
EMPLOYMENT

INCLUSION OR ILLUSION: The Examination of a Fact or Fiction



COMMISSION REPORT

Presented by:

THE MOUND CITY BAR ASSOCIATION



2006-2007

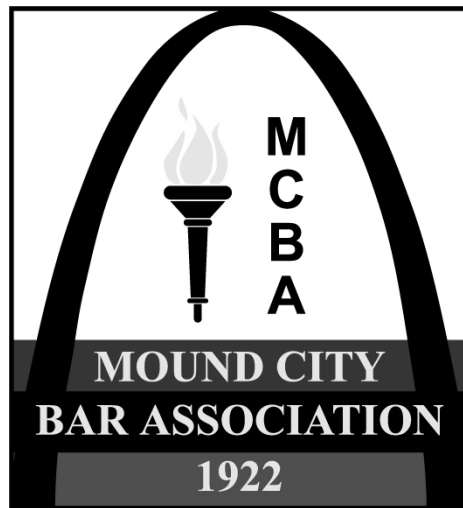
The General Body of the Mound City Bar Association has approved this report pursuant to the Association's By-Laws.

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EMPLOYMENT

INCLUSION OR ILLUSION: The Examination of a Fact or Fiction



THE MOUND CITY BAR ASSOCIATION 2006-2007

EMPLOYMENT COMMISSION

CHAIRPERSON: Ronda F. Williams, Esq.

COMMISSIONERS:

Ruby Bonner, Esq.
Jennifer Joyce, Esq.
Mona Lawton, Esq.
Pamela Meanes, Esq.

ACKNOWLEDGMENTS

The Mound City Bar Association thanks the legal employers that participated in the Employment Commission Panel Discussion. Their willingness to take time away from their busy schedules to discuss this important and vital issue was noted and appreciated by the commission members and the MCBA members in attendance.

We would like to thank all of the legal employers who assisted us by completing the diversity initiative surveys which required them to look at the reality of diversity in the legal profession, in hopes for answers and solutions to improve it.

Finally, we are indebted to you, the reader, for your sincere consideration and willingness to participate in this examination of diversity in the legal profession.

Report writers: Ronda Williams, Ruby Bonner, Jennifer Joyce, Mona Lawton & Pamela Meanes

Cover design by Ronda F. Williams, image courtesy of The Multicultural Diversity Assessment Dissemination Project of Emporia State University Teacher's College.

MCBA Employment Commission Panel photographs courtesy of Leslie P. Wallace, Esq.

TABLE OF CONTENTS

FOREWORD	
MCBA President Pamela Meanes	6
Employment Chairperson Ronda F. Williams	7
EXECUTIVE SUMMARY	8
RESEARCH	11
FINDINGS & RESULTS	18
Law Firms	19
Government Agencies	40
PANEL DISCUSSION	47
RECOMMENDATIONS	
Mound City Bar Association	51
Law Firms	52
Government Agencies	55
CONCLUSION	57
REFERENCES	58
<i>ADDENDUM:</i>	59
Employment Commission Survey & Cover Letter -Law Firm	
Employment Commission Survey & Cover Letter -Government Agency	
Completed Surveys	
Response from Missouri State Public Defender System	
Corporate Panel Cover Letters	
Panel Confirmation Letters	
Thank You Letters to Panel Members	

Foreword



Pamela Meanes, Esq.
Mound City Bar Association President

Ronda F. Williams, Esq.
MCBA Employment Commission Chairperson

MOUND CITY BAR ASSOCIATION PRESIDENT

Diversity is one of the most critical issues facing America and the legal profession today. To that end, rarely can one find an institution, business, or establishment which has not implemented a diversity initiative or program. Although most applaud these efforts, when confronted with their results, many have questioned whether said initiatives have created diversity or simply an appearance of it. Confronted with this critical question, in July 2006, the Mound City Bar Association (“MCBA”) decided to test the diversity initiatives of certain entities in the following four disciplines: 1) education, 2) social; 3) healthcare; and 4) employment. To accomplish this goal, a Commission was established for each discipline. Each Commission was charged with: 1) researching and surveying its particular entity; 2) conducting a panel discussion with the leaders of said entities; and 3) drafting a Report which would be published in various media outlets.

In January 2007, the MCBA Employment Commission, led by Chairperson Ronda Williams, undertook the task of analyzing the diversity initiatives of Missouri law firms and governmental entities to determine whether said initiatives have led to the successful recruitment, retention and promotion of African American lawyers.

In recent years, clients have increasingly required law firms which they employ to demonstrate a commitment to diversity and to utilize a diverse legal team to service their matters. Thus, “if a law firm desires to remain successful and competitive, it will have to discover ways to increase the number of minority attorneys and ensure their retention. [To the end], [i]t means little for a law firm to maintain and/or increase the number of minority associates by merely replacing incoming associates with outgoing associates. More important, it means very little if a law firm consistently increases its number of minority associates, but never increase its number of minority equity partners. The proof is in retention and promotion not merely the numbers.”¹

This Report provides a critical analysis of the existing diversity efforts of certain Missouri legal employers and outlines findings and recommendations gathered from various sources. The motivating factor behind this Report arises from MCBA’s desire to formulate a collaborative partnership with legal employers to improve diversity in the legal profession.

I urge you to carefully read this Report and utilize it as a catalyst to facilitate meaningful discussion on how to best achieve positive change. To that end, it is essential that you view this Report as a beginning and not as a completed project. The true impact of this Report will be determined in large part by the communication and actions that follow.

2006-2007 MCBA President
Pamela J. Meanes, Esq.

¹ *A Look Beyond The Numbers*, Minorities in the Legal Profession Committee of BAMSL, Judge Nannette Baker and Pamela Meanes, St. Louis Lawyers, Vol. XL, No. 12, April 3, 2002.

MCBA Employment Commission

CHAIRPERSON

Inclusion or Illusion? That is the question we are asked to answer. Of course, a definitive answer to that question is not possible; however, my hope is that this report will help you see that there is a difference. The word "Diversity" is thrown around frivolously. Its meaning is often misinterpreted, misunderstood and misapplied. Being truly diverse, does not simply mean having people who look different. True diversity lies in the inclusion of people who not only look different, but think different and have a different way of processing information. This is where the true value in diversity lies.

If a firm or agency is diverse on the surface, meaning it appears to have a diverse workplace population, but the differences represented by the diverse persons are not embraced by the firm's majority leadership, the sentiment of inclusion has been lost and those efforts are more an illusion.

