

THE AMERICAN LAWYER

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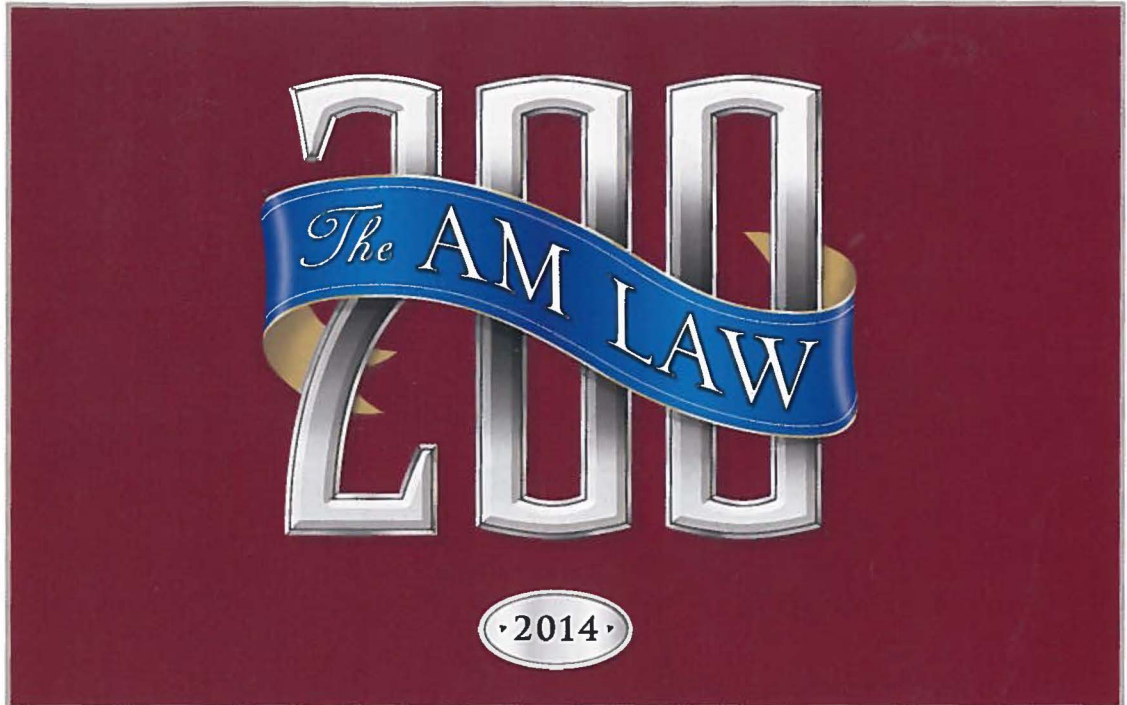
JUNE 2014

AM LAW 200
RANKINGS PAGE 68

WHAT'S **WRONG** WITH THIS PICTURE?



HINT: THESE LAWYERS LED BIG LAW'S TOP DEALS AND SUITS. JUST THREE ARE BLACK. SEE PAGE 11



Second Hundred Law Firms

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The Am Law Second Hundred
For complete coverage, go to american-lawyer.com. View all the stories, rankings and interactive charts.

The results of our Pro Bono survey will appear in the July issue and online at americanlawyer.com.

For more stories, news and discussions, like us on **Facebook** ([facebook.com/theamlawdaily](https://www.facebook.com/theamlawdaily));

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To build business, alert clients about the currents ahead. (It's harder than it looks.)

CORRECTIONS

The lawyers at Fish & Richardson aren't more industrious than the rest of you after all. The firm billed, on average, 1,898 hours per attorney last year—not the 2,605 hours we reported in "By the Numbers" in May. The firm's total billable hours, which we used to derive our figure, included hours billed by nonattorneys

such as tech specialists. So, we used the wrong denominator.

In "Don't Mess With Texas" in May, the quotation "Texas was doing well. Houston and Dallas are among Weil's most profitable offices" should have been attributed John Strasburger, not to Joseph Basile.

About Our Cover

Why are so few of Big Law's top dealmakers and litigators African-American?



If medicine looked like Big Law, you'd likely never encounter a black doctor in your life. If academia resembled Big Law, you'd find a few black nontenured professors, but virtually no black tenured professors. And if the cover of a magazine tried to capture the complexion of Big Law, you'd get this month's issue of *The American Lawyer*.

Who are all those folks on our cover? They're every lawyer whose photo we featured in a year's time, from May 2013 to April 2014, in our monthly Big Deals and Big Suits columns. That is, they led the hottest, most significant and most lucrative work in the nation's top law firms. (We ask firms to send us photos of the movers and shakers in those deals—often telling them to bias their photo selections toward key women and minority players.) The photo tally: 112 men, 19 women. (Some lucky lawyers appear more than once if they led multiple deals or suits.) And just three are black—or a little more than 2 percent.

That ratio roughly reflects the percentage of blacks in Big Law, which stands at 3 percent, according to our recent survey of more than 200 firms. (Black partners represent a mere 1.9 percent of all partners and black equity partners, those rarest of lawyers, even less than that.) The percentage of black lawyers at large firms has slipped every year for the past five, even as the African-American population in the United States stands at 13 percent.

Furthermore, the steady decline of African-American lawyers in Big Law and the stagnant percentage of black partners come at a time when Asian-American and Hispanic lawyers, including partners, are making gains. The percentages of Asian-American lawyers and partners eclipsed those of black lawyers long ago. In 2014, for the first time, the percentage of Hispanic lawyers also exceeds the percentage of blacks. Our Diversity Scorecard, on page 60 of this issue, plus more charts online at americanlawyer.com, show the sobering details.

What happened? Several things: the lack of a pipeline from law schools; middling retention efforts; recessionary pressures that kept nervous partners hoard-

ing work; and the general clubby culture of law, as Julie Triedman notes in her report on page 46.

Vivia Chen, our longtime culture-of-law blogger, says plain old racism is at work too. In *The Careerist*, her new column for this magazine (page 21), she observes that a recurring reason that partners have told her they don't hire more African-American lawyers is that "we can't compromise on our standards." How about partnering with law schools to make sure those standards are met?

Speaking of law schools, they've made only modest gains in the past decade in graduating minority students, according to Karen Sloan's report on page 54.

Together, the news is especially wrenching for the African-American pioneers of Big Law. For our story on page 56, Michael D. Goldhaber spoke with those who our sister publication *The National Law Journal* featured 35 years ago, in a story titled "3,700 Partners. 12 Are Black." In a nation where minority groups are growing, Big Law had better wake up. Vaughn Williams, one of those standard bearers, told us: "We will either see highly diversified institutions or law firms will be dead."

Kim Kleman
kkleman@alm.com

P.S.: For those of us who cover Big Law, we must do better too. ALM has no blacks among the senior leaders of its national publications, including *The American Lawyer*. And less than 1 percent of our reporters are black.

For The Careerist blog, go to americanlawyer.com



By Vivia Chen

Time to Call It Racism?

Until law firms start acting as if they believe blacks can make it in Big Law, diversity efforts won't succeed.



Pity more racists aren't like Donald Sterling, the owner of the Los Angeles Clippers (and a lawyer). If all bigots were as flagrant as Sterling, it'd be so much easier to identify racism and nip it in the bud. Much more slippery are the more polite forms of bias, such as those that persist in the polished halls of Big Law.

In my 10-plus years covering women and diversity in the profession, I've heard many reasons why elite law firms have poor track records with black lawyers. (They make up only 2 percent of Am Law 100 partners; for Wall Street firms, it's 1.6 percent.) Among them: the leaky pipeline, the dearth of role models and mentors, poor training, etc.

But who wants to tackle what's at the heart of it all: race? Certainly not partners. They'd prefer to spotlight their relative success with Hispanics or Asian-Americans. In fact, some firms that get high marks for overall diversity have paltry records when it comes to black partners.

(Among Am Law 100 firms, Wilson Sonsini Goodrich & Rosati and Milbank, Tweed, Hadley & McCloy rank high for diversity, though each has just one black partner; Davis Polk & Wardwell, another high scorer, has none.)

Whenever I press firms about the lack of black lawyers, the explanation invariably comes down to the limited inventory and this: "We can't compromise on our standards."

The first time I heard the "standards" explanation, I took it at face value. After all, big firms are credential-obsessed institutions, and there are only so many top candidates to go around—and fewer diverse ones at that. But I've heard the "standards" line so often that I wonder if it's code for something else.

Black lawyers have made scant progress compared with blacks in financial management, medicine and accounting, according to a study by the Microsoft Corporation. What makes the legal field so impenetrable, I think, is that lawyers, particularly those in major firms, believe that they are intellectually superior. Firms promote this cult of cerebralism, preaching that only the

brightest and most tenacious will win the prize. To some members of the establishment, minorities don't quite fit the bill.

And so this myth of meritocracy creates a closed, self-satisfied, slow-evolving club that tends to admit members who are carbon copies of those already there.

Which brings us back to the "standards" explanation. Partners often tell me that they have to lower their standards to hire black associates, yet when they do, those hires often don't work out. (Left unanswered: How much exactly are firms "lowering" their standards? Do law school grades truly determine success in the long run. And why can't "standards" be taught?)

I don't doubt that some big firms are making a good-faith effort to increase the number of black attorneys in their ranks. But firms often seem ambivalent about the effort: They congratulate themselves for going the extra mile to recruit African-Americans while waiting for them to implode.

A recent study by consulting firm Nextions confirms my observations. In it, 60 partners from 22 firms were asked to rate a research memo by a third-year associate. Some were told the memo was authored by a Caucasian; others were told an African-American wrote it. The Caucasian got a 4.1 out of a high grade of 5, while the African American got a 3.2.

"This confirms empirically what we know anecdotally," says Merle Vaughn, a managing partner and the head of diversity at recruiting firm Major Lindsey & Africa. "Implicit bias exists—which some would argue is explicit as well."

Call it implicit, unconscious or unintentional bias, but it's prejudice just the same, an uncomfortable fact that firms need to face. Firms can go through the motions of diversity—host cocktail parties for black law students, assign mentors to black associates or hire fancy diversity experts—but unless they're convinced that African-Americans can make it, those efforts are largely a waste of time.





BIG LAW IS LOSING THE RACE

Large firms have long lagged in matters of diversity, and their record on hiring and promoting African-Americans is especially bleak. Why have firms fallen so short—and what can be done about it?

BY JULIE TRIEDMAN

FOR BLACK PARTNERS, THE AM LAW 100 IS A LONELY PLACE.

More than a quarter-century after the first national efforts to boost the presence of black lawyers at large firms, African-American partners remain so rare that at most firms, they can be counted on one hand, even though the average Am Law 100 firm has more than doubled in size in the past two decades.

In 2013, only 1.9 percent of partners—one in 54 at the 223 firms that submitted data for our Diversity Scorecard—were black, a percentage that hasn't changed in five years. For black women partners, the numbers are even worse: They average just one in every 170 partners in our surveyed firms, half the number of black male partners, according to data collected by the National Association for Law Placement.

