



DIVERSITY

COMMITTEE NEWSLETTER

Winter 2004

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Diversity — A Core Value at K&L

For K&L, as well as for many major American firms, achievement of a diverse workforce has been in the mix for some time as one of many laudable goals or business objectives to pursue.

While this state of affairs is an improvement over the historical neglect shown the subject within our profession, it nonetheless became clear to us at K&L that being “in the mix” is not sufficient to achieve the sort of tangible progress that is required in the diversity field.

Accordingly, on Martin Luther King Day 2003, K&L announced that it was taking a step that we believe to be unprecedented in the American business world, much less in the legal profession. We created a position called Chief Diversity Officer, and placed that Officer on the same plane as our Chief Operations Officer and Chief Financial Officer. Our CDO, Carl Cooper, attends and participates in all meetings of our Management Committee, as do our COO and CFO. Although I would be pleased to stand corrected, I believe that none of our clients has a CDO who ranks with the corporate COO or CFO and who attends and participates fully in every meeting of the corporate board of directors, and I’m fairly certain that the same can be said of our peer law firms.

Carl — who is a graduate of Howard University Law School, a former teaching Fellow of Harvard Law School, a practitioner with both public and private sector experience, and an erstwhile law professor — is a Fully Chartered Agent of Change at K&L. His mission is twofold: First, to change K&L. Second, to change the profession. At K&L, we expect Carl to help us achieve a more diverse and sensitive workforce. Within the profession at large, we expect Carl to use his bully pulpit and the other tools available to him to keep the diversity issue front and center among our peer firms, and to contribute to the professional dialogue in ways that inspire other firms to do all that they can do to promote diversity goals.

K&L’s CDO position is a big job, perhaps an unrealistically big job. Fortunately, we found a big human being to fill it. Carl has been tireless. In less than a year, he has established formidable relationships with leading academic institutions, minority general counsel, and practitioners; he has inspired K&L lawyers to mentor students in inner-city schools; he has taken the lead in



by Peter Kalis

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NOTE FROM THE EDITOR

I am very pleased to have been chosen as the Editor for the winter edition of the K&L Diversity Newsletter. The topic of diversity is an important one that is also very close and personal to me. It makes me very proud to be a part of a law firm that has paved a brave new path in this area in order to create an environment in which all of its attorneys, executives and staff can feel comfortable and thrive by utilizing all of the knowledge, skills and strengths that are born from their differences, but also allows them to work together often as a family, serving the firm's clients at the highest levels of the profession. Our diversity is one of the firm's many strengths.



by Sherry Williams

Diversity Committee Membership

Carl G. Cooper
Chief Diversity Officer
Pittsburgh

Paul W. Sweeney, Jr.
Chair
Los Angeles

Lanesha T. Anderson
Pittsburgh

Edward W. Diggs
Pittsburgh

Eileen Smith Ewing
Boston

Xinxin Guo
San Francisco

Betty Louie
New York

Ndenisarya Meekins
Washington

Jaime Ramón
Dallas

Patricia C. Shea
Harrisburg

William J. Spratt, Jr.
Miami

Robin Walker
Boston

Sherry D. Williams
Newark

This Winter Diversity Newsletter could not have been completed if it were not for the commitment of many members of our firm family. I sincerely thank all of the writers who submitted articles and those who intended to submit articles, but could not, because of client commitments. I sincerely thank the many professionals who worked so hard on this newsletter, especially Ben Kail, who kept the process on track and carried the substantial burden of the administrative responsibilities. Special thanks also go to Traci Melko in desktop publishing for her design skills, dedication and patience, and to Clara Boza and her Marketing team, including Joan Fuchsman and Rachel Hayes. Thanks also to Susan Fried, Carl Cooper and Paul Sweeney for their advice, comments and time. This publication is truly a team effort of which we can all be proud.

2004 Women's Initiative: Gender Task Force

As we begin a new year at K&L, it's our intention that K&L again focus on the needs of our women attorneys. I have talked about this subject with several attorneys at some of our offices, and, to ensure maximum input, we are forming a Gender Task Force in each office. The Gender Task Force's mission in each individual office is to elicit candid feedback about female-specific issues that need to be addressed within the firm.

