P.†	0.0	0/88	0/39
Gardere Wynne Sewell LLP†	0.0	0/177	0/52
Haynes & Boone, LLP	0.0	0/190	0/84
Jackson Walker L.L.P.	0.0	0/119	0/35
Jones Day	0.0	0/187	NA
Thompson & Knight LLP	0.0	0/206	0/85
Winstead Sechrest & Minick P.C.	0.0	0/151	0/54
Hunton & Williams LLP	<i>firm did not participate</i>		

† This firm acknowledged that it has both equity and non-equity partners, but it declined to report such data. Accordingly, the average ratio of equity partners to non-equity partners for the surveyed firms was applied.

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

## **VI. Firm Efforts Results**

The Task Force went beyond the analysis of raw numbers and examined diversity initiatives undertaken by law firms. The Firm Efforts Checklist assesses diversity initiative trends and their correlation to the survey results. A firm's initiatives are not reflected in the firm's score, but the Task Force anticipates that by viewing the survey and checklist together, firms can evaluate their diversity efforts and the results in light of their efforts. Exhibit C, "Firm Efforts Checklist Explanation," lists the checklist questions that their importance.

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

- **General Commitment.** More firms (over 80%) than last year include diversity initiatives in their strategic plans. Less than 20%, however, provide billable credit for diversity efforts, and less than 60% evaluate diversity efforts as part of partner compensation.
- **Diversity Committees and Professionals.** More firms now have a diversity council or a diversity consultant or professional. Over 90% of the firms have a diversity council, and over 60% employ a diversity consultant or professional.
- **Leadership within Firm.** Approximately 40% of the responding firms have a minority attorney in the managing body, which is about the same as last year. More than 40% of the firms have a minority attorney who heads a practice group, up from last year.
- **Recruiting.** More firms now interview at minority job fairs and minority law schools. Approximately 70% report hiring from minority job fairs. Over 60% interview at minority law schools, but less than 40% of surveyed firms hire candidates from minority law schools.
- **Minority Organizations.** Approximately 80% of the firms pay membership fees for minority bar associations or pay expenses related to participation in minority-focused associations, which is about the same as last year.
- **Communication.** More than 80% of the responding firms communicate diversity information internally to employees and externally to clients. Last year, fewer firms communicated internally, and approximately the same amount communicated externally.

As the Task Force gathers more data over time, the 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 report offers no exact formula for achieving minority hiring and retention goals; rather, it synthesizes quantitative and qualitative data, providing benchmarks for firms and others monitoring the demographics at large Dallas law firms. The 2007 Report speaks for itself. All but two of the 20 largest law firms in Dallas fall below the meager expectation of minority representation that reflects the demographics of the Texas bar.

The Task Force encourages firms to scrutinize their continuing efforts to create and sustain more inclusive firm cultures. Acknowledging the obstacles associated with increasing minority hiring, retention, and promotion, we again challenge law firms to do more to attract and retain talented attorneys of color to join their ranks.

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 B

## Law Firm Survey

Instructions: When completing this survey, please only include the number of attorneys in each category who work primarily in your firm's offices located in Dallas County, Texas, and who were licensed and employed by your firm as of May 31, 2007.

When considering the following categories, please only include attorneys who have self-identified and fall within the following definitions:

- 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 the original peoples of North America who maintain cultural identification through tribal affiliation or community recognition.

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

Please indicate the number of offers of permanent employment extended to and accepted by licensed or unlicensed attorneys in Dallas County offices between June 1, 2006 and May 31, 2007:

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

I, \_\_\_\_\_, certify that the responses to the above survey are true and accurate.

Printed Name

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Title

\_\_\_\_\_  
Date

**COMPLETED FORMS DUE BY OCTOBER 1, 2007**

# Exhibit C

## Firm Efforts Checklist Explanation

As part of the survey, the Task Force asked law firms whether they had undertaken the following efforts to recruit, hire, and retain minority attorneys. Firms were asked to specify whether they had undertaken each effort in the past, whether they currently undertake the effort, and whether they plan to undertake the effort in the future. The list of efforts was based on best practices suggested by the National Association for Law Placement (NALP) and the Minority Corporate Counsel Association (MCCA).<sup>4</sup>

### GENERAL COMMITMENT

1. Firm's written strategic plan includes diversity initiatives. Please attach relevant excerpt.

Integrating diversity initiatives into the firm's strategic plan ensures that diversity is incorporated into the firm's plan for success.

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

Mandating and monitoring that minority attorneys have such equal access ensures that attorneys do not miss out on important opportunities for career development.

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

4. Firm ties a component of partner compensation to diversity efforts.

Billable credit and partner compensation for diversity efforts provides a powerful incentive for attorneys to participate in these efforts.

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

Evaluations allow attorneys to identify problems and suggest solutions and alternatives.

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

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

### DIVERSITY COMMITTEES AND PROFESSIONALS

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

A diversity council that includes senior partners and reports to the managing body has the ability to effectively carry out diversity initiatives.

8. Firm has a diversity consultant to evaluate the firm AND to provide strategies of how the firm can improve recruitment, retention, development, and advancement of minority lawyers.

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<sup>4</sup> NALP, Diversity Best Practices Guide (Mar. 3, 2006), available at [http://www.nalp.org/assets/221\\_diversitybestpracticesgui.pdf](http://www.nalp.org/assets/221_diversitybestpracticesgui.pdf); MCCA, A Set of Recommended Practices for Law Firms, available at <http://www.mcca.com/site/data/researchprograms/lfbestpractices/pathwaysII/pathwaysIItoc.html>.

A diversity consultant can evaluate the firm by examining the perspectives of employees and the systems and protocols of the firm in order to provide effective strategies.

9. Firm has a diversity professional to facilitate the implementation and assessment of diversity initiatives.

A diversity professional can use experience with successful diversity programs to help implement and assess diversity initiatives.

#### LEADERSHIP WITHIN FIRM

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

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

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

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

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

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

#### RECRUITING

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

- 12b. Firm has hired at least one minority student from a minority job fair. If so, please indicate the number of minority students in the current period: \_\_\_\_.

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

- 13a. Firm conducts on-campus interviews at one or more minority law schools. If so, please indicate the number of minority law schools in the current period: \_\_\_\_.

- 13b. Firm has hired at least one minority student from a minority law school. If so, please indicate the number of minority students in the current period: \_\_\_\_.

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

- 14a. Firm offers at least one fellowship directed toward minority law students. If so, please indicate the number of fellowships: \_\_\_\_, and the amount of each fellowship in the current period: \$\_\_\_\_.

- 14b. The fellowship of 14a includes a summer clerkship at the firm.

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

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

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

**MINORITY ORGANIZATIONS**

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

Payment of such fees by the firm encourages participation in such bar associations and demonstrates the firm's commitment to such associations.

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

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

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

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

Participation in minority-focused associations and organizations provides valuable networking opportunities that can lead to business development and hiring opportunities. In addition, such participation offers minority attorneys leadership development opportunities.

**COMMUNICATIONS**

**19. Firm includes diversity metrics and goals in marketing materials provided to clients.**

External diversity communication shows clients that the firm is committed to diversity and is tracking progress towards diversity goals.

**20. Firm communicates to all firm employees diversity information that includes diversity achievements, diversity policies, and diversity statistics.**

Internal diversity communication informs employees of diversity efforts and progress and continues the diversity dialogue.

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

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

**ADDITIONAL COMMENTS**

22. \_\_\_\_\_