For black associates, the situation is not much better. The recession was a disaster for lawyers of all minorities at large firms; they were almost twice as likely to be laid off as their white peers. Between 2008 and 2009, the number of minority lawyers at the nation's largest firms dropped by 9 percent,

mostly associates. But while the numbers of Asian-American and Hispanic lawyers have since rebounded past prerecession levels, black lawyer head count has continued to slide. The percentage of black lawyers at the largest firms is now at a level not seen since 2000: 3 percent of all lawyers, down from 3.1 percent in 2012.

The law continues to fall further behind

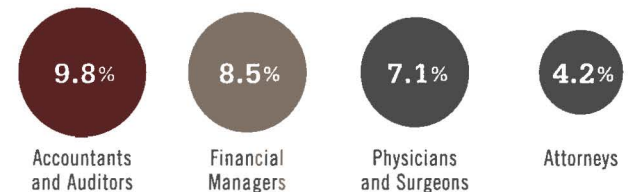
other professions in the inclusion of black professionals, according to a recent study by Microsoft Corporation. And within the legal profession, large law firms' record on diver-

sity is the worst, well behind that of government or corporate legal departments.

What has gone so wrong? Interviews with two dozen black lawyers, in-house counsel, diversity experts and academics, plus our exclusive law firm surveys, suggest a variety

THE PALEST PROFESSION

The percentage of African Americans in the legal industry generally is far lower than in other professions.



Source: Microsoft Corporation's "Raising the Bar" report

of causes. Most agreed that pressures within law firms that began during the recession have made partnership both a more difficult and less attractive proposition for black lawyers. Meanwhile, the pipeline has narrowed. As firms keep associate classes smaller, fewer black lawyers are moving into firms; the black law graduates who are tapped by elite firms continue to be a small group of high-ranking students from first- or second-tier law schools. Finally, a mid-2000s push by corporations to compel their outside counsel to diversify has receded, displaced by concerns over law firm pricing.

At a time when minorities in the United States will soon be the majority, the business case for increasing the number of black lawyers and partners is clear. "The regulatory sector is one of the growth areas of major firms," says Paul, Weiss, Rifkind, Wharton & Garrison litigation partner Theodore Wells Jr. "You have African-Americans who sit at the very apex of our government and our regulatory agencies. To the extent that your firm is out of step, it's going to be a competitive disadvantage."

INSIDE: THE DIVERSITY CRISIS

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Law Schools Still Struggle With Racial Balance page 54

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Corporate clients are also increasingly integrated. “Corporate law firms have a very strong need to generate new business and to expand relationships with existing clients in order to grow,” says Reginald Turner Jr., chair of the ABA’s Commission on Racial and Ethnic Diversity in the Profession. “Firms can’t afford to turn their backs on corporate legal departments that are taking affirmative steps to ensure that they employ diverse outside counsel.”

What still is lacking, many black lawyers and diversity directors say, is a broad commitment by individual white partners to ensuring the success of minority lawyers, and particularly black lawyers. Recent research has painted an alarming picture of the continuing presence of unconscious racial bias at firms. The research confirms what a lot of black lawyers have known all along: It’s not enough to recruit more black associates if you don’t deal with pervasive bias. “Diversity is a numbers game,” says Joseph West, president and CEO of the Minority Corporate Counsel Association. “It centers on a law firm or corporate law department saying that we have recruited X number of [black] lawyers. Inclusion has to do with what you do with them once they are in.”

FOR NOW, THOUGH, LARGE FIRMS ARE FAILING EVEN AT THE numbers game. After a decade and a half of incremental increases, the number of black partners is at a standstill. Between 1995 and 2008, their ranks doubled, from just over 1 percent to 2 percent of all partners at surveyed firms; the next year, the percentage fell to 1.9 percent, where it has stayed ever since.

The numbers are even worse for equity partnership, the true brass ring of compensation and power. Last year, 31

LEADERS AND LAGGARDS

Firms in New York and Washington, D.C., have The Am Law 100’s highest percentage of African-American equity partners (left). Eleven Am Law 100 firms listed no African-American equity partners (right).

Firm	Percentage	Firm	Percentage
Williams & Connolly	4.1%	Baker & McKenzie*	0
Crowell & Moring	4.0%	Cadwalader	0
Reed Smith	3.8%	Cooley	0
McGuireWoods	3.5%	Davis Polk	0
Ogletree Deakins	3.4%	Edwards Wildman	0
Cahill	3.3%	Fragomen	0
Covington	3.3%	Locke Lord	0
Akin Gump	3.2%	Mintz Levin	0
Greenberg Traurig	3.2%	Orrick	0
Jackson Lewis	3.2%	Pillsbury	0
Paul Weiss	3.2%	Wachtell	0

*International partnership only. Partner numbers are FTEs.



Many lawyers believe that implicit discrimination exists at law firms, even though they do not think they personally are biased, says Sidley Austin’s Craig Griffith.

firms—more than a third of the 77 Am Law 100 firms that reported equity status breakdowns to us—either had no black equity partners or just one. Another 18 had two. Only one firm, Jones Day, had more than 10—it had 12, or 1.8 percent of the firm’s 648 U.S. equity partners.

Among the Am Law 100 firms with no black equity partners are some of the group’s biggest, such as Baker & McKenzie, and most profitable, such as Wachtell, Lipton, Rosen & Katz and Davis Polk & Wardwell. Davis Polk managing partner Thomas Reid says that his firm recruits aggressively for top black law graduates, only to see them leave the firm a few years later for government or in-house positions. In such a small partnership, he says, senior black lawyers are hard to replace; the departure of the sole black partner in 2012, Kimberley Harris, “knocked us back a key role model,” he says.

The American Bar Association was officially desegregated in 1943, but it wasn’t until the mid-eighties that boosting minority representation in law firms became a top ABA priority. Law firms responded. In the late 1980s, most major firms had one black partner. “We used to joke it was the rule of one,” says Wells, who graduated from Harvard Law School in 1976. Now, he says, “most major firms have a black partner, maybe two. And that’s where things have stopped. You’ve got a glass ceiling. I get very depressed and frustrated about this. You would have thought, certainly at a time when you have an African-American president, and an African-American attorney general, there would be a better business case. But the numbers have not moved.”



THE DIVERSITY CRISIS

To bump up their black partner numbers, recruiters say, firms increasingly poach black talent from rivals. “Firm A, to get a person of color, robs Firm B,” says Lawrence Green, a Chicago-based legal recruiter who places mostly attorneys of color. “The overall numbers don’t change. They don’t increase.” Some firms are also trying to hike black partner numbers by promoting black associates to the nonequity tier. “Once you get trapped in the nonequity ghetto, it’s hard to crack,” says one, who asked not to be identified.

Firms encouraged a “major, major influx of people of color in the late 1990s,” says Green. “Many of them moved into partnership, even though they didn’t have much business of their own. Then the economy tanked. And as law firms started cutting people, those attorneys were the first to go.”

Problems stemming from the contest for partnership have “not only continued, but have accelerated” since the recession, Harvard Law School professor David Wilkins says. “To the extent that law firms have changed, they’ve changed in ways that are making it more difficult for African-American lawyers

to succeed. Law firms have become much more competitive. Partnership rates continue to decline. And once you become a partner, the stability of being a partner has decreased.”

THE ROOT OF THE BIG-FIRM DIVERSITY CRISIS GOES BACK TO the first years of an associate’s career. The peculiar traditions of law firms leave decisions about hiring, assigning work to and evaluating associates to individual partners, sometimes resulting in unconscious bias.

Harvard’s Wilkins was the first to highlight this bias in his seminal 1996 study on race in law firms. The pyramid model of firms (hordes of recruits, but few advancing to partnership) led to what Wilkins called a tournament for opportunities and promotion, one in which white male associates were more likely to be selected for training and get the best work assignments. The reason was unconscious bias: Selections were mostly made by white male partners who felt an affinity with associates who were most like themselves. These decisions tended to be self-perpetuating; partners continued to invest in the already better-trained associates, leaving the less-trained with fewer opportunities. “Good lawyers are made, not born,” Wilkins wrote.

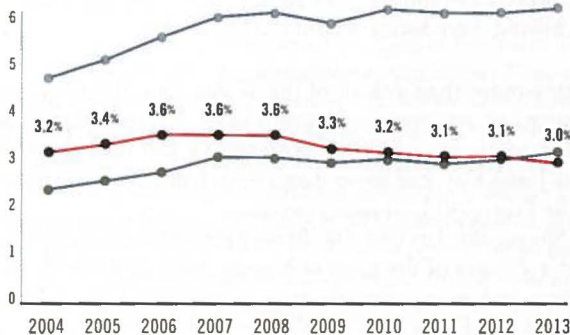
Eighteen years later, Wilkins’ findings still ring true for many black lawyers. “You are deemed worthy of receiving the keys when you are liked, and you are usually liked by people who can relate to you or perceive you as similar to themselves,” a black female ninth-year associate at a mid-size firm says, asking not to be identified because she is up for partnership. Black lawyers, she adds, “would more often than not say that they were not able to bring their whole selves to work and therefore grew tired of the ruse and moved on, or they brought their whole selves to work and found themselves ostracized and alienated.”

Wilkins’ study came at a time when law firms were engaged in an all-out effort to hire and promote black lawyers, and when there was plenty of work to go around. When the lean times hit, “you felt the wagons circling,” says a black female M&A attorney who made partner in 1999 but lost her job during the recession. “It was who was on the inside and who was on the outside, and a lot of the minorities were on the outside.”

The percentage of African-Americans at big firms is falling ...

Lawyers, by group

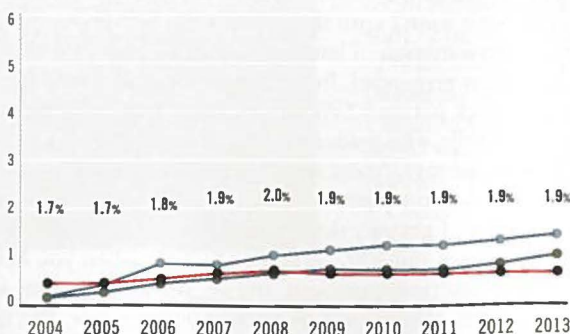
■ Asian-American ■ African-American ■ Hispanic



... and partner growth has stalled.

Partners, by group

■ Asian-American ■ African-American ■ Hispanic



INCREASINGLY, THERE IS EMPIRICAL EVIDENCE DOCUMENTING the racial disparities. African-American lawyers losing law firm jobs, for example, appear to suffer the lowest rates of reemployment at law firms of any group, according to a working paper issued in December by organizational sociologists at three business schools. The study examined the reemployment of more than 1,426 lawyers, including 50 black lawyers, after their firms failed in 2008 and 2009. The failed firms included Dreier LLP; Heller Ehrman; Morgan & Finnegan; Thacher Proffitt & Wood; Thelen; and WolfBlock. The researchers found that black lawyers were significantly less likely to regain employment within nine months than whites or other underrepresented minorities. White partners were most likely to regain employment

at firms, black associates, the least; and the white lawyers were more likely to get jobs in the largest and most prestigious firms than black lawyers were.