We truly believe that the addition of this 2004 Women's Initiative will bring a new perspective to my role as Chief Diversity Officer, and I am looking forward to working with all of K&L's women attorneys on this initiative. I will be reporting to the Management Committee in March on feedback from each office, with recommendations regarding policies on retention and reentry.



by Carl Cooper

Diversity — A Core Value at K&L

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a mentoring initiative within the firm; he has established trusting relationships throughout our very large law firm; and he has done all of this and more with an authenticity born of selfless conviction and lifetime experience.

Nothing comes easy in this life, at least nothing that touches our hearts and souls. Carl and I have learned a lot in the last year, and we've undoubtedly got a lot more to learn. But I'm proud of our mission. I'm proud of our progress. And I'm especially proud of my friend, Carl, who graces K&L with his vision of a more humane, embracing and open society and who, both within K&L and without, is a tireless advocate of the mission he has been chartered to fulfill.

We decided to ask one of K&L's clients, General Motors, to tell us whether diversity is important to its business, and, if so, why it is important. Attorneys at General Motors were kind enough to provide the following article in response.

Diversity is Good for GENERAL MOTORS

By E. Christopher Johnson, Jr.¹ and David B. Cade²

Diversity is good for business. Actually, diversity is quite good for General Motors.

“Diversity” is a buzzword that is in the headlines often. There are individuals, groups, and arguments on both sides of the issue¹, but generally, there appears to be a general misunderstanding of what this word actually means. For GM, “Diversity” means recognizing and appreciating the collective mixtures of our differences and similarities in thought, appearance, ethnicity, race, and gender. It means appreciating our cultural differences as a strength, not as a weakness. It means valuing people that look, think, and talk both like, and unlike, those around them in order to enable everyone to contribute. It means finding and using the best talent available² so that our main focus can be on improving our business prospects.

The chart on page 4 of this newsletter shows that the United States is becoming more ethnically diverse and increasingly demanding. These changing population numbers are an economic and cultural reality for consumer products companies, such as GM. Sometimes, these demands are not obvious; they are subtle and can only be deduced by having stakeholders that truly appreciate cultural nuances of a diverse population. For the GM Legal Staff, these stakeholders are our outside counsel.

Historically, members of diverse groups have not had access to the legal profession⁴ let alone to legal work from companies such as GM⁵, but things are changing. As one of the largest customers of legal services, GM, along with many other corporations, is telling the legal profession that we want diverse counsel avail-

able to meet our legal needs. Recent studies⁶ have argued that early exposure to diverse groups positively benefits all involved; GM wholeheartedly agrees.

GM is a global company with automotive operations on every continent except Antarctica. GM has annual revenues of over \$180 billion dollars and we employ approximately 350,000 employees. In the U.S., GM sells over 5 million cars and trucks, and we buy goods from thousands of suppliers that in turn employ hundreds of thousands of workers. Therefore, the GM Legal Staff needs counsel that understand cultural nuances, differences, and experiences, and we need people that speak foreign languages to draft contracts and agreements that make those operations and purchases occur in an efficient manner.

We also believe that through outside counsel, who reflect genuinely the communities where we conduct our business, GM will be better able to recognize cultural differences and appreciate their implications for our employees, customers, and shareholders. Additionally, GM's Legal Staff will be better able to serve our client in this country's courtrooms, statehouses and business settings when represented by lawyers that reflect the diversity of our juries, lawmakers and business partners.

Today, lawyers on the GM Legal Staff are approximately 20% ethnically diverse and 33% female. We recently informed all of our outside counsel⁷ that in a little more than two years, we want, among the attorneys handling



by E. Christopher Johnson, Jr.



by David B. Cade

Continued on page 4

¹ Vice President and General Counsel, GM North America.

² Attorney, GM Legal Staff.

