

DIVERSITY COMMITTEE NEWSLETTER

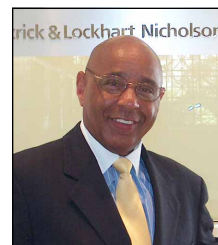
Summer/Fall 2005

Inside This Issue

Synergy at the Intersection of Diversity and Pro Bono	1
Personal Note from the Editor	2
The James M. Nabrit Lecture Series	2
Diversity: Developing Leaders Through Mentoring	3
Priming the Pipeline for Students of Color	4
Professional and Personal Life Integration	5
K&LNG's Newark Office: Making a Difference	8
K&LNG's Commitment to Professional Development	9
2005 New York City Metro Area LGBT Legal Career Fair	10
The Final Report: Workforce 2020	11

Synergy at the Intersection of Diversity and Pro Bono*

This publication considers some of the objectives pursued and challenges encountered by proponents of diversity in, and pro bono service by, the legal profession and most notably major law firms and corporate legal departments. It summarizes the societal and professional objectives that have energized advocates to develop strong business cases to guide their companies and firms in both spheres. It concludes by suggesting that there is a substantial opportunity to exploit synergies emanating from objectives and activities that are common to both endeavors. In the most general terms, that commonality stems from a desire to have the professional complement of our institutions be reflective of our society at large and, correspondingly, to render professional service of a breadth that reflects the needs of our society at large.



by Carl G. Cooper
K&LNG Chief Diversity Officer

The Pro Bono Business Case Rationale

The business case rationale for pro bono is multifaceted. Some aspects of the case are intangible, while others are quite concrete. Beginning with the intangible is the ethic of public service for its own sake. It is good to do good, and it feels good to do so. This feeling is often enhanced by the opportunity to represent the poor, vulnerable or disenfranchised in a way that underscores the principle that justice is blind. It is an opportunity for lawyers to serve that principle by leveling the playing field through effective legal counsel. A lawyer who is positively energized by a pro bono experience will bring that positive energy to his or her work, colleagues, and institution. Somewhat more tangible, but still largely aspirational, are the exhortations found in the guidance documents and rules of professional conduct that govern our profession. They impress on lawyers the importance of giving service back to society in exchange for the professional franchise of being allowed to practice law. While codified in these historically recent enactments, the obligation of public service is fundamental to the learned professions. The law is a noble profession with a proud tradition, and it derives much of its historic nobility and pride from its ethic of public service. Of



Carlton O. Strouss
Partner, K&LNG Harrisburg

Continued on page 6

*This article first appeared in the September/October, November/December, 2004 issue of *Pro Bono*, the publication of the Pro Bono Institute at Georgetown University Law Center

PERSONAL NOTE FROM THE EDITOR

It is with great pleasure and enthusiasm that I serve as Executive Editor for the Summer/Fall 2005 edition of Kirkpatrick & Lockhart Nicholson Graham's ("K&LNG") Diversity Newsletter. I am proud to say that all of the articles submitted for this edition capture and exemplify the intent, spirit and enthusiasm of what we are doing as a firm, as professionals and as individuals in our commitment to diversity.



by Jaime Ramón
Partner, K&LNG Dallas

Over the last two years, I have witnessed K&LNG's commitment to diversity. We walk the walk and talk the talk with measurable results. This past year, the firm's minority lawyers increased in number from **70 to 92**, and the

number of women lawyers increased from **221 to 254**. More importantly, a year ago K&LNG had **seven** minority partners; the firm today has **17**. Also significant is that when Chief Diversity Officer Carl Cooper took office, K&LNG had **34** women partners/of counsel. Today we have **58**. Our diversity recruiting efforts boast continued success in the fact that nearly one-third of the firm's 2005 summer associates are minorities and more than one-half are women. Equally as important, nearly one-third of K&LNG's fall class of 2005 are minorities and nearly half are women.