Christopher Rider, an organizational sociologist and professor at Emory University's Goizueta Business School, discovered the racial disparity when he was examining demographic data as part of a broader study charting how various tiers of firms hire from each other. "We suspect the lower reemployment data has something to do with how closely black lawyers are working with their colleagues," Rider says. "They may not be working as closely with coworkers as white lawyers are."

Black lawyers come into firms thinking that "the best thing is to keep their nose down and grind out good work product, which is important," says the MCCA's West. "But they never develop relationships beyond their cubicle, which is a critical mistake. White males immediately go about developing relationships inside and outside of the firm."

"You get a new diverse associate, and for the first few months, people are checking in, making sure their plate is full," says Frederick Barrow, a labor and employment litigation partner who recently left Littler Mendelson for a minority-owned firm. "But over time, you have to grow roots across the firm so you can be seen as a resource beyond those partners you were originally assigned to."

A former Am Law 200 associate, now an attorney at a state agency, remembers feeling increasingly isolated as a fourth-



To make it as an African-American woman at a big firm takes "a certain toughness," says Grace Speights, who heads Morgan Lewis' Washington, D.C., office.

Nonetheless, there is risk in investing too much time in cultivating relationships with a few powerful white partners: They may be less likely to pass on their clients to nonwhite junior colleagues. A study published in January found that black lawyers had less success than their white colleagues

increasing their books of business if they relied on inheriting client business. Two social scientists, Forrest Briscoe, at Pennsylvania State University, and Andrew von Nordenflycht, at Vancouver's Simon Fraser University, examined two decades' worth of individual bill-

ing records at three major law firms, which Briscoe declined to identify. Black lawyers appeared to be better off, Briscoe found, if they pursued client business outside the firm. "If you're investing in a relationship with a senior partner, he may be working with multiple people at a junior level so it's still a competition," says Briscoe. "It appears that female and minority partners are losing that competition."

That was true for one black female partner, who didn't want her name published because she's now in the job market. The partner she had worked most closely with for years led her to believe that she would inherit his main client, she

"LIKE MANY BLACK LAW GRADS, I THOUGHT THAT BEING THE SMARTEST PERSON IN THE ROOM WAS ENOUGH," SAYS A FORMER AM LAW 200 ASSOCIATE.

year municipal finance associate. The attorney, who asked not to be identified because he had not been given permission by his agency to speak to the press, was never invited to a face-to-face meeting with clients, as many white colleagues were. "It would have been nice to be given responsibility for something," he says. "It would have been helpful if someone senior had pulled me aside and said, 'I'm going to introduce you to this person.' Like many black law grads, I thought that being the smartest person in the room was enough to succeed. But really, I came too late to understand that what mattered was salesmanship."



says. But in the end, he passed the relationship to a white male partner who was junior to her. She left for another firm but was unable to bring in enough new business. Recently she was laid off.

If black associates don't always embrace broad relationship building within firms, it may be because those partners often don't embrace them. Associates have described "how a managing partner will walk right by them and invite others to a ball game or to lunch and not include them," says West.

"If they are not included, it is already going to be alienating and affect their work product and everything else."

More critically, he and others note, black associates are missing out on the informal, five-minute hallway mentoring that is more important than the formal mentoring programs most firms established a decade or so ago. "A lot of white male partners will walk on eggshells when it comes to giving feedback that minority lawyers need," says West. "There is not a single person in any profession who hasn't screwed something

BATTLE FATIGUE

Corporate legal departments have long led the charge for diversity at law firms. A decade into the fight, are GCs easing up?

A DECADE AGO, DISSATISFIED with the glacial pace of recruitment of minority lawyers at his outside firms, Sara Lee Corporation's then general counsel, Roderick Palmore, convinced 72 U.S. companies to agree to reduce or end ties with firms that showed a lack of commitment to diversity. Sure enough, the diversity dial moved; between 2004 and 2008, Asian and Hispanic lawyer head count jumped by a quarter, to 6.1 percent and 3.1 percent, respectively, while African-American head count rose from 3.2 percent to 3.6 percent, according to sibling publication *The National Law Journal*.

But last year, among the 77 Am Law 100 firms for which *The American Lawyer* has demographic data and equity/nonequity head counts, 31 firms still had either no black equity partners last year, or one. Since the recession, client pressure on diversity appears to have taken a backseat to reducing legal costs. "I think certainly it's dropped down on people's priority list," says E. I. du Pont de Nemours and Co. general counsel Thomas Sager.

Harvard Law School professor David Wilkins recently asked legal departments at U.S. companies to rank various factors, including diversity, in their legal services purchasing decisions. He found that diversity ranked behind the company's prior relationship with the firm, its past experience working

with it and the results it achieved. "Diversity isn't its own conversation anymore," Wilkins says. "It's now part of a larger conversation about price."

Another factor may be fatigue. Palmore's "Call to Action" was one of a cascade of such efforts by in-house counsel over the past 22 years. DuPont's was the first; in 1992 it made diversity one of four criteria when it reduced its preferred outside counsel list from 350 to 34 firms. In 1999, prompted by then-BellSouth Corporation general counsel Charles Morgan, chief legal officers at about 500 major companies signed a statement of principle espousing the general goal of lifting diversity both within corporate legal departments and among outside counsel. Palmore went a step further, asking companies to use their economic clout to compel firms to change, or lose business. In 2005 Wal-Mart Stores Inc. began requiring that at least one person of color and one woman be among the top five relationship attorneys at each firm that handled its matters. Within a few months, the company had shifted dozens of its relationship partners at top firms.

More than 20 years after such efforts began, however, there's a growing sense that firm leaders are still not getting the message. "We've always seen the business case for diversity," says

Sager. "Firms don't, because they're not seeing the immediate uptick in revenues or profits per partner."

FRUSTRATION AT the lack of progress surfaced at a recent City Bar of New York panel discussion on diversity. Noting that almost all the attendees were women or minorities, NBC Universal Inc general counsel Kimberley Harris lashed out. "Diversity is not an issue that is only the responsibility of diverse lawyers," she said. "It's the responsibility of everybody in an institution."

Firm leaders say that rather than helping them build up the ranks of minority lawyers, clients often make it harder by cherry-picking their best minority talent. Harris, for instance, left Davis Polk & Wardwell last year. She had been the only black partner, leaving the firm with none.

A survey of Fortune 500 companies by the Minority Corporate Counsel Association last year identified 25 top legal officers who were African-American, or 5 percent of the total; anecdotally, black lawyers inhabit second-tier posts in similar numbers.



Harris



Wilkins

Working in-house means no billable hours requirements, a greater emphasis on work/life balance, and a more transparent path to advancement—all areas where firms fall short. "There are fewer unwritten rules and norms of behavior, and so it is clearer what you need to do to succeed," says Prudential Financial Inc. general counsel Susan Blount.

Blount, who is white, says she can have more impact by focusing attention on minority- and women-owned firms. In 2010 she and Sager led an initiative to redirect more of their budgets to such firms. Last year, 31 companies set a \$150 million goal—and surpassed it by \$100 million. She says she's no longer confident that companies can really move the dial at corporate firms. "I have come to believe that it's very hard for firms to adjust their business model to make them more attractive to diverse talent," she says. "The numbers speak for themselves."

—J.T., with additional reporting by M.P. McQueen

up, and you learn more from your mistakes than your success. That is the kind of intercession that a lot of minority lawyers don't get."

Meanwhile, the chances for meaningful interactions with clients and partners are fewer now than before the recession. "There's a growing emphasis on technology, and the days of meetings with a partner and three associates in the room are gone," says Littler Mendelson employment partner Jaffe Dickerson, who founded his firm's diversity council.

FOR BLACK FEMALE ASSOCIATES, ADVANCING TO partnership inside a firm (as opposed to moving in laterally) is so difficult that "almost 100 percent of black women leave by the eighth year of practice," says Genhi Givings Bailey, DLA Piper's director of diversity and inclusion. In fact, a 2009 study by Catalyst, a nonprofit group promoting opportunities for women in business, showed that three-quarters of black female associates left their firms by the fifth year, and five in six before their seventh year. Among other things, the study concluded that black women had the hardest time fitting in at firms, and were most likely to feel that their supervisors had low expectations of them.

One associate, asking not to be identified because she didn't have permission to speak from her government employer, describes why she left her Am Law 200 firm. When she was a fifth-year associate, she says, a major arbitration her team had been immersed in ended. Suddenly there wasn't enough work for the three equally senior associates in the group. While she frantically emailed partners to ask for work, and eventually missed her billable hours targets, the two other fifth-years, both white men, were swamped with new assignments. "Both of them were married with children, so I was the obvious one to go,"



After joining Schiff Hardin from a judgeship, Patricia Brown Holmes built her book of business from scratch and is now the firm's top-billing female partner.

laying the groundwork for her eventual success. "I had no choice but to be successful," she says. Like others who have advanced organically within firms, partners served not just as Speights' mentors, but as sponsors. "All along the way," she says, "I had people in power—all but one white and male—who said, 'You are going to succeed. I think that's key. If you're going to be successful as an African-American lawyer, somebody has to be invested in you.'" (Morgan Lewis had a full-time equivalent of 7.42 black partners last year, 1.7 percent of a U.S. total of 433.)

Speights and several others suspect that black associates now climbing the partnership ladder, whether male or female, may not be benefiting from the same sort of sustained sponsorship she received. "The whole practice of law post-2008 has changed a lot," she says. "There's more pressure around billing. I really do think there's less of an interest in taking the time to bring others along. Many partners are focused on their own success. It's not that they discriminate consciously—it's just not at the top of their list."

Instances of overt bigotry are rare, but they do occur, says

"IF YOU'RE GOING TO BE SUCCESSFUL AS AN AFRICAN-AMERICAN LAWYER, SOMEBODY HAS TO BE INVESTED IN YOU," SAYS MORGAN LEWIS' SPEIGHTS.

this lawyer says, because as a single mother with neither a round-the-clock nanny nor a stay-at-home spouse, she couldn't put in the required face time. Within a few months, she left for a job in government.

To make it as a black woman at a firm takes "a certain toughness," says Grace Speights, a labor and litigation partner who heads Morgan, Lewis & Bockius' Washington, D.C., office. Like several powerful black partners we spoke with, Speights credits her mother—a single parent and full-time factory worker—with



Peter Haviland, a black litigation partner who recently left Kaye Scholer for Ballard Spahr. "I'd like to see the day when a firm publicly repudiates a partner for racist comments or behavior," he says. "There's a lot of racially charged things that go on in law firms that are not responded to. Firm leaders have not taken action because they're afraid those rainmakers will leave. And the inability to act on or confront such behavior, which makes firms relatively inhospitable to African-American lawyers, is a problem."

IN LATE APRIL, LAW FIRMS WERE ROILED BY A STUDY THAT shows in the starkest terms yet how implicit bias remains pervasive. The study, by Nextions, a law firm diversity consultant and leadership coaching firm, found that supervising lawyers were more likely to perceive African-American lawyers as having subpar writing skills.