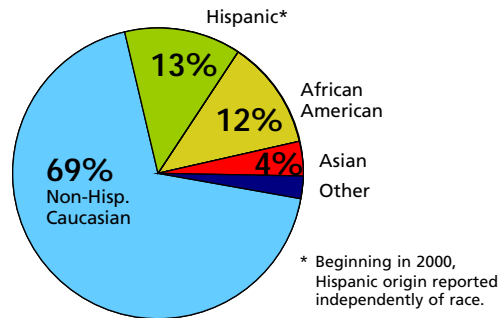
Client Profile

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Population Trends 2000 - 2050

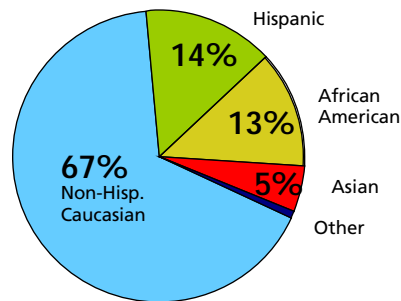
2000

2000 TOTAL
US POPULATION
281,421,906



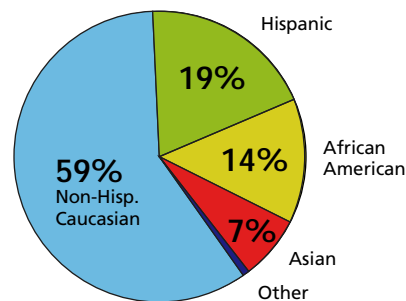
2010

2010 TOTAL
US POPULATION
299,900,000



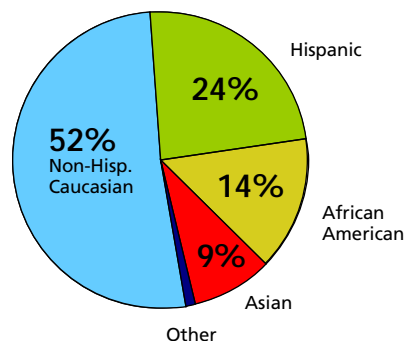
2030

2030 TOTAL
US POPULATION
351,070,000



2050

2050 TOTAL
US POPULATION
403,687,000



Source: U.S. Bureau of the Census, 2000 Census, 1999 National Data Book

GM matters, women and ethnically diverse representation to reflect those of us on the inside procuring such services. Among other things, we will examine women and ethnically diverse attorney billable hours versus total hours on matters, the composition of the responsible partners handling our matters, and the identities of the relationship or origination partners at the firms with whom we are working. By the end of 2005, we expect that ethnically diverse and female attorneys will be providing 20% and 33% of our legal work, respectively, at all levels across these segments of representation.

Law firms that are responsive to the needs of large customers, such as GM, and go the extra mile in hiring, training, and most importantly, retaining female and ethnically diverse talent, will be more profitable and be at a competitive advantage in obtaining and retaining not only GM's legal work, but work from the scores of other corporations who have explicitly stated that diversity is important to them⁸.

END NOTES

1. Ward Connerly, "Equality Demoted for Cheaper Ideal: Diversity," Op-ed opinion, Detroit Free Press, July 2, 2003 (p. 11A); Institute for Democracy Studies, Law & Democracy Program, The Federalist Society and the Challenge to a Democratic Jurisprudence, Briefing Paper, January 2001, at 9 quoting Steven V. Roberts, "Point Man for the Right," The New York Times, November 22, 1981, sec. 4, p. 5 (generally against diversity arguments). Cf. Otis Milton Smith and Mary M. Stolberg, Looking Beyond Race: The Life of Otis Milton Smith (Wayne St. Univ. Press, Detroit 2000), pp.221-222 (Otis Smith, GM's late former General Counsel, wrote in his autobiography Life Beyond Race, "Putting all rhetoric aside, all social relations, including business relations, boil down to the fact that we are all human

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The Work/Life Balance

The struggle, frequently articulated by professional women, is how to effectively balance work and life commitments. The choice for women today seems to be teed up, at least by some popular media, between the “career track” or “mommy track,” with little room in between. We’re told that moms are deciding to “opt out” of professional careers because it’s too hard to maintain a balance. But competing lifetime commitments are not necessarily so starkly incompatible.