A very special "Texas Thank You" to all who contributed to this edition . . . **Thanks, Y'all!!**

Jaime Ramón
Partner, K&LNG Dallas

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The James M. Nabrit Lecture Series

In 2004, Kirkpatrick & Lockhart Nicholson Graham LLP ("K&LNG") announced a \$100,000 contribution to the Howard University School of Law to fund a multi-year lecture series in honor of James M. Nabrit, Jr., former president of Howard University and former dean of its Law School. In 1951, Mr. Nabrit filed the case of *Bolling v. Sharpe* in the U.S. District Court. *Bolling* was later consolidated with other cases and became known as the companion case to *Brown v. Board of Education*.

As K&LNG's Chairman of the Management Committee, Peter J. Kalis has stated: "The James M. Nabrit Lecture Series honors a great man and a great mission. And it does so at a time in which that mission invites—and deserves—revitalization and renewed commitment. The cause of racial equality in the United States is, and will continue to be, a defining test for our nation. That the historical roots of the cause are

centuries long does not detract from its continuing relevance. To the contrary, through events such as the Nabrit Lecture Series, we are able to underscore the contemporary importance of the mission while celebrating its brilliant and courageous champions such as, among many others, James M. Nabrit. It is, therefore, with the greatest sense of pride that K&LNG has agreed to continue its sole sponsorship of one of Howard Law School's most significant annual events of the year."

This year's lecture took place on March 23, 2005, and featured the Honorable Alphonso Jackson, Secretary of the United States Department of Housing and Urban Development Department ("HUD"). Secretary Jackson is guiding HUD in its mission of providing affordable housing and promoting economic development, an assignment to which he brings more than 25 years of experience in both the private and public sectors.

During the lecture, Secretary Jackson credited both James M. Nabrit and Dr. Martin Luther King, Jr. for some of the advancements in the United States:

Continued on page 10

Diversity: Developing Leaders Through Mentoring

“A process has long been in place in corporate America in which senior executives informally mentor promising young men to help them speed up their development. Today, all people with potential—including women and people of color—need to have this same, invaluable, reciprocal learning experience in their organizations to groom our future leaders.”

- Letty Hardy, “Mentoring: A Long-Term Approach”

As the above quote points out, mentoring is essential to the development of future leaders and is critically important for the development of people of color and women. David A. Thomas, in a study, found that promising white professionals tend to enter a fast track early in their careers, whereas high-potential minorities take off much later, typically after they reach middle management. In his article *The Truth about Mentoring Minorities—Race Matters*, he writes, “The career progression of minorities at U.S. corporations was distinctly different from their white counterparts.” Thomas concluded that “the people of color who advance the furthest all share one characteristic—a strong network of mentors and corporate sponsors who nurture their professional development.”

The importance of mentoring in U.S. corporations is equally relevant to law firms and corporate legal departments. Therefore, a material contributor to success for all attorneys, especially women and attorneys of color, is an effective mentoring relationship. Mentors can play a critical role in helping the protégé achieve confidence, competence, and credibility.

Successful mentoring relationships can provide support in various ways:

- The relationships open doors to challenging assignments that allow attorneys of color to gain professional competence.¹
- By putting the associate or in-house counsel in high positions of trust, the mentors send a message to the rest of the organization that they are high performers, thus helping them to gain confidence and establish credibility within and outside the organization.
- A good mentor can provide a truthful and direct assessment of how the protégé is perceived by the organization and its leadership.
- Mentors provide crucial career advice and counsel that can prevent their protégés from getting sidetracked from the path leading to higher levels of responsibility.
- Mentors often protect their protégés by confronting subordinates or peers who may level unfair criticism, especially if it has racial undertones.



by James Dockery
Corporate Counsel
Clear Channel Communications, Inc.

Continued on page 10

¹ Assignments give attorneys access to opportunities for substantive skills development, high-visibility tasks, important clients, and important supervisors. Assignments also supply the currency for acceptable billable hours. Consequently, the assignment process at an organization is a key factor in establishing a culture where diverse attorneys succeed. It is important that the organization looks at how effectively the work is being done, but also focuses on and monitors the type and quality of assignments given to women and attorneys of color, their utilization rates, their billing rates, and their profitability. More people of color are dissatisfied with law firms and corporate practice because they are not given the opportunity to work on challenging matters. Unfortunately, in some cases matters are less assigned as a result of competence, but rather are made because of the comfort level between the two parties. In other words, assignments are given based on similarities in race, ethnicity and gender.