In its study, Nextions inserted 22 errors, including minor spelling or grammar errors, factual errors and analysis errors, into a research memo written by a hypothetical third-year litigation associate. The memo was then sent to 60 partners who had agreed to participate in a writing analysis study. Half got a memo identifying the author as African-American; the other half, a memo noting that the associate was white. The hypothetical black associate got a significantly lower score on average than the hypothetical white one. Partners, regardless of their race or gender, had more positive things to say about the work of the white associate, and found fewer mistakes on average in the paper.

Many black partners active in their firms' diversity efforts say that this study, like no other before, has commanded the

"I'd like to see the day when a firm publicly repudiates a partner for racist comments," says Ballard Spahr's Peter Haviland.

attention of top management. Many also say that new efforts will focus on areas where such implicit bias continues to affect the advancement of black associates, in interviews, work assignments and performance reviews. "We have to talk about this out loud," says Craig Griffith, a Sidley Austin structured finance partner who cochairs the firm's associate compensation and diversity committees. "If you ask most lawyers, 'Does implicit bias exist at law firms?' most would say, 'Yes, it does,' says Griffith, who is black. "But if you ask the partner, 'Does it exist in you?' he will say, 'No, it does not.' That's a conversation we need to have on a whole range of issues now."

In the meantime, firms such as Schiff Hardin, Littler Mendelson and Reed Smith have begun taking steps to address both unconscious bias and structural impediments to black lawyer advancement. These steps echo in practical ways those recommended by the American Bar Association's Presidential Initiative Commission on Diversity in 2010 in its report summarizing its findings after a year of hearings on the issues. These are some of the actions firms have taken:

■ **REVISE HIRING AND EVALUATION SYSTEMS.** At the height of the recession, Sidley's management placed layoff decisions in the hands of practice group heads. The result was that the percentage of African-American associates fell by 47 percent. Afterward, the firm appointed a task force to review the layoffs. "What was revealed was that in decisions partners were making about which associates to keep, we found that our diverse associates were not making connections with partners in the same way and to the same extent as our majority associates were," Griffith says. "Therefore they were viewed as more expendable."

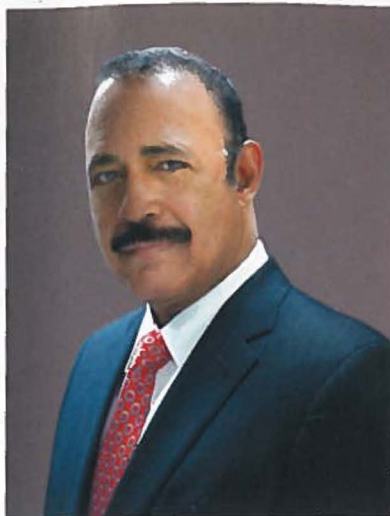
Sidley is now trying to formalize those connections, pairing minority associates with partners within their practice group, and the task force is tracking those associates to make sure they are receiving skills training, career coaching and client access. The firm is also examining its annual performance review forms, trying to strip away questions that might lead a partner to review an associate in a way that introduces implicit bias.

Schiff Hardin, another firm that is examining implicit bias, changed its associate interview process two years ago in ways that it says are bringing in a more diverse and talented pool of lawyers. "Typically, when law firms interview people, a single interviewer evaluates each candidate on the basis of fit. "It's 'I like this person, he went to my college; he's in,'" says Patricia Brown Holmes, a former state court judge who has been leading efforts to support minority associates since she joined the firm in 2005.

Two years ago, Schiff assigned a panel of trained interviewers, with each panel including a minority attorney and a female attorney, to meet each candidate and to ask a set of standardized questions, reducing the likelihood that the race of the interviewer would be a factor. A writing exercise is also graded “blind” to prevent implicit bias from creeping into the evaluation. That attention to detail continues throughout the associate’s career. Practice group heads are held accountable for making certain that diverse lawyers in particular are being treated fairly.

■ **GET MANAGEMENT BUY-IN.** In the early 2000s, many firms formed diversity committees to look at the problems facing minority associates. But now some firms are doing away with those committees on the grounds that they had little impact. “Partners who should be on the line think, ‘That’s the diversity committee’s issue, so I can go on about my business,’” says Vinson & Elkins appellate practice group head Thomas Leatherbury.

V&E has replaced its former diversity committee with a three-person team that includes the chairman of the firm, the head of women’s initiatives and Leatherbury, who is chair of a new talent management committee. The seniority of the core team ensures that diversity efforts have top-level buy-in, Leatherbury says; it regularly meets with a kitchen cabinet of minority attorneys to assess problems and progress.



“Most firms have a black partner, maybe two,” says Paul Weiss’ Theodore Wells Jr. “And that’s where things have stopped.”

Brown Holmes says that Schiff has backed her client development efforts. When she joined as an equity partner in 2005, she had trial and judicial experience but no book of business. Last year, she was the top-billing female partner at the firm and now sits on the executive committee, making her one of the few black female members of law firm management nationally.

Meanwhile, Reed Smith is focusing on providing networking opportunities to its African-American associates, sponsoring participation in minority-oriented events by groups like the National Bar Association and the Minority Corporate Counsel Association. The firm doesn’t just send its attorneys of color to these networking events; “internally we train all lawyers in business development, not just diverse attorneys,” says Tyree Jones, a black financial litigation partner.

Efforts like these need to be stepped up, say Griffith and others. But to really move the dial, Am Law 100 firms will need to promote to equity partnership far more African-American attorneys than they have done so far, he says—and that will take buy-in from white partners. “You have to have the active participation of your rainmakers, your business

developers, across the platform,” he says, “who recognize that building relationships with diverse lawyers is a part of the job description.”

To win their support, Wells says, firm leaders—and black partners—need to make a stronger, more convincing case that hiring and

promoting more black lawyers is a business necessity, not just a moral imperative. As clients diversify, he says, firms with more diverse partnerships will be better positioned to win business. What’s less often articulated, he says, is how diversity enhances the quality of client work. “I take it almost as a given that if you are in a room and you are trying to brainstorm a strategy for a client, you are likely to get to a better solution if you have people in that room with a different perspective,” he says. “If you’re all of the same background, you are more likely to miss something.” In other words, they will need to demonstrate that a commitment to diversity is not only the right course, but the smart one.

“THERE ARE A LOT OF RACIALLY CHARGED THINGS THAT GO ON IN LAW FIRMS THAT ARE NOT RESPONDED TO,” SAYS BALLARD SPAHR’S HAVILAND.

Diversity efforts are now a responsibility of each practice group, which includes a diversity leader and a “talent leader” who participate in decisions about allocating matters and who track the client engagement of minority associates. “The more you take it down to the practice level, that’s where you make the most change,” Leatherbury, who is white, says. “We’re more nimble at addressing issues now.”

■ **SUPPORT BUSINESS DEVELOPMENT.** Realizing that partners’ client golf outings excluded many minority and female lawyers (and clients), Schiff Hardin’s Brown Holmes suggested creating a new event aimed at minority lawyers and clients, at which a golf pro would teach the basics. The event has been popular and has now morphed into a women-only outing.

With reporting from M.P. McQueen. Email: jtriedman@alm.com.



LAW SCHOOLS' FAILING GRADE

The law firm diversity crisis has its roots at law schools, where the percentage of African-American students has been stagnant for years.

BY KAREN SLOAN

THE PAUCITY OF MINORITY STUDENTS IN LAW SCHOOLS HAS been the source of hand-wringing for decades, not only by legal educators but also by advocates who recognize that the larger legal profession can't diversify unless law schools do so first. Countless pipeline programs attempt to interest under-represented students as young as elementary school in legal careers; law schools go to great lengths to attract minority and low-income students.

Still, national minority enrollment made only modest gains during the past decade. Minorities constituted slightly more than one-fifth of all J.D. students in 2003 and just more than one-quarter in 2012, according to the American Bar Association. That means legal education still has a long way to go before it reflects the diversity of the country as a whole, considering that minorities made up 37 percent of the population in 2012. The U.S. Census Bureau projects that whites will lose their majority status by 2043.

"It's a problem. Some people want to act like it doesn't exist, but it does exist," says Patricia Rosier, president of the National Bar Association, the largest bar organization for African-American lawyers. "We're not there yet. I don't even know that we're halfway there. But we're making progress."

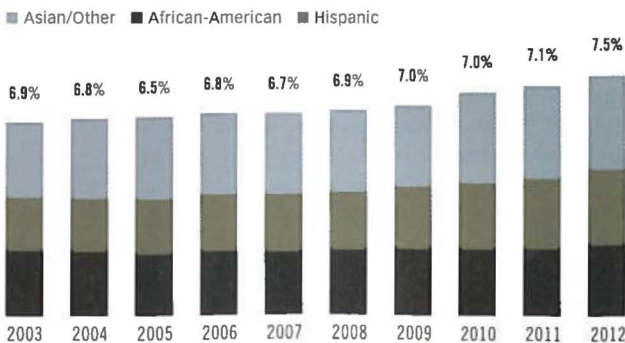
Perhaps nothing illustrates the problem as sharply as an eight-minute video a group of African-American students at the University of California at Los Angeles School of Law produced in February, called "33." The title refers to the fact that of the 1,100 law students at UCLA this year, just 33 are African-American. On the video, students describe the pressures they feel to represent the entire black community inside the classroom, while also feeling isolated within the student body.

"I am so tired of being on this campus every day and having to plead my humanity, essentially, to other students," one female student says in the video. "I feel like an outsider constantly. I don't feel at my own school that I can solely focus on being a student."

The video drives home that it's not enough for law schools to admit minority students in larger numbers—they also need to foster environments in which diverse students feel comfortable and included. "If you are going to diversify the student body, you need an environment that's supportive and recognizes people's differences," says Catherine Smith, associate dean of institutional diversity and inclusiveness at the University of Denver Sturm College of Law. "There's a

A WIDENING GAP

Although total minority law school enrollment has risen to 7.5 percent, African-American enrollment (shown in black) has been flat.



Source: American Bar Association

33

There are currently 33 black students in a student body of roughly 1100.



Of 1,100 law students at the University of California, Los Angeles (right), just 33 are African-American. They produced a video (below) to voice their frustrations.



whole chicken-and-egg debate about that. Which issue do you tackle first—diversity in admissions or campus climate?”

Although the percentage of minorities overall has increased, that doesn't tell the full story, says John Nussbaumer, an associate dean at Thomas M. Cooley Law School, which has five campuses in Michigan and Florida. “Disaggregate the data, and you will find that some groups are doing much better than others,” he says.

For example, Hispanics have seen the most growth within the law student ranks. They accounted for 5.7 percent of all J.D. students in 2003 but 8.1 percent by 2012—an overall increase of 2,640 students. That trend makes sense, given the rapid growth of the Hispanic population in the United States and the fact that far more Hispanic students enter the college system today, Nussbaumer says.

But the percentage of African-American law students has stagnated during the past decade, hovering around the 7 percent mark. Of the 203 ABA-accredited law schools, 89 conferred degrees on 10 or fewer African-American students in 2013, Nussbaumer says.

The percentage of Asian-American law students has also held steady at around 7 percent in recent years, though a change in the way the ABA collects data about Asian-American students makes a longer-term analysis difficult.