This process has shown that improvement has been made in the recruitment and hiring of African American attorneys, however, we are going backwards when it comes to retaining and promoting these attorneys. Some special efforts are being employed in order to recruit African American attorneys, but once they are in the door, they are thrown into the majority workplace population and ignored. If an employer believes special efforts are necessary to recruit and hire African American attorneys, why then does that employer not understand that special efforts must be employed to retain these same attorneys.

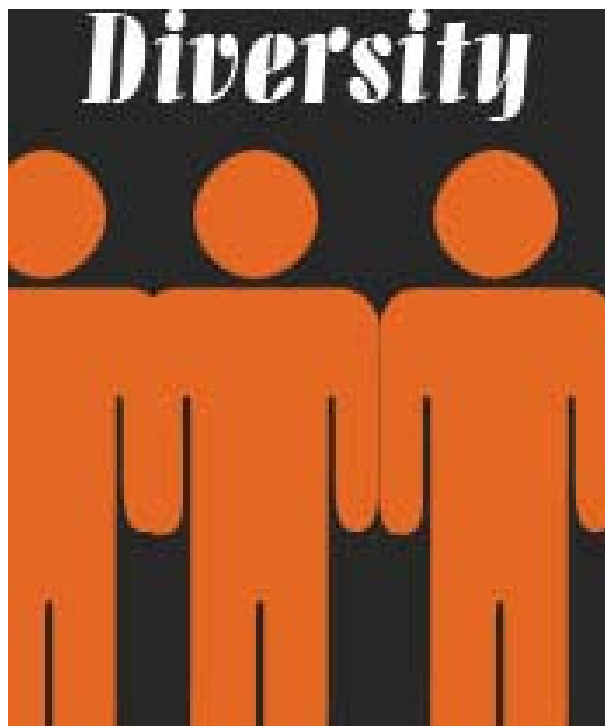
When the goal is true diversity, an employer must not only look at hiring diverse candidates, but must also use a diverse management style towards them. It has already been acknowledged that there is a benefit to hiring diverse employees, that benefit is not cultivated if their input is not encouraged, their distinctiveness is not embraced and their worth is devalued. Many African American attorneys feel that their presence in the workplace is considered a concession by the employer and this feeling is often confirmed by the employer's failure to substantively include their diverse and unique points of view.

Based on the results of the surveys, the research done by the commission and the panel discussion, I conclude that the answer to the question is Illusion. However, what is important is not the answer, but the solution, and the SOLUTION is RETENTION, RETENTION, RETENTION.

Once legal employers understand that African American attorneys add real tangible value and recruiting and hiring is not enough to benefit from their added value, only then will substantial steps be taken to improve their retention.

2006-2007 MCBA Employment Commission
Ronda F. Williams, Esq., Chairperson

EXECUTIVE SUMMARY



Inclusion...

Executive Summary

Illusion of Inclusion

The word *diversity* represents a large group comprised of different people with different experiences, including but not limited to race, color, religion, gender and national origin. When “diversity” does exist in the workplace, the question becomes how well is the employer utilizing its diversity? In other words, how do these different people function or work together within the workplace, is there “*Inclusion?*” Inclusion encompasses policies and practices that seek to include people within a workforce who are considered to be, in some way, different from those in the predominant group. It is the key to having all people represented, welcomed and valued, not only for their abilities, but also for their unique qualities and perspectives. If a company is diverse in makeup, but all the decision makers are of one primary group, diversity does not add much value.

“Martizia F., an African-American woman, spent the majority of her academic and professional career in predominately white male work environments. She was looking for a law firm that had a decent representation of women and attorneys of color and a commitment to increasing its level of diversity. She was excited to receive an offer from a firm that seemed to meet her criteria. In the 3-month time frame between accepting the offer and starting work, five of the seven women and attorneys of color in the firm had resigned—the remaining two were working with recruiters. Martizia found out that the women left for firms that were more open and committed to creating a work-environment where the desire to create diversity went beyond mere lip service.”¹

This example is not unusual. Although, legal employers are under pressure to recruit talented minority attorneys, many employers lack the requisite systems and skills to retain, promote and support such a diverse workforce. As a result, many individuals and groups continue to feel excluded and insulated within the workplace.

The Cost of Exclusion

African American attorneys experience extreme under-utilization of their skills and abilities, and as a result, legal employers fail to reap the benefits. Racial diversity is associated with increased sales revenue, more customers, greater market share, and greater relative profits. A diverse workforce, relative to a homogeneous one, produces better business results such as greater profits and earnings. Research suggests that more diverse groups have the potential to consider a greater range of perspectives and to generate more high-quality solutions than less diverse groups.²

There is a positive relationship between the racial diversity of firms and their business functioning.³ It is possible this association occurs because businesses that draw on larger, more inclusive talent pools are more successful, or it could be that more successful business organizations can devote more attention and resources to diversity issues, or it could be some other dynamic. Nevertheless, diversity is related to business success because diversity has positive effects on certain organizational processes such as communications, creativity, and problem solving, which are closely related to performance.⁴

RESEARCH

I. WHAT IS DIVERSITY?

“In the context of the workplace, valuing diversity means creating a workplace that respects and includes differences, recognizing the unique contributions that individuals with many types of differences can make, and creating a work environment that maximizes the potential of all employees.”⁵

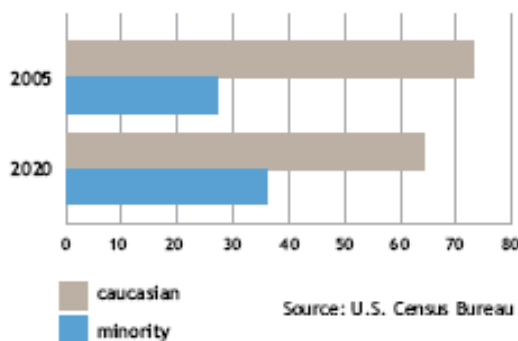
Diversity often encompasses characteristics or factors such as race, color, religion, gender, national origin, sexual orientation, age, disability and citizenship. For the purposes of this report, the issue has been narrowed to racial diversity, more specifically, the inclusion of African American attorneys in the legal workplace.

When we discuss the inclusion of African American attorneys in the workplace, we are referring to acceptance and respect, an understanding that each individual is unique, and recognition of their individual differences.