Priming the Pipeline for Students of Color

As law firms and corporate legal departments struggle to address the lack of diversity within their halls, high school students are not frequently on their radar. Street Law, Inc. and the Association of Corporate Counsel (ACC) are striving to widen the scope of diversity initiatives to include those often-overlooked future lawyers.

Simply put, there are not enough lawyers of color graduating from law schools to diversify the legal community. Special attention within corporations to promote lawyers of color and the hiring of minority firms to provide legal work are two effective and important strategies. But in a sense they simply result

in reshuffling the same deck of cards. These strategies do not bring more diversity to the legal profession. The heart of the problem is that too few talented young people of color are giving serious consideration to legal careers.



by Megan Hanson
Program Coordinator
Street Law, Inc.

Street Law, Inc., a renowned nonprofit provider of education about law, democracy and human rights, has teamed up with the ACC to create a program to prime the pipeline to the legal profession. While there are programs in place to encourage minority college students to enroll and succeed in law school, there is a shortage of programming to encourage younger students to take the steps necessary to begin their journey to law school and the legal profession.

The Corporate Legal Diversity Pipeline program is designed to encourage high school students of color to continue their educations and consider a career in the legal profession. The program pairs corporate legal departments with at-risk students in nearby high schools, informed by the knowledge that exposing young people at an early age to information about the law and lawyers of color who can serve as role models is critical to developing their interest in the profession. As a classroom resource, legal professionals can provide the students with information, help them develop attitudes that promote law-abiding behavior, and learn communication and problem-solving skills.

The Corporate Legal Diversity Pipeline programs are constructed from three primary components: classroom visits, a one-day conference at the corporate campus, and enhancements such as job shadowing, summer internships or college scholarships. Teams of volunteers from the corporate legal departments (including paralegals, legal assistants, and administrative staff) visit the students' classrooms to teach about civil law topics. The students then attend a conference with topical law-related interactive workshops and a career fair. The pipeline is continued by offering the most promising students opportunities for further experiences such as summer internships or mentoring relationships.

In Pittsburgh, Street Law, Inc. and the ACC have teamed with PPG Industries, Inc. to build a partnership with three Pittsburgh-area high schools. PPG's program grew out of discussions, facilitated by Kirkpatrick & Lockhart Nicholson Graham's Carl Cooper, between the Allegheny County Bar Association's diversity committee and PPG senior vice president and general counsel Jim Diggs in the fall of 2004. The legal department paired with two civics classes at Schenley and Taylor Allderdice High Schools as well as the Street Law course at Oliver High School (the school system's law magnet program).

Legal department teams taught two classes for each of the participating schools on each of the four topics to be featured at the one-day conference—dispute resolution, intellectual property, employment discrimination (sexual harassment), and advertising/warranties.

At the one-day conference, students participated in two 80-minute interactive workshops and a lunchtime career fair. The workshops featured a variety of hands-on activities, including mock arbitrations in a sexual harassment case and a three-party mediation related to a defective component of a manufactured product. In another workshop, students invented names for a new type of sneakers and then learned about the trademarking process.

Continued on page 7

Professional and Personal Life Integration

In September 2004, K&LNG launched an initiative to help employees improve their quality of working life. The initiative focuses on assisting employees to change their working practices and assumptions, along with providing improved structures across the firm, in order to integrate their professional and personal responsibilities more successfully. The changes made to working practices [how we do work], assumptions [how we think about work], and structures [cultures and policies] have a dual agenda of improving what traditionally has been called “work-life balance” for employees and organizational effectiveness for K&LNG. Though distinct from the firm’s Diversity efforts, the initiative on Professional and Personal Life Integration (PPLI) is linked to this program. In numerous ways, PPLI incorporates principles of Diversity into the initiative and supports the Diversity program’s objectives. In fact, the concept of inclusiveness is central to the PPLI initiative in two key ways: its foundation and approach.