A host of factors are at play, stemming from disparities in K-12 education and the relatively smaller pool of minority students entering and graduating from college. Additionally, nonwhites are less likely to count an attorney among their family or acquaintances, given that minorities make up just 12 percent of lawyers, according to the ABA.

The reliance of schools on Law School Admission Test (LSAT) scores creates yet another barrier to minority students, who on average score lower than their white counterparts, Nussbaumer says.

He analyzed a decade of LSAT scores and admission trends in 2011 and found a close correlation between higher scores and acceptance rates. He concluded that African-American applicants had a “shutout” rate of 60 percent—meaning that most applicants received no admission offer. Hispanics had a shutout rate of 45 percent and whites of 31 percent. Similarly, African-Americans had the lowest average LSAT score, at 142;

Hispanics scored 146; Asian-Americans, 152; and whites, 153.

“It really all boils down to the LSAT and how a school treats those scores,” Nussbaumer says. “If schools are willing to sacrifice a little in the U.S. News & World Report rankings race and admit students with lower LSAT scores, we might see improvement. On the other hand, I don't see a lot of motivation for schools to do that, since they face a lot of heat if they drop in the rankings.”

State laws—such as those in California and Michigan—prohibiting the consideration of race in admissions at public universities create another obstacle to law school diversity. The U.S. Supreme Court recently upheld Michigan's affirmative action ban, and admissions officials need to exercise caution in how they bring in diverse classes.

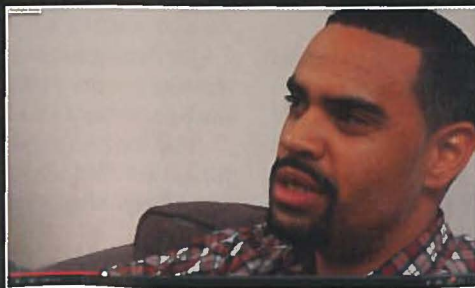
Many law school administrators recognize that fostering an inclusive campus environment is as important as admitting diverse classes. Denver's Smith was one of the first high-ranking administrators to launch a diversity initiative, but additional schools have followed suit since her 2010 appointment. The job is to recruit from underrepresented groups and make sure those who enroll feel truly welcome.

Smith lately has been working with high schools and undergraduate programs. For example, the Denver Urban Debate League, which teaches public high school students the forensic arts, is headquartered at the law school. The debaters practice in the moot courtroom and receive coaching from law faculty. Denver also offers a low-cost, nine-week LSAT prep course to undergraduates.

“We can't solve our public education crisis, but we can tackle a small slice of it and do what we can in our own backyard. This isn't a five-year project. It's a lifetime project,” Smith says.

Small gains won't solve the larger problem, Nussbaumer says. “We need to move the needle much more than a nudge here and there,” he says. “The legal profession is so far behind that little improvements aren't going to be enough.”

Karen Sloan is a staff reporter at The National Law Journal, where this article first appeared. Email: ksloan@nlj.com.





PIONEERING PARTNERS SAY HURDLES REMAIN

Black lawyers have more opportunities outside Big Law, trailblazers say, though they're dismayed that firms still have so few African-Americans.

BY MICHAEL D. GOLDHABER

IN THE HISTORY OF LEGAL JOURNALISM, FEW HEADLINES were more stunning than the banner that ran above The National Law Journal's first survey of blacks at large law firms: "3,700 Partners. 12 Are Black."

Much has happened since that headline ran in July 1979 (next to a story on the emergence of a "quaint" specialty called international trade law). The nation emerged from the "malaise" that President Jimmy Carter lamented that month. The Iranian hostages were captured and released. Lapels narrowed. But one thing that changed disappointingly little was the scarcity of black partners in elite legal practice. Over 35 years, the representation of African-Americans at the top 50 law partnerships crawled up from 0.3 percent to 1.9 percent. An updated headline would read: "14,000 Partners. 265 Are Black."

No one can speak with greater moral authority on race in the law than the members of that 1979 fraternity. Despite their own spectacular careers, several spoke with deep dismay about the pace of progress in diversifying elite law firms. Eight of the "12 Blacks" who integrated the NLJ 50 are alive, and The American Lawyer spoke with five, round-

Harvard, Stanford and Tuskegee Universities; and bishop's sub-dean in the Episcopal Diocese of the Virgin Islands. Two are CEOs in the financial sector and two are civilian general equivalents in the U.S. Army, with seven stars between them.

"The personal stories are tremendously inspiring," says Ronald James, who spent 25 years as a Squire Sanders partner and chaired NALP's diversity committee in the 1980s. "But to see these numbers after all that effort and energy and work is depressing." The first thought James had on seeing the updated NLJ statistic was, "Oh my God, all these bright minds, and we're still doing the onesies!"

"It really is a disgrace," says retired partner Conrad Harper of Simpson Thacher & Bartlett. "Less than 0.5 percent was a disgrace, and 2 percent is hardly much better." Harper knows about disgraces, having resigned as the Harvard Corporation's first black member in 2005 because in his view, then-president Lawrence Summers "demeaned those who are underrepresented" in higher education. But then the members of the 12 Blacks fraternity were never afraid to tell the painful truth about their encounters with racism.

The fraternity's founding member was William Coleman Jr., still at O'Melveny & Myers at age 93, who clerked for Felix Frankfurter after graduating first in his class at Harvard Law

PARTNERS IN
AM LAW 50
FIRMS TODAY

14,076

BLACK
PARTNERS IN
THOSE FIRMS

265

"TO SEE THESE NUMBERS AFTER ALL THAT EFFORT AND ENERGY AND WORK IS DEPRESSING," SAYS RONALD JAMES.

ing out our reporting with obituaries, profiles and memoirs for those who were unable or unwilling to cooperate. Collectively they have served as chairs of the New York City bar, the Richmond federal reserve bank, and the NAACP Legal Defense Fund; U.S. Secretary of Transportation and legal adviser to the U.S. Department of State; trustees of



Law Journal Survey of 50 Largest Firms

3,700 Partners. 12 Are Black.

By EDWARD J. BURKE

National Law Journal Staff Reporter

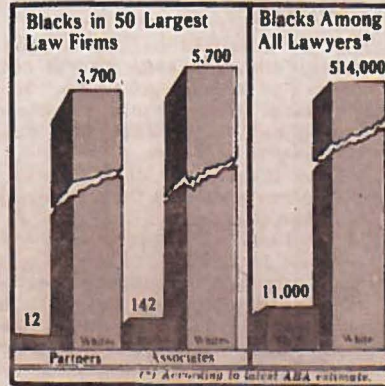
THERE ARE only 12 black lawyers among the more than 3,700 partners in the nation's 50 largest law firms, according to a survey by The National Law Journal.

Only one firm, Hogan & Hartson of Washington, D.C. has as many as two black partners.

The percentage of blacks among partners at the top 50 firms is 0.3 percent, well below the proportion — 2 percent — of blacks in the legal profession.

The survey also found that 142 black lawyers are among the more than 5,800 associates, which amounts to 2.4 percent.

In all, 1.6 percent of the lawyers working at the 50 largest firms are



black. That compares with about 11,000 black lawyers among an estimated 525,000 lawyers in the country. More than 11 percent of the U.S. population is black.

The survey's findings indicate that blacks have made few inroads at major firms since the apparent breakthrough of 1852 when William T. Coleman Jr. was offered a partnership

at the prestigious mid-town Manhattan law firm of Paul, Weiss, Rikkind, Wharton & Garrison.

Although Mr. Coleman eventually turned down the offer, it is believed to have been the first time a black lawyer had been offered partnership of a major firm.

The survey results are evidence of a "manifest injustice," said Junius W. Williams, president of the National Bar Association whose 7,200 members are primarily black lawyers.

"We have long felt that the large, established firms discriminate against minority attorneys, but we haven't had the statistics until now," he said. "It indicates that the large firms are making no attempt to recruit qualified black and minority attorneys at the entry level and from law schools."

To some observers the disparity in percentages between black partners and associates indicates hope for the future, as the increased number of black law school students recruited in

HIGHLIGHTS

The lead story on July 2, 1979, in the National Law Journal, sibling publication of The American Lawyer, put the lack of diversity in Big Law front and center. Thirty-five years later, black partners are still rare.

School in 1943. "I thought I was reasonably well prepared," Coleman remarked with acid understatement in his book "Counsel for the Situation." Applying to law firms in his hometown of Philadelphia in 1949, Coleman also boasted a Third Circuit clerkship and a summa cum laude degree from the University of Pennsylvania. "Was it too much," he asked, "to expect that the City of Brotherly Love would embrace my return?"

When the receptionist at one law firm saw the color of Coleman's skin, the hiring partner with whom he had an appointment sent an ashen-faced secretary to say that the partner had a sudden conflict. Another hiring partner related more openly: "Our clients simply would not understand." For three years, Coleman had to commute three hours a day to New York, where Louis Weiss of Paul, Weiss, Rikkind, Wharton & Garrison played the historic role of Branch Rickey for The Am Law 100 and hired Coleman as the first black associate at a major law firm. Coleman made partner in

1957 at Philadelphia's Dilworth Paxson, but he long remained isolated. It would be 15 years before the next man on the list, the late Vincent Cohen, made partner at Hogan & Hartson. When Cohen graduated law school in 1960, a hiring partner elsewhere told him flatly: "We don't hire Negroes." Cohen found refuge in the Kennedy Justice Department.

But discrimination could even blot Camelot, and mar a milestone for legal integration. In 1962 the Kennedy White House ordered the 101st Airborne to march South when mobs blocked James Meredith from entering the University of Mississippi Law School. In a move some historians regard as craven, it also ordered black officers to be relieved of their command. Ronald James was one of those officers. He took revenge by quitting the Army and going to law school himself. James confesses to feeling vindicated when a lieutenant deemed unfit to command one white platoon rose to dictate policy for more than 1.7 million soldiers,



as assistant secretary of the Army under George W. Bush.

It took until 1969 for law firm doors to open wide for the crème de la crème of black law students, as Stanford Law Review editor-in-chief Vaughn Williams received associate offers everywhere he applied. Even so, Williams was nearly shut out of the New York lateral market. In 1976 he was embraced by Skadden, Arps, Slate, Meagher & Flom, where he has thrived over 38 years as a distinguished litigator and director of numerous institutions in the arts and education, including Stanford University.

The scion of two accomplished families, Wesley Williams Jr. was hotly recruited out of Harvard Law School in 1970, only to receive the message: "You're the kind of man we want not in the boardroom but in the courtroom." But Wesley Williams (no relation to Vaughn) knew his own strengths, and insisted on specializing in bankruptcy, banking and securities regulation at Covington & Burling. When he made partner in 1975, it was rare enough that Thurgood Marshall called minutes later. Williams went on to serve on the boards of countless companies, including Bear Stearns and Salomon

...tacts among major clients — one in- ...ers, as well as employees. "That decision circulated like wild- ...to the firm's own compilations, which ...CONTINUED ON Next Page

Lawyers Who Found Their Way into White Ranks

THE FOLLOWING are the 12 black lawyers who have been made partners in one of the 50 largest law firms in the United States:

ALPHONSO A. CHRISTIAN II, 33, made partner at Hogan & Hartson of Washington, D.C., in 1977. A 1968 graduate of Harvard Law School, he was an attorney with the Navy Judge Advocate General Corps.