The question is not limited to women with kids, nor to women at all. When I was a young associate, the attorney in the office next to mine – an intelligent and accomplished senior male associate – was a struggling playwright in his “other life.” His legal job was his way of earning a living while he pursued his passion – writing plays. He made a decision early on to sidestep partnership track, work part-time, and set a demanding self-imposed schedule for turning out first-rate plays. He’s no longer practicing law but travels around the world, with Broadway successes that include Tony Award nominees “Lend Me a Tenor” and “Crazy for You.”

Others have less dramatic stories but no less conflicting demands on their time. Many of us work for the simple reason that we need to support ourselves and maybe our families. As professionals, though, we benefit from the additional element of providing a service to our communities. Our jobs are not only jobs but can be careers, satisfying in their own right for the intellectual stimulation and opportunities for personal growth. This added level of satisfaction, however, often is achievable only with a higher level of personal commitment. So how do you make that commitment and still have a life?

First and foremost, it’s important to have a long-term plan. Have at least a general idea of what you’d like to achieve in your lifetime. This can operate as a touchstone when faced with difficult decisions and when

setting priorities on how to spend your time. Plans are revised and refashioned over time, but without a sense of your own true long-term goals, the events of a hectic everyday life can easily send you on a frenzied and exhausting helter-skelter journey without any ultimate sense of accomplishment. For women it can be particularly important to understand the relationship between personal accomplishments and facilitating the accomplishments (and meeting the needs and demands) of family members and loved ones.

Next, decide whether your career development is a primary commitment. This is not a one-time decision; it requires reassessment throughout your unfolding life, developing career path and evolving creative desires. Spouses, aging parents, children, avocations, all require different balances at different times of life. Not everyone’s career path from point A to point B looks the same. Some may appear to be following an interstate highway, while others are on the local, traffic light-studded, shopping strip and still others are on the scenic route. Women in particular may be diverted from a direct route by the need to fulfill a more traditional caregiver role. Whatever the distractions, they may extend the length of the trip; they may make the trip seem more difficult or more pleasurable; they may also slow the momentum of a career and require a greater effort to get back into the mainstream. Deciding where to apply your talents at any given time is often best informed by taking into account the future impact on your long-term plan.



by Diane Ambler

Most importantly, set up an infrastructure that supports your decisions. Each phase of life presents different challenges and variables that can’t always be scheduled conveniently. Others with good intentions offer help and involvement, but it’s a mistake to rely on the inherently unreliable. Assess your life situation; if you’re one of two working spouses with demanding

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K&L's Community Outreach – Career Literacy for African American Youth (CLAAAY)

Winter, with its bleak gray skies and leafless trees, leaves very little for most inner-city school students in most of the country to get excited about. On this particular December afternoon, however, as the sun gleams down on a cold bright day in the City of Pittsburgh, eighteen lawyers amble through double doors, past metal detectors, down stone steps, making their way out of a schoolhouse, and into a small white bus to go back to their offices on Smithfield Street. Many of these individuals are talking enthusiastically about what their protégé did last week or how they performed on their report card. Some are even joking with one another about what their protégé said to someone in passing or how they wish they had as much energy as the teenagers they counsel.

These highly trained professionals have just taken 90 minutes of their day to give back to the community by mentoring students through Pittsburgh Public School's law magnet program at Oliver High School on the city's North Side. That's 90 minutes that could have been spent billing clients, engaging in pro bono work, or connecting with family and friends. Instead, it was used to enrich the lives of eager students who, in most cases, have no one to talk to about career goals or ambitions.

The Career Literacy for African American Youth ("CLAAAY") Program was brought to K&L's Pittsburgh office by Chief Diversity Officer Carl G. Cooper. Carl is a strong advocate for mentoring. A mentor at Mt. Ararat Baptist Church in East Liberty for years, he has watched his protégés progress from barely surviving in the public school system to consistently making the honor roll simply because a caring adult showed an interest in them, and provided encouragement, in contrast to the barrage of negativity that these young people so often receive from the public and news media. As Carl is quick to point out, "The significance of the CLAAAY Mentoring Program is that it goes beyond advising on school or work options and opportunities. It also provides one-on-one tutoring in subject matters relevant to students' career choices, giving them more options in selecting a career, and the knowledge that their tutors are trained in communicating substantive knowledge and information, to help pave their paths to success."