One of PPLI’s foundations is the concept of diversity at its broadest level: that we are ultimately all diverse individuals. We have multiple roles and responsibilities—as lawyers, or parents, or children, or partners, or community members, etc. Trying to succeed at (and enjoy!) all of these is extremely difficult, particularly given predominant working practices within our society and profession that have traditionally regarded members of a firm primarily as employees rather than the whole, multifaceted people we are. By recognizing and being inclusive of the diversity that exists within each of us based upon our differing roles, needs, and strengths, then developing working practices that take advantage of these differences, we will benefit ourselves and our firm.

The PPLI initiative supports diversity’s intention for inclusiveness both in terms of *who* and *how* in its approach. Historically, initiatives have focused solely on women with children as the *who*—those initially considered to be the most challenged in integrating their multiple roles and responsibilities. Today we realize that we all may have difficulties integrating (in relation to a multiplicity of issues and at various life

stages). Therefore, the PPLI initiative includes all members of the firm from the outset. By being inclusive of the widest range of employees in the process of change, we will be able to modify our routines in ways that are more significant and sustainable for not only working mothers, but all employees.

In addition to inclusiveness in the *who* of the approach; we will be inclusive in the *how* of the approach, i.e., the method is collaborative. PPLI projects concentrate on improving the ways in which we operate both collectively and individually. In order to create change, we need everyone involved and collaborating in all three stages of the process: assessment, creation of solutions, and implementation. Having the management committee or an external expert determine the necessary changes void of input would be ineffective. The approach, instead, involves members of the organization in the ongoing and cyclical stages of the process. In fact, the approach relies on the participation and efforts of each of us to make changes happen. Given this, the role of the director is to facilitate these processes. By learning from the experiences and perceptions of employees, the director will serve as their voice to the Management Committee and be able to provide strategic leadership to the initiative.

Like diversity, PPLI emanates from the necessity to reflect today’s cultural norms and needs as well as adapt to the changing nature of society. Similarly, PPLI is about finding ways to respect and benefit from the differences of the people at K&LNG. In particular, it focuses on differences in working styles, schedules, personal demands, choices, identities, roles, etc. By working directly with individuals, teams, and offices to allow for varied resolutions, we will be able to benefit from the experiences of different solutions at many levels. Individuals will have more flexible and supportive working practices, as well as assumptions and structures in which to manage our roles and responsibilities. While K&LNG has launched the PPLI initiative for its employees, the firm itself also benefits.



by Jeannine M. Rupp
PPLI, K&LNG New York

Continued on page 7

Synergy

continued from page 1

course, these laudable goals are not always sufficient to make the business case in a world that seeks immediate, tangible evidence to justify any investment of resources, human or financial. This brings us to the more practical and objective institutional benefits of pro bono, such as training, mentoring, recruiting, market differentiation, and institution building. They are considered *seriatim*.

THE BUSINESS CASE FOR DIVERSITY

Just as the business case for pro bono is multifaceted, so too is the case for diversity. Again, the points range from the moral to the practical. It is perhaps uniquely within the province of the legal profession in our constitutional democracy to be focused on securing for all citizens the rights of “life, liberty, and the pursuit of happiness.” It is axiomatic that those rights will be best secured if the guardians of those rights are themselves reflective of the diverse society they serve. However, as with pro bono, there is also an eminently practical side to the diversity business case. Here, it may be best to start with lessons learned from many of our colleagues who serve as corporate in-house counsel. Their companies often do business throughout the country or the world. Consider the breadth of customer needs and business challenges experienced by companies that market consumer goods or operate retail chains in every urban center or hamlet in America. Addressing the issues presented in that business context is not a “one size fits all” proposition. Rather, it is a situation in which a culturally diverse group of professionals will be better equipped to understand and creatively respond to those issues. This market reality has led many corporate legal departments to emphasize diversity within their ranks.