VINCENT H. COREN, 43, made partner at Hogan & Hartson in 1972. A 1960 graduate of Syracuse University College of Law, he was a trial attorney with the U.S. Justice Department, 1962-67.

WILLIAM T. COLEMAN JR., 58, made partner at O'Melveny & Myers of Los Angeles in 1977. A 1948 graduate of Harvard Law School, where he was an editor of the law review, he was Secretary of the U.S. Department of Transportation, 1975-77.

CONRAD K. HARPER, 38, made partner at Simpson, Thacher & Bartlett of New York in 1974. A 1968 graduate of Harvard Law School, he was a consultant to the U.S. Department of Health, Education and Welfare in negotiating a faculty desegregation and bilingual education plan for the city of Chicago.

SAMUEL C. JACKSON, 49, made partner Stook & Stook & Lavan of New York in 1973. A 1954 graduate of Washburn University School of Law, he was General Assistant Secretary of the U.S. Department of Housing and Urban Development, 1969-73.

BONALD J. JAMES, 42, made partner at Squire, Sanders & Dempsey of Cleveland in 1977. A 1966 graduate of American University's Washington College of Law, he was Administrator for the U.S. Department of Labor's wage and hour division, 1975-76.

CHARLES E. LOMAX, 55, made partner at Sidley & Austin of Chicago in 1975. A 1951 graduate of Howard University School of Law, he was the staff assistant to the regional counsel, Midwest Region, at the office of chief counsel, Internal Revenue Service, 1964-75.

RICHARD H. POSTEE, 51, made partner at Foley & Lardner of Milwaukee in 1979. A 1972 graduate of Yale Law School, he was a counsel to the U.S. House of Representatives Judiciary Committee in its special impeachment inquiry, 1974.

JOHN E. RISHER JR., 39, made partner at Arent, Fox, Kintner, Plotkin & Kahn of Washington, D.C., in 1973. A 1963 graduate of the University of Southern California Law Center, he was counsel to the District of Columbia Judicial Tenure & Disability Commission, 1976-78.

FELKER W. WARD JR., 48, made partner at Kutak, Rock & Hule of Omaha in 1978. A 1971 graduate of Emory University School of Law, he was appointed to the state of Georgia's Judicial Nominating Commission in 1977.

VAUGHN C. WILLIAMS, 34, made partner at Skadden, Arps, Slate, Meagher & Flom in 1979. A 1969 graduate of Stanford Law School, he was general counsel to the Council on Wage and Price Stability, 1975-78.

WESLEY S. WILLIAMS JR., 34, made partner at Covington & Burling in 1976. A 1967 graduate of Harvard Law School, he was an adjunct professor of real estate financing law at the Georgetown University Law Center, 1971-73.

COLEMAN HARPER JAMES WILLIAMS



William T. Coleman
O'Melveny & Myers



Conrad Harper
Simpson Thatcher & Bartlett



Ronald James
Squire Sanders



Vaughn Williams
Skadden, Arps, Slate, Meagher & Flom



Inc. In retirement he has built his family's Lockhart Companies into a 35-subsiary insurance conglomerate, and presides over six Anglican churches in the Virgin Islands.

Signing up only a year after Truman's 1948 executive order to integrate the armed forces, Felker Ward Jr. became a lieutenant colonel in the U.S. Army, and a helicopter gunship pilot in Vietnam. Knowing how to navigate a system still struggling with the vestiges of racism came in handy at Kutak, Rock & Huie, where Ward joined as a partner in 1978. A partner from the firm's first generation departed when he arrived, and Ward is convinced that was no coincidence. He also notes that some clients commonly steered clear of him, and that his senior partner attended an exclusionary lunch club until he objected. Despite the headwinds, Ward quickly became the Atlanta managing partner and a member of firm policy board. Then he decided he'd rather underwrite bonds himself, and founded Pinnacle Investment Advisers. On the whole, Ward and his brethren agree with the wisdom of

BLACK
PARTNERS,
AM LAW 100

2%

BLACK
PARTNERS,
WALL STREET

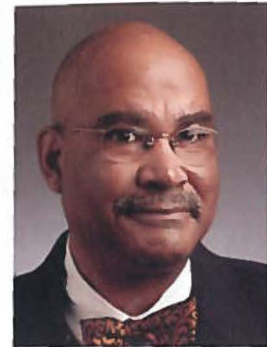
1.6%

Vincent Cohen: "Discrimination still exists in our society, so we have to assume it exists in law firms. It's like the rain: You put up an umbrella and keep moving on."

The other partners on the 1979 list notched their own victories over racism. Samuel Jackson was an influential housing adviser in the Nixon administration before dying prematurely in 1982. John Risher Jr. served as Washington, D.C., corporation counsel before his untimely death in 1999. Charles Lomax represented the boxing promoter Don King for 30 years, as Sidley & Austin partner or general counsel, until his 2009 death. Richard Porter still manages a thriving docket of com-



Alphonso Christian II
Hogan & Hartson



Richard Porter
Gonzalez Saggio & Harlan

satisfactory," says Vaughn Williams, who has chaired Skadden's diversity committee. "I just think it's more complicated than in 1979. In 1979 I felt comfortable blaming the numbers on the law firms. Today most law firms are trying very hard to diversify." At the same time, he says, law firms need to promote a more "diversified culture," that allows associates to develop a sense of commitment and belonging.

Wesley Williams advises young black lawyers to assume goodwill in others, and to focus on their rainmaking skills. "The goodwill was there to respect people's accomplishments and advance if the pipeline was adequate," he says. "There weren't a lot of barriers except as it related to the ability to make rain."

Both partners who became financiers stress the availability of new opportunities. "The statistics are disappointing," says Wesley Williams. "On the other hand, black lawyers can now go onto the bench, into business, or become president of the United States. That could be thought of as a somewhat positive thing." Felker Ward made a similar point: "It might be that more African-American lawyers are seeing fit to either have their own firm or go in-house or do other work beside practicing law. For me, law firm partnership was an essential launching pad for a career as an entrepreneur and investment banker."

But the other Army man, Ronald James, calls for a strategic push comparable to the training of the Tuskegee airmen. "Obviously what we're doing is not working," he says. "The

community of law firms needs to spend as much effort getting blacks in as they did keeping us out. If not, in another 35 years we'll be at 2 to 4 percent in a country with 12 to 14 percent African-Americans, and 50 percent people of color."

That minimal level of diversity at law firms is simply unthinkable in a nation of minorities, says Vaughn Williams. "In 35 years," he says, "we will either see highly diversified institutions, or law firms will be dead."

**"IN 35 YEARS, WE WILL EITHER SEE HIGHLY DIVERSIFIED INSTITUTIONS,
OR LAW FIRMS WILL BE DEAD," SAYS VAUGHN WILLIAMS.**

plex litigation, now at the nation's largest minority-owned law firm, Gonzalez Saggio & Harlan of Milwaukee. And in a triumph for continuity, Alphonso Christian II retains his association with Hogan & Hartson 35 years later.

While all of the interviewed pioneers expressed frustration with the current diversity figures, they offered a range of explanations and prescriptions.

"I think it's a failure on the part of the bar and totally un-



DIVERSITY SCORECARD HOW FIRMS RATE

Asian-American and Hispanic lawyers make small but steady gains; black lawyers don't.

THE LARGEST LAW FIRMS ARE SLIGHTLY MORE DIVERSE than they were last year, with minority attorneys and minority partners making gains. That's what we found when we crunched the numbers for 223 firms that gave us that information for our 2014 Diversity Scorecard.

Our scorecard tallies the number of African-American, Asian-American, Hispanic and multiracial/other attorneys in various law firm jobs. The rank we award each firm is based on the number we get when we add the percentage of minority lawyers in the firm's U.S. offices to the percentage of U.S.-based minority partners. The bigger the number, the better the firm's rank. Here are highlights from this year's scorecard:

MINORITY LAWYERS (NOT PARTNERS)
19.5%

MINORITY PARTNERS
7.6%

OVERALL NUMBERS IMPROVE. Minorities accounted for 14.1 percent of all attorneys in firms that reported their data to us, compared to 13.9 percent last year. Among partners, 7.6 percent were minorities, better than the 7.3 percent last year. A big gap still exists between the percentage of minority partners and that of minorities who aren't

partners, at 19.5 percent. (That figure was 19.2 percent last year.) Lastly, minority lateral hires, at 10.8 percent, and minority promoted partners, at 13.6 percent, are up somewhat over last year.

WE HAVE A NEW WINNER. The top-scoring firm for diversity this year is White & Case, an international firm with 1,895 lawyers. (It was No. 2 last year.) There, minorities—almost all of them Asian-American and Hispanic—account for 27.5 percent of attorneys and 21.8 percent of partners. Black attorneys account for 1.8 percent of all firm attorneys; black partners, 1.2 percent. The least diverse firm of those that reported their numbers is Wyatt Tarrant & Combs, a Southeast firm of 202 attorneys, in which 3 percent of attorneys and 1.7 percent of partners are minorities.

BLACK REPRESENTATION CONTINUES TO SLIDE. This is the only minority group to lose ground over the past five years, accounting now for 1.9 percent of partners and 3.9 percent of nonpartner

attorneys, for an overall black attorney total of 3 percent. Total black attorney and nonpartner totals have slid every year for the past five; black partner totals have remained flat.

ASIAN-AMERICAN LAWYERS ARE THE BIGGEST MINORITY. Their numbers grow slowly and steadily, and they now account for 6.3 percent of firm attorneys. But the big gap between the percentage of Asian-American partners (2.7 percent) and all other Asian-American lawyers (9.3 percent) suggests that the bar to partnership is high.

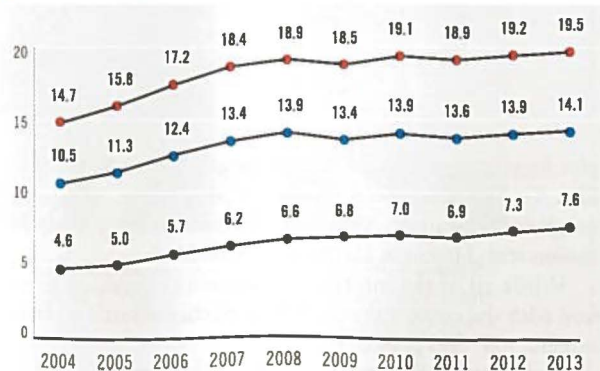
THE NUMBER OF HISPANICS GROWS. This group forms the second-biggest minority group after Asian-Americans among the firms that gave us data, for the first year surpassing the percentages of black lawyers in all categories (total attorneys, partners and nonpartners). They now account for 2.3 percent of partners and 4 percent of nonpartner attorneys, for an overall total of 3.2 percent Hispanic/Latino attorneys. Those numbers represent increases in those measures for most years over the past five years.