A brief background on CLAAAY may be helpful to understanding why K&L undertook this initiative and why we believe the firm is having a positive impact in shaping the success of students at Oliver High School. Duquesne University's Institute for Economic Transformation initiated CLAAAY before the 2003-2004 academic year through sponsorship by the Heinz Endowments. CLAAAY aspires to create a network of support and resources to help African American high school students in the Pittsburgh region attain post-secondary education and training, which will allow them to enter the job market at their highest personal potential, and sustain a successful career path over time. Through career literacy resources and volunteer support, the program offers students opportunities to explore how their individual skills and talents fit with targeted careers and outlines what training and education is necessary to achieve their career goals.

The concept of Pittsburgh Public High School students' participation in a career-exploration program



K&L Chief Diversity Officer, Carl Cooper (L) and K&L Partner, Mary O'Day (R) with 2 CLAAAY protégés.



Ben Kail with protégé Andrew Burke.

was the result of an examination of education and labor data, which revealed that as compared to Caucasians, African Americans in the Pittsburgh region were less likely to begin and complete post-secondary education and were less likely to be employed full-time after completion of secondary school. Policy makers and business leaders agreed that one of the biggest roadblocks for future economic growth is the inability of Southwest Pennsylvania to produce a trained workforce, particularly in Pittsburgh's African American inner-city communities. This situation is compounded by the area's recent history of outward migration, particularly by the city's youth, and high levels of retirement.

CLAAAY has partnered with five of the 11 Pittsburgh Public Schools to reach out to African American young people. The program works together with high school guidance counselors, teachers and various programs that have already been employed in the school system to find tutors for students in the program. Tutors thus far are from local colleges in the Pittsburgh area, e.g., Duquesne University and The University of Pittsburgh. It's the mentoring portion of the CLAAAY initiative, however, that has the most potential to make the greatest impact in the students' career paths. This is where K&L comes in. Students meet with their K&L mentors biweekly to discuss career options and personal experiences that affect everyday decision-making. The mentors offer a wealth of knowledge on many topics borne from

their years of professional and personal experiences, which students find to be a phenomenal resource in their learning process. Perhaps the most useful feature of the mentoring aspect is the Career Literacy Toolkit. This planning and enrichment tool serves as a rough guideline of how the mentoring sessions will progress, but leaves enough flexibility for the development of trusting personal relationships. The one-on-one design of the program further fosters the bond of trust between the mentor and protégé.

To realize the impact of K&L attorneys on these students, one must look at the broader picture and the reality in which these young people live. Most of the students in the CLAAAY program come from single parent female-headed homes. Their mothers often work multiple jobs to meet the family's financial needs, and, try as they might, hardly have time to talk with their children, let alone mentor them. Some of the students at Oliver High School seldom leave the North Side and are often faced with dangerous and overwhelming challenges such as drugs and neighborhood gangs. Accordingly, many of these students know little about possibilities outside their immediate surroundings and little of the wealth of opportunity available to them through education, mentoring and broader community interaction. Participation of K&L attorneys and other professionals in the CLAAAY program has exposed the students to new sources of information and influence, related to even the most ordinary things such as proper public conduct, how to look someone in the eye when speaking to them, and how to give a firm handshake. These basic life applications can assist the students in gaining a much greater degree of confidence when applying to college or entering the job market.