PRO BONO AS A MANIFESTATION OF DIVERSITY

Institutions that have embraced the respective business cases for diversity and pro bono are often propelled to activities that address the objectives of both. That is, institutions that pursue diversity in their ranks may also be advancing through pro bono the legal interests of diverse and historically underserved populations. For example, pro bono representations have resulted in wholesale changes in public policy through landmark

litigation on numerous issues of civil rights. On the other hand, pro bono service rendered at the retail level to thousands of underserved diverse persons has addressed emergent problems for persons at risk. Of course, these representations cover a broad spectrum, from employment and housing to ameliorating spousal or child abuse. And, in somewhat of a middle ground, there are legal projects and counseling designed to empower community leaders and entrepreneurs to develop stronger and safer communities. Not surprisingly, institutions often correctly identify and consciously support these pro bono activities as a recognized manifestation of a broader ethic of service to a diverse community—a community that they want to have reflected in the makeup of their workforce. In some instances, law firms partner with clients in their communities as part of this effort. Such pro bono service is a testament to institutional core values of both diversity and public service. While this commonality may, at least superficially, seem obvious, it is not clear that institutions have fully recognized and exploited synergies between the two spheres.

IMPLEMENTATION OF DIVERSITY— Pro Bono as a Synergistic Opportunity

Legal institutions, be they corporate legal departments or law firms, face very real and similar challenges in developing a cadre of diverse professionals. Historically, neither the legal departments of corporate America nor the law firms that serve it have been sources of opportunity for minorities. So, as these organizations set out to diversify, they face challenges of institution building in recruiting, training, and mentoring their lawyers. Indeed, while all of these challenges are daunting, perhaps the mentoring challenge is the greatest because the institutions lack the intergenerational element: a senior generation that is not diverse is inherently less well-equipped to infuse the next generation with mentoring experiences viewed through the lens of diversity. Interestingly, this list of challenges substantially coincides with the list of institutional benefits derived from an effective pro bono program. Consequently, it is reasonable to view an effective pro bono program as a tool in developing a diverse professional team.

NEXT STEPS

While it is beyond the scope of this essay and, indeed, our experience to be able to offer an extensive primer of specific steps on how to exploit the synergies, several initial steps do emerge. Promote a management structure in which there is a high level of communication and collaboration between those charged with responsibility for diversity, professional development and pro bono. Some organizations have elected to repose clusters of these responsibilities in the same individual, explicitly or implicitly acknowledging the synergy. Promote communication and collaboration among groups or committees of lawyers whose primary mission is diversity, professional development, or pro bono so that their efforts are not isolated from one another. Consciously seek out and undertake pro bono activities in diverse communities that have been historically underserved. Converge diversity pipeline projects and pro bono activities. Many firms support diversity by participating in educational programs in diverse communities to encourage racial and ethnic minorities to consider careers in the law, an effort to get them in the career pipeline. Presentations of pro bono seminars in those communities that explain and clarify legal rights and responsibilities provide legal advice while coincidentally providing a tangible example of why a legal career should be pursued. These illustrations provide a point of beginning. Obviously, this is not a “one size fits all” subject. Each institution will have its own set of opportunities and challenges.

CONCLUSION

Diversity must be addressed on a holistic basis because it represents a cultural paradigm shift for many institutions. Consequently, it implicates everything from recruiting and retention to training and professional development to marketing. While a pro bono program will not assure diversity, it can be an extremely useful tool in addressing some of the most difficult challenges faced by those who seek to promote diversity in legal departments and law firms. To the extent that institutions focus on pro bono as a tool, it will raise the profile of pro bono, thereby supporting the essential pro bono mission of expanding the availability of legal services to those in need. We

encourage leaders in each sphere to be sensitive to and seek ways to exploit these positive synergies.

*The authors wish to gratefully acknowledge the thoughtful guidance and research assistance provided by the Pro Bono Institute, especially Esther Lardent, Tammy Taylor, and Jon Blair.

Carl G. Cooper
K&LNG Chief Diversity Officer

Carleton O. Strouss
Partner, K&LNG Harrisburg

Priming the Pipeline

continued from page 4

After a successful first semester of the program, the legal department volunteers at PPG are looking forward to expanding next year. PPG, Street Law and ACC hope to expand the partnership to include several more government, civics, history or law classes in the city and to bring in new corporations.

To learn more about the Corporate Legal Diversity Pipeline Program, visit www.streetlaw.org/pipeline.asp.

Megan Hanson
Program Coordinator
Street Law, Inc.

PPLI

continued from page 5

By improving how we work, we will be able to serve clients more effectively. Additionally, we will retain colleagues, creating a more diverse workplace from which we will have a wider base of knowledge and client relationships.