AM LAW 100 FIRMS PERFORM BETTER THAN OTHERS. Percentages of African-American, Asian-American and Hispanic attorneys are slightly better than totals for all firms.

PARTNER GAP

The percentage of minority lawyers who aren't partners far exceeds that of minorities who have joined the partner rank.

■ NonPartners ■ All Attorneys ■ Partners



THE DIVERSITY CRISIS



2013 Diversity Rank	2012 Diversity Rank	Firm Name	Diversity Score*	Percentage of Minority Attorneys	Percentage of Minority Partners	Total U.S. Attorneys
1	2	White & Case	49.3	27.5%	21.8%	626
2	3	Wilson Sonsini	48.6	26.7%	21.9%	594
3	1	Lewis Brisbois	47.8	25.3%	22.5%	902
4	5	Fragomen	45.0	26.8%	18.2%	259
5	6	Munger Tolles	43.6	23.7%	19.9%	180
6	4	Curtis	42.7	24.8%	17.9%	165
7	7	Kenyon & Kenyon	41.2	24.5%	16.7%	163
8	11	Knobbe Martens	39.9	21.2%	18.7%	260
9	9	Bowman and Brooke	39.3	19.3%	20.0%	165
10	10	Morrison & Foerster	37.5	25.0%	12.5%	784
11	8	Fenwick	37.2	25.9%	11.3%	278
12	27	Best	36.2	18.8%	17.4%	176
13	17	Milbank	35.5	25.3%	10.2%	431
14	18	Davis Polk	33.7	25.2%	8.5%	643
15	21	Paul Weiss	33.6	22.4%	11.2%	805
16	15	Shearman & Sterling	33.5	26.5%	7.0%	394
17	15	Finnegan	33.0	21.3%	11.7%	341
18	28	Carlton Fields	32.8	18.8%	14.0%	272
19	13	Cleary Gottlieb	32.5	22.7%	9.8%	617
20	30	O'Melveny	31.6	21.3%	10.3%	611
20	18	Paul Hastings	31.6	21.6%	10.0%	686
22	14	Weil	31.1	21.9%	9.2%	794
23	23	Orrick	30.9	19.7%	11.2%	639
24	32	Simpson Thacher	30.8	23.6%	7.2%	692
25	20	Irell	30.6	15.8%	14.8%	166
26	21	Gordon & Rees	30.4	15.8%	14.6%	479
27	24	Arnold & Porter	29.9	18.9%	11.0%	667
28	39	Chadbourne	29.2	20.6%	8.6%	239
29	41	Akin Gump	28.9	16.7%	12.2%	714
29	43	Cooley	28.9	18.5%	10.4%	665

2013 Diversity Rank	2012 Diversity Rank	Firm Name	Diversity Score*	Percentage of Minority Attorneys	Percentage of Minority Partners	Total U.S. Attorneys
31	30	Sedgwick	28.8	17.6%	11.2%	327
32	42	Shutts & Bowen	28.7	16.1%	12.6%	230
33	35	Fish	28.4	17.2%	11.2%	344
34	45	Sheppard Mullin	28.3	18.7%	9.6%	527
34	49	Skadden	28.3	20.0%	8.3%	1349
36	45	Kirkland	28.0	17.1%	10.9%	1340
37	34	Manatt	27.9	18.6%	9.3%	329
38	36	Kelley Drye	27.8	19.5%	8.3%	293
39	47	Holland & Knight	27.7	15.7%	12.0%	939
40	50	Akerman	27.6	14.7%	12.9%	523
41	64	Jackson Walker	27.4	16.2%	11.2%	334
42	57	Covington	27.1	18.1%	9.0%	646
43	57	Gibson Dunn	27.0	18.3%	8.7%	1018
43	26	Quinn Emanuel	27.0	16.0%	11.0%	593
43	96	Wachtell	27.0	19.6%	7.4%	259
46	50	Sullivan & Cromwell	26.9	19.5%	7.4%	649
47	40	Jackson Lewis	26.6	15.8%	10.8%	724
48	n/a	Gunster Yoakley	26.5	15.5%	11.0%	158
49	55	Crowell & Moring	26.3	16.5%	9.8%	425
49	72	Debevoise	26.3	19.8%	6.5%	445
51	113	Cadwalader	26.2	19.8%	6.4%	382
52	62	Latham	26.1	18.0%	8.1%	1416
53	24	BuckleySandler	26.0	22.2%	3.8%	140
53	38	Ogletree Deakins	26.0	16.5%	9.5%	661
53	59	Ropes & Gray	26.0	15.0%	11.0%	877
56	52	Haynes and Boone	25.9	13.9%	12.0%	468
56	53	Schulte Roth	25.9	18.5%	7.4%	330
58	74	Baker Botts	25.8	15.6%	10.2%	583
59	37	Kasowitz	25.7	15.8%	9.9%	372
59	65	Reed Smith	25.7	15.7%	10.0%	1067

NO INFORMATION

These Am Law 200 firms declined to provide diversity information.

Boies, Schiller & Flexner
Dentons
Epstein Becker & Green

Gardere Wynne Sewell
K&L Gates
King & Spalding

Littler Mendelson
Lowenstein Sandler
Robinson & Cole

Stevens & Lee
Troutman Sanders
Williams Mullen



THE DIVERSITY CRISIS

2013 Diversity Rank	2012 Diversity Rank	Firm Name	Diversity Score*	Percentage of Minority Attorneys	Percentage of Minority Partners	Total U.S. Attorneys
61	53	Wilmer	25.6	16.8%	8.8%	880
62	70	Pillsbury	25.5	15.7%	9.8%	559
62	62	Steptoe (D.C.) ¹	25.5	17.2%	8.3%	364
62	80	Williams & Connolly	25.5	15.4%	10.1%	316
65	65	Hogan Lovells	25.2	17.9%	7.3%	870
66	65	Willkie	25.0	15.0%	10.0%	412
67	12	Hughes Hubbard	24.9	18.1%	6.8%	328
68	59	DLA Piper	24.7	16.2%	8.5%	1312
69	44	Squire Sanders	24.6	14.5%	10.1%	463
70	68	Greenberg Traurig	24.4	13.8%	10.6%	1516
71	74	Perkins Coie	24.3	15.4%	8.9%	861
72	55	McDermott	24.1	14.7%	9.4%	858
72	70	Sidley	24.1	16.3%	7.8%	1421
74	93	Kilpatrick Townsend	23.7	15.2%	8.5%	534
75	86	Strasburger	23.6	12.9%	10.7%	217
76	59	Shook Hardy	23.2	13.4%	9.8%	432
77	73	Jenner & Block	23.1	14.4%	8.7%	433
78	76	Alston & Bird	22.8	15.5%	7.3%	788
78	47	Fitzpatrick	22.8	15.7%	7.1%	166
80	105	Nixon Peabody	22.7	14.6%	8.1%	584
80	85	Stroock	22.7	18.3%	4.4%	286
82	78	Morgan Lewis	22.6	16.4%	6.2%	1211
82	124	Schiff Hardin	22.6	14.0%	8.6%	317
84	81	Hinshaw	22.3	13.4%	8.9%	461
84	n/a	Norton Rose	22.3	15.1%	7.2%	710
84	88	Patterson Belknap	22.3	12.5%	9.8%	177
87	81	Baker & McKenzie	22.2	16.8%	5.4%	647
87	78	Patton Boggs	22.2	13.6%	8.6%	410
89	103	Duane Morris	21.9	11.7%	10.2%	582
90	90	Foley	21.7	14.2%	7.5%	838
91	115	Vinson & Elkins	21.5	16.6%	4.9%	566
92	103	Winston & Strawn	21.4	14.1%	7.3%	739
93	96	Jones Day	21.2	13.0%	8.2%	1681
94	n/a	McAfee & Taft	21.1	12.1%	9.0%	182
94	95	Sutherland	21.1	13.8%	7.3%	391
96	69	Andrews Kurth	20.9	11.8%	9.1%	337
96	84	Robins Kaplan	20.9	15.0%	5.9%	223
98	93	Baker & Hostetler	20.6	12.5%	8.1%	798
98	77	Davis Wright	20.6	13.8%	6.8%	455
100	113	Hunton & Williams	20.4	11.8%	8.6%	665
100	100	Wilson Elser	20.4	12.6%	7.8%	760
102	124	Allen Matkins	20.3	13.5%	6.8%	181
102	88	Cravath	20.3	16.7%	3.6%	401
102	98	Foley Hoag	20.3	14.4%	5.9%	215

2013 Diversity Rank	2012 Diversity Rank	Firm Name	Diversity Score*	Percentage of Minority Attorneys	Percentage of Minority Partners	Total U.S. Attorneys
102	83	Winstead	20.3	12.0%	8.3%	300
106	86	Kaye Scholer	20.0	12.9%	7.1%	359
106	111	Wiley Rein	20.0	10.8%	9.2%	277
108	137	Edwards Wildman	19.9	11.9%	8.0%	441
109	118	Bracewell	19.8	11.7%	8.1%	433
109	127	Seyfarth	19.8	13.7%	6.1%	772
111	115	Mayer Brown	19.7	13.3%	6.4%	782
112	92	McKenna Long	19.6	13.5%	6.1%	525
112	136	Schnader	19.6	10.9%	8.7%	156
114	98	Kramer Levin	19.4	12.1%	7.3%	280
114	107	Mintz Levin	19.4	12.2%	7.2%	400
116	101	Cahill	19.1	13.0%	6.1%	316
117	110	Bingham McCutchen	18.9	13.6%	5.3%	667
117	129	GrayRobinson	18.9	10.4%	8.5%	280
117	118	Venable	18.9	11.2%	7.7%	534
120	140	Arent Fox	18.8	14.5%	4.3%	330
120	135	Fisher & Phillips	18.8	12.7%	6.1%	268
122	107	Ballard Spahr	18.6	10.5%	8.1%	483
122	118	Goodwin Procter	18.6	14.0%	4.6%	749
124	166	Jeffer Mangels	18.3	10.4%	7.9%	125
125	148	Bryan Cave	18.2	11.2%	7.0%	916
125	152	Morris Manning	18.2	11.9%	6.3%	148
127	105	Dickstein Shapiro	18.1	11.0%	7.1%	254
127	102	Fried Frank	18.1	15.2%	2.9%	390
129	145	Chapman and Cutler	18.0	12.2%	5.8%	219
129	139	Locke Lord	18.0	10.7%	7.3%	501
129	131	Miller Canfield	18.0	11.8%	6.2%	231
132	148	Gibbons	17.9	10.9%	7.0%	201
133	115	Snell & Wilmer	17.8	10.5%	7.3%	411
134	140	Parker Poe	17.6	12.4%	5.2%	186
134	156	Stradley Ronon	17.6	11.9%	5.7%	210
136	127	Thompson & Knight	17.4	10.8%	6.6%	283
137	140	Loeb & Loeb	17.2	11.5%	5.7%	279
137	112	Proskauer	17.2	13.8%	3.4%	645
139	118	Brownstein	17.1	9.9%	7.2%	213
139	158	Dechert	17.1	11.8%	5.3%	550
139	134	Pepper Hamilton	17.1	10.8%	6.3%	510
142	123	Katten	17.0	11.3%	5.7%	599
142	145	Kutak Rock	17.0	10.1%	6.9%	454
144	129	Quarles & Brady	16.4	10.0%	6.4%	422
145	131	McGuireWoods	16.3	10.2%	6.1%	883
146	156	Dorsey	16.2	9.7%	6.5%	454
147	n/a	Lewis Roca	16.0	9.5%	6.5%	231
148	140	Marshall Dennehey	15.8	10.8%	5.0%	445