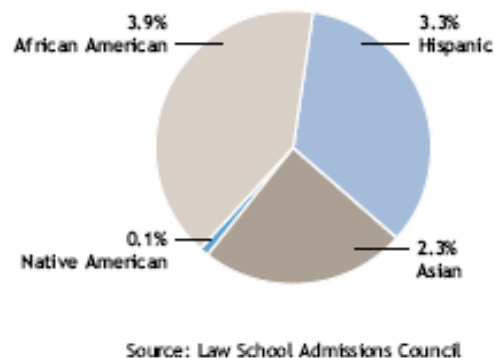
II. TRANSITION IN MAKE-UP OF POPULATION

America has always been ethnically diverse. But today, a shift in the population is occurring and in fact, by 2050 the United States population will be “majority-minority,” with Hispanics exceeding all other ethnic groups combined.⁶ As the American population diversifies, so does the workforce. According to the United States Census Bureau, the workforce in 2005 was approximately 27 percent minority and by the year 2020, minorities will comprise more than 36 percent of the United States workforce.⁷

ethnic make-up of the U.S. workforce



demographic breakdown of the legal profession by minority ethnic group



Unfortunately, this correlative shift has not carried over to the legal profession. “The current demographic breakdown of the legal profession is more than 90 percent Caucasian, and no minority group accounts for more than 4% of lawyers in the United

States.”⁸ “In 1998, African-Americans and Hispanics combined represented only 7% of lawyers as opposed to 14.3% of accountants and 9.7% of physicians.”⁹

However, declining public confidence in the field of law combined with pressure from clients to have a varied employee base within firms is forcing the legal profession to take a hard look at its recruiting and hiring processes.¹⁰ “Law firms must develop forward-looking diversity hiring programs to meet the demands of the marketplace and more accurately represent the American population.”¹¹ Still, to build a successful diversity hiring practice, we must understand the depth of the problem and the forces pushing for a solution.

Part of the reason that the legal workforce is not diversifying is because the pool of minority applicants is smaller than minority pools in many other professions. According to the American Bar Association (ABA), the rate of minority applicants to law school is declining.¹²

Additionally, even after successfully completing law school, minorities are joining law firms at a much lower rate than their fellow graduates. The lack of interest in law as a profession for many minority groups is symptomatic of a larger problem, according to recent studies by the ABA.¹³ It shows an increasing lack of trust in the legal profession, due in part, to the fact that there are so few minorities currently involved in the legal field. People simply do not believe a group that does not reflect their lifestyle can effectively represent them.¹⁴

Further, minorities who do succeed in entering the legal profession are less likely to enter private practice and much more likely to take government or public interest jobs — resulting in more competition for the limited pool of minority applicants.¹⁵ The American business community also has taken note of the legal profession’s lack of diversity. With increased competition for the attention of the American consumer, companies cannot afford to ignore issues that are important to their customer base. In response to their increasingly diverse customers, corporations are instituting diversity hiring practices of their own, and internal legal teams are extending their company’s diversity hiring practices to outside legal counsel, asking all legal partners to meet certain diversity criteria.

III. REPRESENTATION OF AFRICAN AMERICAN ATTORNEYS

Law is one of the least diverse professions in the United States. Now, in the 21st century, the legal profession is in danger of losing touch with the society it serves.¹⁶ Largely white and largely wealthy, it is serving an ever-narrower slice of the American population.¹⁷ While the profession is more than 92% white, U.S. Census data show an America that is 30% people of color.¹⁸ Law school enrollment is 80% white; yet Census projections anticipate an overall U.S. population of 50% people of color by 2050.¹⁹

These simple numbers present a complex reality for legal practitioners: The lack of diversity and high socio-economic status of the legal profession are at odds with the

American population and its needs, diminishing the legal profession's capacity to honor its traditional role of serving our society.²⁰ If the legal profession does not institutionalize greater opportunities for lawyers of color, the ability to attract diverse lawyers, prosecutors, public defenders, judges, grand jurors, legislators, and civic leaders will be compromised.²¹

The complementing goals of recruiting, hiring, developing, mentoring and retaining minorities and women are all accomplished by creating a firm culture that genuinely values and reflects diversity. To be successful in any of these areas, an employer needs to develop a comprehensive diversity program that focuses on all employees and managers.

The participation and buy-in of all staff, all attorneys and all levels of management is critical, as is ensuring that the programs and events are meaningfully geared to a focused goal. Achievement of diversity requires a long-term visible commitment from the organization and its leaders.

A. Recruitment & Hiring

Recruitment & hiring of African American attorneys is an area where improvement is gravely necessary. In 2004, nationally, African Americans were the best represented minority group among lawyers at 3.9 percent, followed by Hispanics at 3.3 percent.²² However, the pace of African American entry into the profession has slowed in recent years, and currently is significantly slower than that of Hispanics or Asian Americans.²³

One of the reasons for this slowdown is because of the drop in minority representation among law students, most of which is due to a drop in the number and percentage of African American law students.²⁴ Between 2002 and 2004, African American representation among law students fell from 7.4 to 6.6 percent, representing a twelve-year low.²⁵

Attorneys of color also continue to face significant obstacles continuing legal education programs to "full and equal" participation in the legal profession due in part to the influence of the U.S. News & World Report rankings.²⁶ Most law schools base admissions decisions significantly on students' LSAT scores, despite the fact that this criterion serves as a barrier to minority access. Legal employers' heavy reliance on the so-called 'box credentials,' such as law school rank, class rank, law review membership, and clerkships, disadvantages minority students in initial employment decisions, as well as in the distribution of opportunities for on-the-job training, which is essential for advancement in the profession.²⁷ "When making initial employment decisions, law firms tend to be quicker to question minorities' academic credentials than whites'."²⁸

To be effective, recruitment efforts of attorneys of color should start from the top down and be multi-dimensional and incorporate a network inclusive of colleges, law schools,

clients, internal and external affinity groups, women and minority bar associations, and local law consortiums.²⁹

Increased recruitment of African American attorneys will not be successful without the commitment and participation of the highest levels of management. Management's commitment to a comprehensive diversity program is required so that all employees, clients, suppliers and potential employees understand the importance of diversity to the organization.

Even where management is clear about the importance of overall diversity, diversity recruitment often fails when a representative is sent to recruit minorities without the proper understanding and tools to communicate with and interview the applicants. Thorough and ongoing diversity training is important for those directly involved in any part of a diversity program, including diversity recruitment.

Another problem with the recruitment of attorneys of color is the organization's failure to send out representatives who have the authority to make or suggest hiring decisions. Firms and other legal organizations often send lower level employees to recruit minorities.