In the end, PPLI and Diversity are mutually beneficial, although they are two separate initiatives. PPLI utilizes Diversity’s concept of inclusion as part of its foundation and approach. When we use this concept to achieve our objectives of integrating professional and personal lives, we in turn strengthen and support K&LNG’s Diversity efforts.

Jeannine M. Rupp
PPLI, K&LNG New York

K&LNG's Newark Office: Making a Difference

K&LNG Newark recently sponsored an eighth-grade essay contest for 45 students from the Robert Treat Academy, a public charter school that draws its students from neighboring communities in and around Newark, New Jersey. The Academy, now in its eighth year of operation, has approximately 350 to 450 students from kindergarten through eighth grade. The school's motto encourages students to be the best they can be, to be kind to one another and to work hard. Most significantly, the Academy nurtures a total commitment to high academic standards, a recognition that all individuals are created equal, and support of equal educational opportunities for all.



by **Helen Tuttle**
Associate, K&LNG Newark

Several K&LNG attorneys and teachers from the school judged the students' essays, which focused on either citizen responsibilities, our country's form of democracy, or *Brown v. Board of Education*. On May 2, 2005, **Carl Cooper, Anthony La Rocco, David Kwon, Helen Tuttle, Emily Won, Robert Pawlowski, Stephanie Haggerty, Tammy Henderson, Stephanie Gayol, and Rosalia Niforatos** attended the morning assembly to present the awards to the three winners: Marilyn Herrera (first

place—\$2,500), Kevin Torres (second place—\$1,000), and Jonathan Valentine (third place—\$500). K&LNG chose to award monetary scholarships to assist with the purchase of books and to cover unanticipated expenses for the eighth graders as they enter expensive private high schools.

Tony La Rocco, administrative partner of the Newark office, commented that he was "really impressed with the intelligence, maturity, and sophistication of the students" and sees this essay contest as the beginning of a long-term partnership with the Robert Treat Academy. Chief Diversity Officer **Carl Cooper** was equally impressed with the students and encouraged them to follow their school motto—"Be the best you can be"—as they pursue their dreams.

During the May 2nd awards ceremony, Marilyn Herrera, the first-place winner, read her essay to the entire school. The following is an excerpt from Marilyn's winning essay titled "Representative Democracy."

The United States government and American way of life are truly based on two very imperative ideals. They are freedom and equality. They are a result of having democracy in our nation. Democracy comes from the ancient Greek term meaning "rule of the people..."

When Europeans settled in the United States, they had to find a way of creating a new government. Europeans used a very simple technique called insight. They used what they have incorporated and learned in the past, and put it to use...

I believe the reason why the European settlers chose this government is based on two ideals: freedom and equality. I believe they wanted for us to have the opportunity and, most of all, the freedom to elect our leaders. I also believe they wanted every one of our votes to be equal and counted just the same as everyone else's.

I have been told several times by my grandparents that I have an



The three winners proudly holding their winning checks with Chief Diversity Officer, Carl Cooper; Administrative Partner, Tony La Rocco; Associate, Helen Tuttle; and Partner, Dave Kwon.

Continued on page 10

K&LNG's Commitment to Professional Development

Cultivating the skills and knowledge required to be a successful lawyer is a pursuit extending the full span of a lawyer's career. Professional Development at K&LNG embraces this concept and appreciates the importance of continued learning and professional development. We play an integral role in educating our lawyers while fostering their development to ensure their success.

Defined in its broadest sense, Professional Development at K&LNG encompasses mentoring, practice group activities, and a variety of substantive and skills programs, including client development skills, each with a shared goal: to provide our lawyers with the knowledge and techniques that they will need every day in their practice of law. The K&LNG Mentoring Program, to highlight one example, strives to transmit firm culture, work ethic, and goals to each associate. The program helps accelerate the learning process by translating legal knowledge into effective legal practice, thereby helping our associates improve their delivery of service to our clients. We actively seek to provide our lawyers with every opportunity and tool possible to enable them to achieve their highest potential and become the best counselors and advocates in the legal profession.