The relationship between the K&L lawyers and the students in CLAAAY is a win-win situation. The stu-



by Benjamin Kail

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1st Quarter 2004 Diversity **CONFERENCES**/Job Fairs

- **National Bar Association,
Commercial Law Section**
17th Annual Corporate Counsel Conference
San Antonio, Texas
February 26-27, 2004
- **Howard University Law School,
Brown v. Board of Education at 50**
Dean's Lecture Series and James M. Nabrit
Lecture Series, Justice Stephen Breyer (US
Supreme Court) and Professor Charles
Ogletree (Harvard Law School). K&L is the
sponsor of the Nabrit Lecture Series.
Washington, DC
March 25, 2004
- **American Bar Association**
Minority Counsel Program
Philadelphia, Pennsylvania
March 25-26, 2004
- **Hispanic National Bar Association**
Mid-Year Conference
Albuquerque, New Mexico
March 26-27, 2004
- **Minority Corporate Counsel Association**
Third Annual CLE Expo
Chicago, Illinois
March 31-April 2, 2004

The Work/Life Balance

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careers, be realistic about who will assume the burden when the inevitable conflict arises, and plan a backup. With kids everything is variable. If you're building your career and have young children, plan multiple redundancies for day care pick-up if you have to work late unexpectedly, for coverage at home if your kids wake up sick, and for whatever else may come up that competes for your time and attention. There may be a greater expense to setting up redundancies, but in your career-building phase the cost of you being the designated person on call is likely much greater. On the

other hand, if you want to be the person on call, assess ways you might adjust your career goals and lower your work demands.

So, focus on your goals, continually reassess how to reach them and get help when you need it. There are many more options in life than ever before and many more opportunities for women in particular to achieve success. It can be overwhelming and it can be rewarding. With thoughtful balance, it can also bring a great sense of accomplishment.

CLAAY

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dents acquire crucial guidance from successful professionals and the attorneys feel that they are stakeholders in a community that needs them. Partner Mary O'Day explains: "The CLAAY mentoring program has provided us with a unique opportunity to provide career and educational mentoring and support to African American students in the City of Pittsburgh schools who have chosen to participate in this program. Since the students are participating voluntarily in this program and most of them want to be successful in both school and in their careers, it

is our task to help them get there. Our group is certainly dedicated to trying to make it happen."

The CLAAY Program has given the attorneys and the diversity team at K&L the opportunity to make a difference in the futures of young people who desperately need people to be impact players in their lives. The influence of one concerned adult can make all the difference in the world to, and change the life of, a tenth grader struggling to navigate a positive and successful life path.

K&L's Harrisburg Office to Receive Diversity Award

The Equal Professional Opportunity Committee of the Dauphin County Bar Association will award Kirkpatrick & Lockhart's Harrisburg office the Honorable Clarence C. Morrison Award for Equal Professional Opportunity at its annual dinner meeting on January 28, 2004. The award recognizes an individual or a law firm that has made a significant contribution to the advancement of equal professional opportunities in the local bar.

The inaugural presentation of the award was made in the year 2000, upon the retirement of the Honorable Clarence C. Morrison from the bench of the Dauphin County Court of Common Pleas. Judge Morrison was the first African American jurist in Dauphin County. He took the bench in 1980 and retired in February of 2000. During his tenure as an active judge for the Dauphin County Court of Common Pleas, Judge Morrison was highly regarded for his honesty, his thoughtfulness and his fair treatment of all who came before him. Judge Morrison was a graduate of Howard University and Howard University School of Law. He served as the President Judge for the Dauphin County Court of Common Pleas from 1993 to 2000. Upon his retirement from the bench, the Equal Professional Opportunity Committee of the Dauphin County Bar created an award in his honor.

That Committee, of which Kirkpatrick & Lockhart has been a member for many years, presents the award to a deserving law firm or individual who has demonstrated that it shares the Committee's goal of promoting diversity in the legal profession. To determine the potential recipient of the award, the Committee looks to an individual, entity or organization that has contributed significantly to the hiring or retention of minorities in Harrisburg. Such contributions may include the hiring of a minority either as an associate or summer associate. It could also include the creation of a mentoring program for

minorities, development or participation in programs to educate minorities who are interested in making a lateral transfer, or potential outreach to bring awareness to others for opportunities to advance diversity, such as those steps taken by K&L's Carl Cooper.