Many organizations also fail in their diversity recruiting efforts because they go on a quest for "qualified" minorities candidates.³⁰ These programs are doomed for failure because they reflect a closed-minded approach that evaluates candidates based on stereotypes and racism. The search for qualified diverse candidates presumes and presupposes that attorneys of color are not qualified. Many organizations looking for qualified candidates complain about the low numbers of qualified minorities and women, while using broader less stringent requirements to fill those positions with non-diverse attorneys. Even with similar qualifications, law firms are quicker to question minorities' credentials.

B. Mentoring & Retention

The recruitment and hiring of African American attorneys is only the first step towards progress in increasing diversity. If a firm or agency cannot retain attorneys of color, recruitment efforts are not meaningful. Mentoring is a big part of retaining African American attorneys. New associates or lawyers tend naturally to migrate towards a more senior attorney or partner who they have a lot in common with or feel some type of connection to. Those connections are often not there for new African American attorneys as there are so few senior level attorneys of color in place to begin with. Firms and agencies must work hard to retain African American attorneys; some ways of doing this are by establishing diversity committees, mentoring programs and creating networking opportunities.

Success in firms is substantially dependent upon informal relationships, alliances, and mentoring. This fact is not fully appreciated by most associates and partners. The proffered success factors of work quality, billable hours, and other performance measures are, to a significant degree, byproducts of these informal relationships. This illusion of

formal, objective performance appraisal and promotion processes lends an aura of credibility to them and obfuscates the true dynamics at play. Therefore, insufficient attention has been paid to these informal drivers and their impact.

The primary measures of associate success, work quality and billable hours, appear to be only indirectly correlated to key partner success factors such as the breadth and depth of existing relationships and client management skills.

The most successful relationships for associates are those established with senior associates and partners who “grew up” in the firm as opposed to those who were lateral hires. This factor increases as the time out of law school increases. Thus, relationships with partners who initially came to the firm laterally after only a year or two out of law school are much more effective than those who came to the firm as a partner.

Nationally, 74.6% of associates hired leave within seven years. Minorities leave at a higher rate and for African Americans, the attrition rate is higher still. It is estimated that the same rate for African Americans approaches, and may exceed, 90%. African American associates feel that having a mentor is critical to getting on good cases and being recognized.

C. African American Women: Double Whammy

According to “Visible Invisibility: Women of Color in Law Firms,” a report by The ABA Commission on Women in the Profession, women of color experience unique disadvantages based on race *in addition* to gender. White women experience such events based on gender alone, men of color experience such events based on race alone, and white men have virtually no first-hand or personal experience with discrimination.

Despite the efforts of law firms to expand diversity efforts, women lawyers of color in law firms nationwide, report a lack of networking and access to significant billable hours, being skipped over for client development opportunities and desirable assignments, and being subjected to demeaning comments or harassment and unfair performance evaluations.

The statistics are compelling. For example, 44 percent of women lawyers of color working in a large law firm reported that they had been passed over for desirable assignments, compared to 39 percent of white women, 25 percent of men of color and only 2 percent of white men. Similarly, 62 percent of women of color disclosed that they had been excluded from formal and informal networking opportunities, compared to 60 percent of white women, 31 percent of men of color and 4 percent of white men, and 31 percent of women of color reported receiving at least one unfair performance evaluation, compared to 25 percent of white women, 21 percent of men of color and less than 1 percent of white men.

D. THE MINORITY PARTNER

Minority women constitute just 1.48% of partners in the nation's major law firms and minority men account for just 3.53% of partners. Although nonwhites now account for nearly twenty percent of new attorneys, they still make up less than four percent of partners at large law firms.

Most commentators have blamed some combination of firm discrimination and minority disinterest for this disparity. It has even been opined by one author that: Large law firms use very large hiring preferences for African Americans, with the result that African Americans are overrepresented among firm hires (relative to their numbers among law graduates) and tend to have much lower grades than their white counterparts; the large preferences are plausibly linked to a variety of counterproductive mechanisms that cumulatively produce very high African American attrition from firms and consequently low partnership Rates; and Concludes that aggressive racial preferences at the law school and law firm level tend to undermine in some ways the careers of young attorneys of color and may, in the end, contribute to the continuing white dominance of large-firm partnerships.³¹

Data on the Am Law 100 shows that nearly 96% of law firm partners in 2002 were white, but that over 20% of starting associates were nonwhite. Data suggests that African American associates are far less likely to become partners at corporate firms than are whites hired at the same time. A reasonable inference from the NALP data is that this disparity is on the order of one to four—African Americans are one-fourth as likely as comparable whites in the same cohort of associates to become partners at large firms.

Two-fifths of the African American associates say they plan to leave within the year. Attrition appears to be higher among all minority groups than among whites, but attrition effects are most devastating for African Americans.

E. ST. LOUIS

In 2005, minorities made up 11.4% of attorneys working at the country's largest law firms, whereas in St. Louis, minorities made up 7% of lawyers working at St. Louis's largest law firms, up from 6.5% in 2004. Five of the largest law firms in St. Louis (Bryan Cave, Armstrong Teasdale, Husch & Eppenger; Lewis, Rice & Fingerish & Thompson Coburn) employed 1,721 lawyers in 2005, 121 were minorities. Of the 30 firms that were surveyed, only 9 have a diversity policy listed on their websites.

IV. CORPORATE CALL TO ACTION

In 1999, Charles Morgan, then executive vice president and general counsel of BellSouth Corp., crafted and published a document commonly known as the Statement of Principle. The Statement was eventually signed by more than 500 general counsel and advocated

the importance of diversity in the workplace both from a business perspective and because it is the right thing to do.

The Statement also served as notice to the law firms representing the signatory corporations that diversity would be an important consideration in the selection of outside counsel. The operative language in Morgan's Statement of Principle as it relates to law firms reads as follows: "We expect the law firms which represent our companies to work actively to promote diversity within their workplace. In making our respective decisions concerning selection of outside counsel, we will give significant weight to a firm's commitment and progress in this area."

Considering the NALP research results, it would seem that, in spite of the well-intentioned efforts of Charles Morgan and the other general counsel who signed the Statement of Principle, the law firms were not responding as expected or desired. Why? One reason might be that the Statement of Principle did not contain sufficient accountability measures. The Statement clearly evidenced the signatories' commitment to diversity in the profession and desire that their outside counsel equally commit, but there was little suggestion of what consequences the law firms might experience if they failed to meet the signatories' expectations.