Under the stewardship of Peter J. Kalis, Chair of K&LNG's Management Committee, we developed the *Legal Practice Institute*—a centralized vehicle for educational programming and the advancement of our core ethic of “intergenerational excellence.” Under the umbrella of the *Institute*, we deliver developmentally appropriate programming for all our lawyers, from the newest summer associate to the most seasoned partner. Through the *Institute*, we currently offer 150 courses annually in substantive and skills training through live lectures, videoconferences and interactive programs. In collaboration with partners from every practice area and office firmwide, we have established a myriad of programs in the following curricula: Corporate, Litigation, Regulatory, Client Development and Relationship Management, Legal Writing and Research, Practice Management, Lawyering Skills, and Professionalism and Ethics.

Our partners' commitment in the area of professional development is unparalleled. Partners at K&LNG share a personal commitment to every lawyer's development and serve as faculty for the majority of the *Institute's* programs. Few firms have such a high number of partners who participate in associates' development in this way. Drawing on the depth and breadth of the expertise of our partners allows us to offer programs on cutting-edge topics. For some programs, particularly for our first-year lawyers, we also utilize senior associates as presenters. The use of in-house senior associate speakers provides a dual educational benefit: it allows our senior associates to transmit their knowledge and experience to their junior counterparts, while also polishing their own presentation skills. For other programs such as intensive skills training, we utilize nationally recognized consultants.

The culmination of our efforts to date is embodied in the recently published inaugural edition of the *Legal Practice Institute Course Catalog*. The *Catalog* is intended to be a valuable resource for all K&LNG lawyers—those fulfilling obligations in mandatory continuing legal education jurisdictions and those refining their skills or developing new areas of expertise. It includes complete descriptions of the panoply of courses in the U.S. substantive and skills curricula and several joint U.S.–U.K. programs in the Client Development and Relationship Management Curricula. The *Catalog* sets forth the courses by curriculum and by level of seniority. The *Catalog* and the curricula are fluid documents—continuously evolving in response to lawyers of all levels who identify areas for new programming. We hope to include additional London office programs and a complete listing of joint programs with our London office in future editions of the *Catalog*.



by **Magda Hageman-Apol**
K&LNG Firmwide Director
of Professional Development



by **Mary McGurrin-Novack**
K&LNG Professional
Development Administrator

Magda Hageman-Apol
K&LNG Firmwide Director of Professional Development

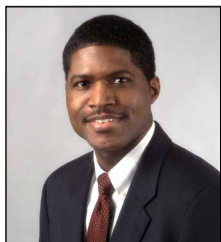
Mary McGurrin-Novack
K&LNG Professional Development Administrator

James M. Nabrit

continued from page 2

“The future is unlimited,” he said. “Limitations of ability lie in the mind, and nowhere else.”

Secretary Jackson said he feels his success is proof that students can achieve anything, and he encouraged them to remain cognizant of their behaviors in the world. “We all come into this world wearing nothing, and we will all go out wearing nothing,” Jackson said. “All that matters is how we treat and respect people in between.”



by **Clarence E. Dozier, Jr.**
Associate, K&LNG Pittsburgh

K&LNG is proud to be a part of the James M. Nabrit Lecture Series and looks forward to a continued meaningful relationship with Howard University School of Law for years to come.

Clarence E. Dozier, Jr.
Associate, K&LNG Pittsburgh

Developing Leaders

continued from page 3

In other words, effective mentoring includes teaching, advising, coaching, modeling, and counseling. Additionally, effective formal mentoring programs should begin by training the mentors. The initial training should include establishing goals, guidelines, frequency of meetings, and how to measure success. The training should also include strategies for effective communication across gender, racial, cultural, and generational lines.

Finally, in describing the importance of a mentoring program, Colonel Pat Keating of the Air Force Personnel Development Center stated, “Through mentoring junior members, leaders create their greatest legacies. The Air Force mentoring program provides an avenue by which we can look back with great pride and look forward with great anticipation to the investment we make in the Air Force’s most prized asset: its people.” Those words are true for any organization. Mentoring is about the successful development of the greatest resource that an organization has—its people.

James Dockery
Corporate Counsel
Clear Channel Communications, Inc.