This year, the Equal Professional Opportunity Committee nominated three finalists for this award. One finalist is a partner with a Northeast law firm who champions diversity in the Dauphin County and Pennsylvania bar associations. The second was the president of the Dauphin County Black Attorneys Association. The third was the Harrisburg office of Kirkpatrick & Lockhart LLP. The Committee chose the Harrisburg office of Kirkpatrick & Lockhart to receive this award recognizing the efforts of the Harrisburg office and, indeed, Kirkpatrick & Lockhart as a whole, to hire and retain a more diverse workforce. The Harrisburg office is thrilled to receive this honor and looks forward to an even more progressive year in 2004.



by Jacqueline Jackson-DeGarcia

2004 1L OUTREACH Receptions

NYU	Wednesday, January 14
Columbia	Thursday, January 15
Georgetown	Monday, January 26
Howard	Tuesday, January 27
Penn	Monday, February 2
Virginia	Thursday, February 5
Harvard	Tuesday, February 10

Client Profile

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- first. Our race, gender, and backgrounds make us unique, but our humanity is the more fundamental reality. . . . [and there is] an obligation to overcome racism and recognize that diversity is our national strength.”). *See also*, Lani Guinier, “The Pigment Perplex,” *The American Lawyer*, August 2002, p. 61.
2. *See* Jim Collins, Good to Great: Why Some Companies Make the Leap. . . and Others Don’t (HarperCollins, New York 2001), p.41 (Business professor Jim Collins, and author of the best seller Good to Great, chronicled that leaders who “ignited their [company’s] transformations from good to great did not figure out where to drive the bus and then get people to take it there. . . . No, they first got the right people on the bus (and the wrong people off the bus) and they then figured out where to drive it”).
 3. *Population Trends 2000-2050* (US Census Bureau). For more detailed analysis of population growth projections *see* <http://www.census.gov/population/www/projections/natproj.html>. *See also*, www.demographics.com for general data on demographic trends and charts (subscription required).
 4. *See* J. Clay Smith, Emancipation: The Making of the Black Lawyer 1844-1944 (Univ. of Pennsylvania Press, Philadelphia, 1993); Edward J. Littlejohn and Donald L. Hobson, Black Lawyers, Law Practice, and Bar Associations – 1844 to 1970: A Michigan History, 33 *Wayne Law Review* 1625 (1987).
 5. *See* Elizabeth Chambliss, Miles to Go 2000: Progress of Minorities in the Legal Profession, American Bar Association Commission on Racial and Ethnic Diversity in the Profession (2000). Among other things, Professor Chambliss found that:
 - Ethnically diverse representation in upper-level jobs remains miniscule, especially in the for-profit sector.
 - Ethnically diverse representation among law firm partners remains less than 3 percent in most cities, and less than 4 percent overall.
 - Ethnically diverse representation among general counsel in the Fortune 500 is just under 2.5 percent.
 6. David L. Chambers, Richard O. Lempert, and Terry K. Adams, Doing Well & Doing Good: The Careers of Minority and White Graduates of the University of Michigan Law School, 1970-1996, *University of Michigan Law Quadrangle Notes*, Summer 1999, pp. 60-71; *See also*, W. Bowen & D. Bok, The Shape of the River (1998).
 7. May 14, 2003 letter written to GM’s approximately 700 outside law firms from Thomas A. Gottschalk, GM Executive Vice President Law and Public Policy, and E. Christopher Johnson, Jr., Vice President and General Counsel, GM North America.
 8. http://www.umich.edu/~urel/admissions/legal/gru_amicus-ussc/um/Fortune500-both.pdf (Brief for Amici Curiae 65 Leading American Businesses in Support of Respondents, Barbara Grutter v. Lee Bollinger, U.S. Supreme Court Docket No. 02-241, 123 S. Ct. 2325; 156 L. Ed. 2d 304; 2003 U.S. LEXIS 4800 (decided June 23, 2003); rehearing denied 124 S. Ct. 35; 156 L. Ed. 2d 694; 2003 U.S. LEXIS 5357 (August 25, 2003) (the “Law School Case”) and Jennifer Gratz and Patrick Hamacher v. Lee Bollinger, et al., U.S. Supreme Court Docket No. 02-516, 123 S. Ct. 2411; 156 L. Ed. 2d 257; 2003 U.S. LEXIS 4801, (decided June 23, 2003), remanded 2003 U.S. App. LEXIS 22468 (October 29, 2003) (the “Undergraduate Case”). *See* Alea J. Mitchell, “Wall Street Watch: Who’s Bullish on Diversity,” *Diversity & the Bar* (Jan./Feb. 2003) at 11. *See also*, <http://www.mcca.com/site/data/corporate/GC/Statement.htm> for the Diversity in the Workplace: Statement of Principle, which scores of Fortune 500 general counsels have signed on to.