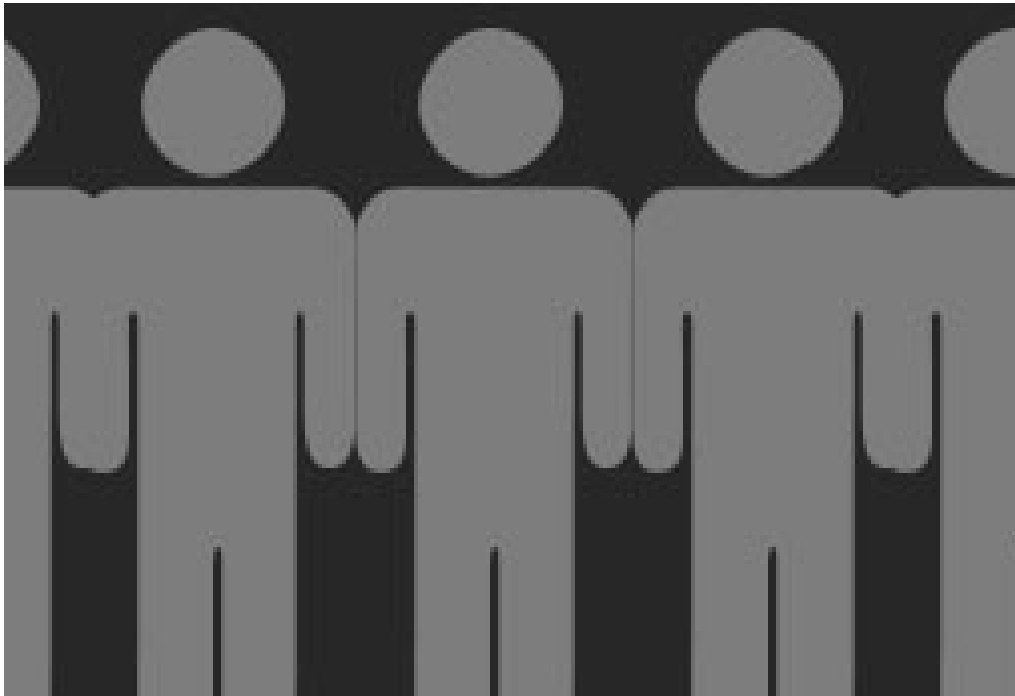
In 2004, Rick Palmore, the general counsel of Sara Lee Corp., drafted and circulated the Call to Action. This document specifically references the Statement of Principle and, like the Statement, acknowledges the importance of diversity to the business interests of corporate clients and calls for greater diversity among outside counsel. However, unlike the Statement of Principle, the Call to Action describes the consequences of both meeting the signatories' expectations and failing to do so. More than 100 major corporations are signatories to the Call to Action. Firms that fail to perform in the area of diversity stand to find their work with the signatory client substantially reduced or eliminated altogether.

A. COMMITMENT STATEMENT

"As Chief Legal Officers, we hereby reaffirm our commitment to diversity in the legal profession. Our action is based on the need to enhance opportunity in the legal profession and our recognition that the legal and business interests of our clients require legal representation that reflects the diversity of our employees, customers and the communities where we do business. In furtherance of this renewed commitment, this is intended to be a Call to Action for the profession generally, in particular for our law departments, and for the law firms with which our companies do business.

In an effort to realize a truly diverse profession and to promote diversity in law firms, we commit to taking action consistent with the referenced Call to Action. To that end, we pledge that we will make decisions regarding which law firms represent our companies based in significant part on the diversity performance of the firms. We intend to look for opportunities for firms we regularly use which positively distinguish themselves in this area. We further intend to end or limit our relationships with firms whose performance consistently evidences a lack of meaningful interest in being diverse."

COMMISSION FINDINGS AND RESULTS



Or Illusion?

Commission Findings and Results

LAW FIRMS

The Commission invited the following firms to participate in the Survey:

- Brown & Crouppen, P.C.
- Fox Galvin, LLC
- Gray, Ritter & Graham, P.C.
- Hepler, Broom, MacDonald, Hebrank, True & Noce, LLC
- Lathrop & Gage, L.C.
- Schlichter Bogard & Denton LLP
- Summers, Compton, Wells & Hamburg, P.C.
- Blumenfeld Kaplan & Sandweiss, P.C.
- Brown & James, P.C.
- Carmody MacDonald P.C.
- Evans & Dixon, L.L.C.
- Herzog Crebs LLP
- Lashly & Baer, P.C.
- Moser and Marsalek, P.C.
- Rabbitt, Pitzer & Snodgrass, P.C.
- Sonnenschein Nath & Rosenthal LLP
- Spencer Fane Britt & Browne LLP
- Stinson Morrison Hecker LLP
- The Stolar Partnership LLP
- Williams Venker & Sanders, LLC
- Armstrong Teasdale, LLP
- Blackwell Sanders Peper Martin LLP
- Bryan Cave LLP
- Gallop, Johnson & Neuman LC
- Greensfelder, Hemker & Gale, P.C.
- Husch & Eppenberger, LLC
- Lewis, Rice & Fingerish, L.C.
- Polsinelli Shalton Welte Suelthaus PC
- Sandberg, Phoenix & von Gontard, P.C.
- Thompson Coburn LLP

LAW FIRMS

MOUND CITY BAR ASSOCIATION EMPLOYMENT COMMISSION DIVERSITY SURVEY RESULTS-LAW FIRMS	Total Attorneys	Total AA Attorneys	AA Associates	AA Partners/ Members	AA Of Counsel/ Other Lawyer
Brown & Crouppen, P.C.					
Fox Galvin, LLC	15	3	2	1	0
Gray, Ritter & Graham, P.C.					
Hepler, Broom, MacDonald, Hebrank, True & Noce, LLC					
Lathrop & Gage, L.C.					
Schlichter Bogard & Denton LLP	15	0	0	0	0
Summers, Compton, Wells & Hamburg, P.C.					
Blumenfeld Kaplan & Sandweiss, P.C.					
Brown & James, P.C.					
Carmody MacDonald P.C.					
Evans & Dixon, L.L.C.					
Herzog Crebs LLP					
Lashly & Baer, P.C.					
Moser and Marsalek, P.C.					
Rabbitt, Pitzer & Snodgrass, P.C.	43	1	1	0	0
Sonnenschein	41	3	2	1	0
Spencer Fane	32	2	0	1	1
Stinson Morrison Hecker LLP*	25	1	1	0	0
The Stolar Partnership LLP					
Williams Venker & Sanders, LLC					
Armstrong Teasdale LLP	180	6	3	2	1
Blackwell Sanders Peper Martin LLP	90	4	1	2	1
Bryan Cave LLP	259	7	4	2	1
Gallop, Johnson & Neuman LC					
Greensfelder, Hemker & Gale, P.C.*	152	5	5	0	0
Husch & Eppenberger, LLC	169	8	6	2	0
Lewis, Rice & Fingerish, L.C.*	129	3	1	2	0
Polsinelli Shalton Welte Suelthaus PC	77	5	4	0	1
Sandberg, Phoenix & von Gontard, P.C.					
Thompson Coburn LLP	249	9	8	1	0
	1476	57	38	14	5
Percent African American		3.86%	6.69%	2.73%	3.62%
AA-African American * NALP Statistics African American Attorneys As of Feb. 1, 2006 Did not complete survey					