2005 New York City Metro Area LGBT Legal Career Fair

Last fall (2004), Barry Gilman (Associate) and Alberta Blum Bertolino (Legal Recruitment Manager) of K&LNG’s New York office identified the need for a job fair where lesbian, gay, bisexual and transgender law students could meet with legal employers to discuss employment opportunities and law firm life in New York City. They brought their proposal to The Lesbian, Gay, Bisexual and Transgender Law Association of Greater New York, which enthusiastically agreed to lend its name and support to the event. As a result of many hours of planning and outreach to area law schools and law firms, the inaugural 2005 New York City Metro Area LGBT Legal Career Fair, specifically targeted to second- and third-year gay, lesbian, bisexual and transgender law students in the New York City metropolitan area, will be held on Thursday, September 8, 2005, at the Benjamin N. Cardozo School of Law in Manhattan. K&LNG will be a featured sponsor of the event, along with co-sponsors Shearman & Sterling and Thelen Reid & Priest. To date, fourteen area law schools and 40 area law firms have signed on to participate in the event.

K&LNG’s Newark Office

continued from page 8

enormous privilege to live in the United States. But not until recently, I found out that we are given freedom that others pray and dream for every day. It certainly makes me grateful for what I have, and gives me a sense of thankfulness for the European settlers who made a government that opened opportunities....

Our republic is based on two ideals that definitely describe an American citizen. We are free and we are all equal! And we should never take what we have for granted in the great country of ours.

K&LNG was honored to share in the awards ceremony with the students and their families and looks forward to next year’s contest as well as to expanding our relationship with the Academy through moot court competitions, field trips, and mentoring.

Helen Tuttle
Associate, K&LNG Newark

Workforce 2020

Now, more than ever, our country needs an educated workforce. Twenty years ago, the Hudson Institute, a conservative think tank, reported in its Workforce 2000 Report that the emerging workforce beyond the year 2000 would be increasingly minority, female and immigrant.

Today, more than a third of the new entrants in the labor force are minority, and females continue to enter the labor force in record numbers. All these new entrants in the labor force have been predominately into jobs that require higher educational skills beyond high school. Minorities will continue to increase their representation in the labor market over the next 20 years for yet another reason: the Black and Hispanic populations in the United States have grown more rapidly – both through immigration and high birth rates – than the non-minority population. It is reported that the vast majority of new jobs will be in service occupations, most of which will require post-secondary education.

Ten years later, in Workforce 2020, the Hudson Institute again underscores the case for diversity. The key findings of this report are that:

- 1) An international labor market, enabled by migration and technology, is upon us;
- 2) The tidal wave of immigration to the United States in the 1990s has affected almost the entire nation, from large city to small town;
- 3) The slowdown in population and labor force growth throughout the developed world will intensify the need to take advantage of different sources of international labor from the less developed world;
- 4) The fiscal impacts of aging, along with its demographic effects on declining population and workforce growth, will further heighten the need

for foreign labor in the advanced economies of the world; and

- 5) The United States is the world's most significant destination for the world's migrant labor and claims an above average share of its most educated and skilled members.

Two of the projections in its initial Workforce 2000 report remain valid: First, the American workforce is diversifying rapidly; and second, the deficiency in a skilled workforce has resulted in the import of large amounts of highly educated labor to offset domestic shortages.

From this report there is also a startling fact that has huge implications for the changing face of the American (and global) workforce: The less advanced regions of the world are almost the sole source of the net global population growth, from which the world's workforce can be drawn; whereas the advanced regions account for almost none of the net global population growth.



by Jaime Ramón
Partner, K&LNG Dallas

WHAT DOES ALL THIS MEAN FOR THE AMERICAN WORKFORCE?

It means that employers will have to develop recruitment and retention policies to continue to attract the best and the brightest employees in a rapidly changing (also aging and immigrant) labor pool.

In sum, as the number of white non-Hispanic workers begins to decline over the next decade, an employer who has not been able to attract or retain racial or ethnic minorities will be lost in its attempt to attract or retain the only significant source of workforce growth in the American economy. This, again, is a strong case for diversity.

Jaime Ramón
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