The Final Word

FROM THE OFFICE OF THE CDO

End of the year articles are great because more than giving you a chance to sum up your accomplishments, or failures, they always present you with an opportunity to start the New Year fresh again, with a renewed sense of purpose and dedication. There's just something about a fresh start that's reinvigorating and exciting, no matter what lies ahead. You have a second chance at getting it done and done right.

When I look back over the 10 months and over 100,000 miles I've traveled since I came to the firm on February 18, 2003, I can't help but feel encouraged by what we have started, accomplished and what opportunities lie ahead.

Many of these are events and occurrences which have very little to do with me, but are, all the same, factors to be considered while we pursue our dream and our vision of a more inclusive workforce.

We are now the 36th largest law firm, in terms of numbers of lawyers, in the United States. We have recruited and hired more diverse attorneys this year than ever before. And we were given recognition in the Minority Corporate Counsel Association magazine's July/August edition as one of four firms in the country that are "raising the bar" at law firms on the issue of diversity.

We are a law firm that is equally as committed to diversity and Pro Bono practices as we are to our "bottom line" and client satisfaction in terms of service. At every Management Committee meeting we start with a Diversity Update and, secondly, an update of our Pro Bono hours and activities office by office; subsequently, we fully discuss how we can and must improve in reaching our goals in both these areas. We adjust and reset goals at every meeting, and offices struggle to compete with other offices' numbers. We take this very seriously at K&L: that when numbers speak, we listen. It is only then that we turn our attention to how each office is doing in terms of revenue, attorney increases at each office, and practice area expansion.

Management has structured our meetings in this fashion so that as Chief Diversity Officer, I would not have to bear the weight of carrying all of the responsibility of accomplishing our diversity objectives alone. Every office works with me to make sure our numbers grow and we share "best practices" not only with our sister offices, but with other firms outside of the K&L family as well. We believe that if you've got a good thing, share it.

Diversity for us is more than a word, a slogan, or an abstract concept. It's a continuing process that involves all of us: partners, associates and staff. While diversity for me is a full-time job, diversity at K&L is a total firm commitment. We strive to always promote, achieve and maintain a diverse workforce and a firm that is family friendly, community sensitive and involved. We want to be a model of change and stability.

During the 10 months I have been with K&L, we have increased our number of minority associates and partners. We have also increased our number of women associates and partners. We have opened up opportunities and given offers to members of every diverse group identified in our Diversity Mission Statement.

At the same time we have adopted the most expansive mentor training program in our history— every lawyer at K&L, without exception, will participate in the training to become a better mentor and a better protégé going forward. The real winner with a program like this is K&L. We will be a better firm going forward and we will be able to better serve our clients' growing needs.

So what is in store for the first quarter of 2004? We will continue to hold IL receptions in order to target the recruitment of diverse attorneys at selected law schools around the country.

We will also initiate the "Brown at 50, James M. Nabrit Lecture Series" at Howard University Law School, on



by Carl Cooper

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March 25, at which the Honorable Justice Steven Breyer will conduct a “Conversation with the Court” and later that same day, Professor Charles Ogletree of Harvard Law School will be the keynote speaker for this Lecture Series event.

In 2004, we will expand our focus to issues of gender, with particular attention to issues of minority females who have the highest attrition rate of any group included in the diversity community.

In 2004, recruitment, retention and relationship building will continue to be our focus. With more education on the issues, and with more people participating in developing solutions, we will obtain and maintain a better legal environment and a stronger community environment than we have ever experienced before.

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