I. SMALL (1-24 attorneys)

Fox Galvin, LLC

Sherry Hurst, the Office Administrator, completed and returned the survey. John Galvin was identified as the partner who serves as the primary mechanism for promoting diversity within the firm. Below are the highlights of Fox Galvin's diversity initiatives.

Recruitment

The office is small in size and does not recruit at any law schools. The firm does make an effort to recruit candidates of color through law school placement administrators and other school related entities, recruits attorneys of color as lateral hires and refers law students and applicants of color for consideration to other firms.

Hiring Initiatives

Fox Galvin sponsored a scholarship for a high school female interested in pursuing law as a career through the Mathews Dickey "Sky's the Limit" program.

The firm does not utilize summer interns or clerks.

Fox Galvin does post openings through the Mound City Bar Association's listserv and advertises in the MCBA newsletter.

Mentoring & Retention

The firm does not have a written mentorship program; however, all associates are assigned a mentor. Fox Galvin also hosts bi-monthly continuing legal education programs which deal with client relations.

The firm does hold exit interviews, however, they are done by a partner and the information is confidential.

The firm works with attorneys of color to develop career advancement plans, introduces them to key clients, reviews their work assignments and hours billed to key clients matters to ensure inclusion and among other things, is working on strengthening the mentoring program.

Diversity Leadership and Strategic Plan

The firm does not have a hiring/recruitment committee or a diversity committee, however, diversity is one of the considerations in composing committees within the firm. Fox Galvin has included African American representation on the associate evaluation and management committees.

Marketing

The firm does make a concerted effort to publicize the presence of African American personnel and its commitment to diversity in the firms' recruiting and marketing materials.

Cultural Sensitivity and Training

Fox Galvin has not participated in any diversity training, however, has encouraged its attorneys to attend diversity training seminars and/or continuing legal education seminars on topics of racial and ethnic sensitivity and diversity.

Strengths / Barriers/Opportunities

Fox Galvin's attorney workforce is 20% African American, a number far greater than any other firm surveyed. As a small firm, Fox Galvin lacks the resources or manpower to create diversity committees, recruit at African American law schools or participate in the minority clerkship program. Nonetheless, the firm does an excellent job recruiting and hiring quality African American attorneys, despite its size and limited resources.

Other

Fox Galvin maintains that taking advantage of the Mound City Bar Association network as an opportunity to improve its diversity initiatives in the upcoming year.

II. MEDIUM (25-60 attorneys)

Rabbitt, Pitzer & Snodgrass, P.C.

Angela M. Louis completed and returned the survey. Priscilla Gunn was identified as the partner who serves as the primary mechanism for promoting diversity within the firm. Below are the highlights of Rabbit Pitzer's diversity initiatives.

Rabbit Pitzer's attorney workforce is 2.33% African American, a number well below the national average of 3.9% and the 3.2% average of the in St. Louis firms surveyed. Additionally, the 2.33% is represented by one sole black associate.

Recruitment

Rabbit Pitzer does publicize a commitment to racial and ethnic diversity and is in the process of evaluating the criteria used to consider prospective candidates for employment to ensure that none disproportionately screen out African American prospects.

The firm is also in the process of recruiting at regional and national law schools with significant numbers of African American law students, as well as, historically Black law schools.

Hiring Initiatives

Rabbit Pitzer does participate in the St. Louis Internship Program which provides opportunities to high school students with financial and other needs so that they can obtain summer internships in professional settings. The firm does not participate in the St. Louis Minority Clerkship Program, but, in 2007, the firm started working with St. Louis University to start a summer internship program for students of color.

Mentoring & Retention

The firm has developed a mentoring program for African American associates, which goes beyond simply pairing an associate with a more senior associate or partner.

The firm does conduct exit interviews, which consists of a sit down one-on-one with the Human Resource manager and the information gets passed through to the partners at monthly meetings.

In order to reduce the attrition rate of African American attorneys, Rabbit Pitzer is taking the following steps, developing and/or supporting internal employee affinity groups, increasing and/or improving current work/life programs, putting an emphasis on diversity, introducing attorneys of color to key clients, strengthening mentoring program for all attorneys and providing a professional skills development program.

Diversity Leadership and Strategic Plan

The firm admits that it is currently not doing well with communicating the link between diversity and business success to its partners. It does not have a formal diversity committee and does not include African American representation on its hiring and management committees.

Marketing

The firm does not market or publicize the presence of African American personnel in the firm's recruiting and marketing materials, and does not have a navigational link on its website which discusses the firm's efforts at increasing diversity.

Cultural Sensitivity and Training

Rabbit Pitzer has not participated in any diversity training, however, has encouraged its attorneys to attend diversity training seminars and/or continuing legal education seminars on topics of racial and ethnic sensitivity and diversity.

Sonnenschein Nath & Rosenthal LLP

Kim Morgan, Marketing/Recruitment Coordinator, completed and returned the survey. Helise Harrington and Kevin Chaous were identified as partners who serve as the primary mechanism for promoting diversity within the firm. Dee Joyce-Hayes and Karen Jordan also serve as primary mechanisms for promoting diversity within the firm. Below are the highlights of Sonnenschein's diversity initiatives.

Sonnenschein's attorney workforce is 7.32% African American, a number which is nearly double the national average of 3.9% and the 3.2% average of the in St. Louis firms surveyed. The firm has some good programs in place and can improve its raw number of 3 African Americans by incorporating some of the recommendations in this report in with the initiatives already in place.

Recruitment

The firm publicizes a commitment to racial and ethnic diversity and recruits as regional and national law schools with significant populations of African Americans, as well as, historically Black law schools. The firm has not evaluated criteria used to evaluate prospects to determine whether such requirements serve to disproportionately screen out African American prospects because it has many African American applicants. The firm has identified and recruited students of color through law school placement administrators, faculty members, present or former summer clerks, law student organizations, and is in the process of recruiting attorneys of color as lateral hires.