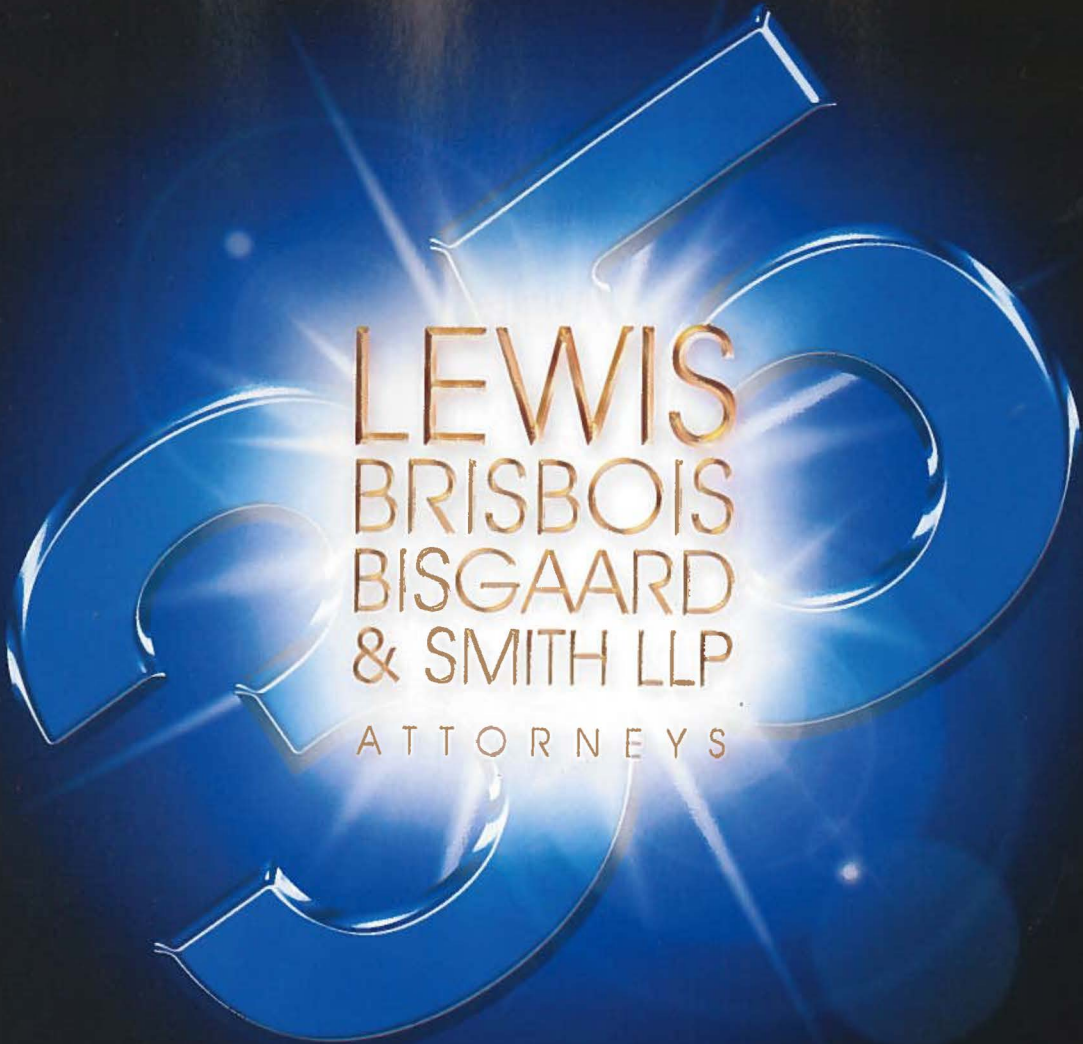


THE DIVERSITY CRISIS

2013 Diversity Rank	2012 Diversity Rank	Firm Name	Diversity Score*	Percentage of Minority Attorneys	Percentage of Minority Partners	Total U.S. Attorneys
149	164	LeClairRyan	15.4	8.5%	6.9%	309
150	148	Vedder Price	15.2	10.1%	5.1%	260
151	155	Fox Rothschild	15.0	10.2%	4.8%	532
152	171	Phelps Dunbar	14.9	7.7%	7.2%	260
153	145	Day Pitney	14.8	11.6%	3.2%	275
154	161	Drinker Biddle	14.6	10.0%	4.6%	571
154	140	Dykema	14.6	10.0%	4.6%	339
154	124	Smith Gambrell	14.6	10.0%	4.6%	170
157	167	Baker Donelson	14.4	8.0%	6.4%	589
158	170	Cozen O'Connor	14.0	8.9%	5.1%	485
159	160	Choate Hall	13.8	10.2%	3.6%	152
160	n/a	Cullen and Dykman	13.7	8.9%	4.8%	158
161	167	Harris Beach	13.5	7.6%	5.9%	198
161	161	Miles & Stockbridge	13.5	8.0%	5.5%	226
163	152	Dickinson Wright	13.4	8.1%	5.3%	284
163	163	Holland & Hart	13.4	8.6%	4.8%	423
165	176	Blank Rome	13.1	9.2%	3.9%	447
166	195	Burr	12.9	7.4%	5.5%	262
166	175	Nelson Mullins	12.9	7.3%	5.6%	465
166	178	Thompson Hine	12.9	7.6%	5.3%	347
169	178	Barnes & Thornburg	12.8	8.0%	4.8%	522
169	164	McCarter & English	12.8	8.6%	4.2%	372
171	209	Husch Blackwell	12.7	8.3%	4.4%	539
172	182	Faegre Baker	12.5	7.6%	4.9%	646
173	167	Archer & Greiner	12.4	6.7%	5.7%	194
174	171	Sherman & Howard	12.3	7.0%	5.3%	172
175	178	Fennemore Craig	12.2	6.7%	5.5%	179
176	159	Armstrong Teasdale	12.1	8.6%	3.5%	233
177	183	Ice Miller	11.9	7.3%	4.6%	291
178	173	Brown Rudnick	11.6	10.6%	1.0%	150
179	174	Herrick	11.5	9.9%	1.6%	151
179	189	Stoel Rives	11.5	7.6%	3.9%	365
179	185	White and Williams	11.5	7.8%	3.7%	229
182	216	McGlinchey Stafford	11.4	6.5%	4.9%	173
182	190	Polsinelli	11.4	6.7%	4.7%	617
184	183	Adams and Reese	11.3	7.2%	4.1%	318
184	199	Lane Powell	11.3	8.7%	2.6%	171

2013 Diversity Rank	2012 Diversity Rank	Firm Name	Diversity Score*	Percentage of Minority Attorneys	Percentage of Minority Partners	Total U.S. Attorneys
184	194	Thompson Coburn	11.3	7.0%	4.3%	318
184	186	Womble Carlyle	11.3	7.0%	4.3%	493
188	181	Frost Brown	11.0	7.2%	3.8%	414
189	188	Honigman	10.9	6.7%	4.2%	231
190	199	Godfrey & Kahn	10.8	8.5%	2.3%	164
190	201	Hall Render	10.8	6.0%	4.8%	167
192	197	Shumaker	10.4	5.8%	4.6%	224
193	196	Moore & Van Allen	10.2	6.4%	3.8%	274
194	176	Fredrikson & Byron	10.1	6.5%	3.6%	276
195	186	Vorys	10.0	6.0%	4.0%	349
196	201	Goldberg Segalla	9.1	8.0%	1.1%	175
197	n/a	Buchanan Ingersoll	9.0	7.5%	1.5%	400
197	205	Greensfelder	9.0	5.7%	3.3%	158
199	197	McElroy Deutsch	8.9	6.2%	2.7%	274
199	212	Porter Wright	8.9	5.1%	3.8%	214
201	192	Clark Hill	8.6	6.5%	2.1%	284
201	204	Eckert Seamans	8.6	4.6%	4.0%	373
203	210	Leonard Street ²	8.4	5.0%	3.4%	185
203	222	Roetzel	8.4	5.5%	2.9%	200
205	223	Hiscock & Barclay	8.3	6.2%	2.1%	209
206	206	Dinsmore	8.2	4.8%	3.4%	414
207	218	Sullivan & Worcester	7.6	4.9%	2.7%	146
208	n/a	Plunkett Cooney	7.5	4.9%	2.6%	162
208	206	Stinson Morrison ²	7.5	5.9%	1.6%	288
210	n/a	Nexsen Pruet	7.4	5.5%	1.9%	178
211	218	Saul Ewing	7.3	5.3%	2.0%	239
212	213	Warner Norcross	6.9	4.5%	2.4%	223
213	190	Bass Berry	6.8	4.9%	1.9%	206
213	214	Bradley Arant	6.8	4.4%	2.4%	413
215	210	Lathrop & Gage	6.7	5.3%	1.4%	283
215	220	Michael Best	6.7	4.7%	2.0%	189
217	227	Stites & Harbison	6.5	5.7%	0.8%	228
218	n/a	Balch & Bingham	6.2	4.3%	1.9%	234
219	228	Steptoe (W.Va.) ³	6.0	4.2%	1.8%	310
220	224	Lindquist & Vennum	5.8	5.1%	0.7%	178
221	217	Goulston & Storrs	5.7	4.6%	1.1%	166
222	215	Ulmer & Berne	5.3	4.4%	0.9%	179
223	225	Wyatt	4.7	3.0%	1.7%	202

*The Diversity Score was calculated by adding a firm's percentage of minority attorneys to its percentage of minority partners. Lawyer counts are average full-time-equivalent (FTE) attorneys in U.S. offices for 2013. ¹Denotes Washington, D.C.-based Steptoe & Johnson LLP. ²Leonard Street and Stinson Morrison merged in January 2014, forming Stinson Leonard Street. ³Denotes West Virginia-based Steptoe & Johnson PLLC.



LEWIS
BRISBOIS
BISGAARD
& SMITH LLP
ATTORNEYS

CELEBRATING **35** YEARS OF
Diversity

On April 1, 1979, Lewis Brisbois opened its doors in Los Angeles with seven attorneys. Since that day, we have built a nationwide legal team of more than 900 attorneys who encompass a wide array of backgrounds, colors, creeds, religions, ages, orientations and nationalities, each bringing a unique perspective and world view. Though we have always been proud of the recognition we have received for our diverse workforce, diversity for the sake of diversity has never been our goal. Rather, our commitment has been to hire the best people we can find and reward excellence whenever and wherever it occurs. The success of that ongoing commitment is evident in our bright, vibrant and inspired team whose depth and diversity are achieved not through quotas or directives but through our openness to recognizing and fostering potential, regardless of the package it arrives in.

LewisBrisbois.com