Sonnenchein also hosts a two-week intensive law school preparatory course exclusive to incoming students at Washington University. The program is designed to help students who have experienced socio-economic challenges prepare for the rigors of law school.

Hiring Initiatives

The firm participates in the Minority Clerkship program; a winter clerkship is available to successful participants in the minority clerkship program. The 2006 minority summer clerk did receive an offer to return for the summer of 2007 or full-time employment.

Mentoring & Retention

Sonnenschein has a diversity mentoring program which goes beyond simply pairing a new associate with a more senior associate or partner and helps to ensure that African American associates receive quality work assignments, valuable networking opportunities, and the tools necessary to succeed at the firm. The firm is in the process of encouraging attorney mentors to take on the task of mentoring with the same commitment and vigor as other assignments with evaluation ramifications.

The firm encourages participation in bar association activities by paying for membership in one bar association for all attorneys and a second membership for diverse attorneys.

Sonnenschein had one African American attorney who left the firm during the reporting period who left because he relocated to another city for family reasons. The firm does conduct exit interviews, which are done by the firm's Director of Diversity who substantially asks the same questions of all attorneys leaving.

In order to reduce the attrition rate of African American attorneys, Sonnenschein is taking the following steps: developing and/or supporting internal employee affinity groups; increasing/reviewing compensation relative to competition; increasing and/or improving current work/life programs; working with attorneys of color to develop career advancement plans; introducing attorneys of color to key clients; reviewing work assignments and hours billed to key clients to ensure inclusion; strengthened mentoring program for all attorneys and providing a professional skills development program.

Diversity Leadership and Strategic Plan

The firm communicates the link between diversity and business success to its partners at partners' weekend and in periodic office and practice group meetings, as well as, in the firm newsletter.

In 2005, the firm formed a firm-wide Staff Diversity Committee. And, in 2006, the Director of Diversity met with all practice group heads to identify potential issues and ensure follow-up. African Americans and all minority groups are represented on Sonnenchein's hiring/recruiting and associate evaluation committees, as well as, the management committee.

The firm also partnered with an African American-owned law firm in 2005 and 2006.

Marketing

The firm makes a concerted effort to publicize the presence of African American personnel in the firm's recruiting and marketing materials, and has a navigational link on its website which discusses the firm's efforts towards increasing diversity, highlights the accomplishments of African American attorneys in the firm and actively solicits the resumes of African American law students and attorneys.

The Director of Diversity is responsible for reviewing the firm's marketing and recruiting materials discussing its diversity efforts and its commitment to increasing diversity within the firm.

Cultural Sensitivity and Training

A half-day of training for all Sonnenschein attorneys and non-legal staff and a full-day for all management was conducted by Mauricio Velasquez, President of the Diversity Training Group. The cost ranges between \$2,000 and \$5,000.

Strengths / Barriers/Opportunities

The firm maintains that its St. Louis office is small but inclusive of all attorneys which is a strength that it can build upon.

The barrier the firm would like to overcome is that there is only one partner of color in the St. Louis office.

Other

Sonnenschein believes that the Mound City Bar Association could assist with networking opportunities and information on lateral attorneys of color.

Spencer Fane Britt & Browne LLP

Jennifer E. Kiely partially completed and returned the survey. No one is identified as the partner who serves as the primary mechanism for promoting diversity within the firm. Below are the highlights of Spencer Fane's diversity initiatives.

Spencer Fane's attorney workforce is 6.25% African American, a number well above the national average of 3.9% and the 3.2% average of the in St. Louis firms surveyed. However, this 6.25% is represented by one sole black partner and one sole black associate.

Spencer Fane did not complete the remainder of the survey because its formal diversity initiatives are still in the formative stages. Some of the initiatives the firm has in the works include the possibility of establishing scholarships and clerkships earmarked for diverse

candidates. According to Deirdre Gallagher, a partner and the diversity chair for the St. Louis office, Spencer Fane looks forward to reporting on its progress during the 2007 year.

III. Large (61+ attorneys)

Armstrong Teasdale, LLP

Amit B. Shah and Debra S. Bollinger completed and returned the survey. Amit B. Shah, Byron E. Francis, Stephen Jones and Daniel Nelson were identified as the partners who serve as the primary mechanism for promoting diversity within the firm. Below are the highlights of Armstrong Teasdale's diversity initiatives.

Armstrong Teasdale's ("Armstrong") attorney workforce is 3.33% African American, a number below the national average of 3.9% and right in line with the 3.2% average of the in St. Louis firms surveyed. The good news is Armstrong has the resources to improve its diversity efforts by implementing some of the recommendations in this report along with the initiatives already in place.

Recruitment

Armstrong is one of the nine firms surveyed that publicize a commitment to racial and ethnic diversity. The firm already evaluates the criteria used for prospective candidates to ensure none disproportionately screen out African Americans, and intends to implement a formal diversity plan in 2007. This diversity plan will include a proposal to recruit at law schools with significant numbers of African Americans, as well as, historically Black law schools.

Also, as part of this plan, the firm plans to recruit attorneys of color as lateral hires and explore creating and/or supporting programs at St. Louis area schools offering tutorial assistance to African American students for standardized test-taking and other training needed to be successful in law school and the legal environment.

During 2005-2006, Armstrong only interviewed one African American candidate for employment outside of its summer internship program, and in 2005 only extended one offer to an African American for a summer internship. However, in 2006 this number improved from 1 to 3.

Hiring Initiatives

Armstrong has created "The Armstrong Teasdale Michael C. Tramble Scholarship Fund" at the University of Missouri—College of Law which is dedicated to law students of color. The firm also has been an active participant in the St. Louis Minority Clerkship program for 16 years.

Mentoring & Retention

The firm is also in the process of developing a mentoring program for African American associates that goes beyond simply pairing an associate with a more senior associate or partner.

In order to reduce the attrition rate of African American attorneys, Armstrong has developed and/or supports internal employee affinity groups, increased and/or improved current work/life programs, strengthened mentoring program for all attorneys and provides a professional skills development program. As part of its diversity plan, the firm will look at increasing compensation relative to competition, adopting a dispute resolution process, emphasizing diversity, working with attorneys of color to develop career advancement plans, introducing attorneys of color to key clients and reviewing work assignments and hours billed to key clients to ensure inclusion.

Diversity Leadership and Strategic Plan

The firm does have a diversity committee which meets regularly for the purpose of devising, promoting and guiding the firm's diversity programs, this will also be a focus of the upcoming diversity plan.

Additionally, the firm regularly participates in the St. Louis Minority Clerkship Program, attends Washington University's BLSA networking reception and attends Minority Clerkship Program's networking event.

There is African American representation on the hiring and management committees, but the firm does not have any formal arrangements with any African American owned law firms to further its diversity goals. Armstrong does informally consider diversity in composing committees within the firm.

Marketing

The firm has a navigational link on its website which discusses the firm's efforts towards increasing diversity, highlights the accomplishments of African American attorneys in the firm and actively solicits the resumes of African American law students and attorneys. As part of its diversity plan, Armstrong will look into making a concerted effort to publicize the presence of African American personnel in the firm's recruiting and marketing materials and working with leaders of African American law school organizations to recruit African American candidates.

Cultural Sensitivity and Training

Armstrong has not arranged for diversity training for its attorneys or encouraged them to attend diversity training seminars. This is addressed on a case-by-case basis and is intended to be part of the proposed diversity plan.

Strengths / Barriers/Opportunities

The firm maintains that the top level support of its 2007 Diversity plan and existing network of relationships with minority leaders as strengths that it can build on.

Some of the barriers the firm would like to overcome are keeping minority attorneys in the St. Louis area, drawing more minority attorneys from outside of St. Louis and increasing the enrollment of minority students in law schools.

Blackwell Sanders Peper Martin LLP

Judi Gonzalez, Legal Recruiting Manager, completed and returned the survey. Chairman David A. Fenley and the Diversity Committee were identified as those who serve as the primary mechanism for promoting diversity within the firm. Below are the highlights of Blackwell Sanders Peper & Martin's diversity initiatives.

Blackwell's attorney workforce is 4.44% African American, a number which is quite low, despite it being slightly above the national average of 3.9% and the 3.2% average of the in St. Louis firms surveyed. Nonetheless, the firm has good programs in place and can improve its diversity by incorporating some of the recommendations in this report in with the initiatives already in place.

Recruitment

Blackwell does publicize a commitment to racial and ethnic diversity and is in the process of evaluating the criteria used to consider prospective candidates for employment to ensure that none disproportionately screen out African American prospects.

The firm does recruit at regional and national law schools with significant numbers of African American law students, as well as, historically Black law schools.

Additionally, Blackwell has had a partnership with INROADS, Inc. since 1999 where the firm offers a two-summer INROADS internship to ethnically diverse students for the summer before their senior year in college and summer before their first year of law school. There is also an opportunity to return the summer after their first year in law school as a summer associate.

Blackwell did interview any attorneys for associate positions outside of its summer internship program.

Hiring Initiatives

The firm established or contributes to a scholarship program dedicated to law students of color at the University of Missouri-Columbia, University of Kansas and the University of Nebraska, and participates in the St. Louis Minority Clerkship Program.

Mentoring & Retention

The firm is also in the process of developing a mentoring program for African American associates, which goes beyond simply pairing an associate with a more senior associate or partner.

In order to reduce the attrition rate of African American attorneys, Blackwell is taking the following steps, developing and/or supporting internal employee affinity groups, increasing/reviewing compensation relative to competition, increasing and/or improving current work/life programs, adopting dispute resolution process, putting an emphasis on diversity, working with attorneys of color to develop career advancement plans, introducing attorneys of color to key clients and reviewing work assignments and hours billed to key clients to ensure inclusion, strengthened mentoring program for all attorneys and providing a professional skills development program.

Diversity Leadership and Strategic Plan

The firm communicates the link between diversity and business success to its partners through communication with the Chairman of the Firm and the Diversity Committee.

The firm does have a firm-wide diversity committee in place, includes African American representation on its hiring, associate evaluation and management committees.

Marketing

The firm publicizes a brochure entitled “Diversity at Blackwell Sanders” to promote its committee to diversity and to assist in specifically recruiting attorneys of color, has a navigational link on its website which discusses the firm’s efforts towards increasing diversity and is in the process of contacting leaders of African American legal organizations to facilitate recruitment of African American students and attorneys.

Cultural Sensitivity and Training

Blackwell provides diversity training workshops to all attorneys by the Jones Diversity Group. In addition, all recruiting committee members participate in a presentation entitled “Diversity Interviewing Skills for Lawyers” by Management Team Consultants, Inc.

Strengths / Barriers/Opportunities

The firm maintains that the ongoing presence and action of the firm-wide diversity committee, continued participation in local diversity programs and ongoing emphasis on recruiting diverse lateral candidates as strengths that it can build on.

Some of the barriers the firm would like to overcome are the loss of candidates to larger metropolitan areas.

Opportunities the firm feels it can take advantage of are development of law school scholarships for minority students and the creation of pipeline connections with law schools that have a significantly diverse student body.

Bryan Cave LLP

Jennifer Sloop completed and returned the survey. Lisa Martin, Irv Belzer, Betsy Bousquette, Evan Chuck, Pam Gates, Gabe Gore, William Hibsher, Mike McKinnis, Jeff Morof, Jay Nouss, Terry Pritchard, Michael Rosen, Coco Soodek, Bill Tate, Kira Watson and Frank Wolf were identified as partners who serve as the primary mechanism for promoting diversity within the firm. Below are the highlights of Bryan Cave's diversity initiatives.

Bryan Cave's attorney workforce is 2.70% African American, a number which is quite low, below both the national average of 3.9% and the 3.2% average of the in St. Louis firms surveyed. Nonetheless, the firm has good programs in place and can improve its diversity by incorporating some of the recommendations in this report with the initiatives already in place.

Recruitment

Bryan Cave has a firm-wide diversity committee which is considering a review of hiring criteria in connection with a new diversity effort. The firm points out that their law school recruiting efforts of students of color have been successful.

The firm recruits from regional and national law schools with significant populations of African Americans, as well as, historically Black law schools. Although the firm has not created, nor supports programs at St. Louis Schools to provide African American students with intensive training in areas needed to succeed in law school and the legal profession, it indicates that it has sponsored and its lawyers participate in minority mentoring programs at local schools.

Bryan Cave only interviewed two candidates for associate level positions in 2005 and none in 2006. Although, it did extend four offers to African American candidates each of those years, which included candidates from its summer associate program.

Hiring Initiatives

The firm has participated in the St. Louis Minority Clerkship program since its inception and is currently developing plans for diversity scholarships at Missouri law schools, which will include paid internship opportunities.

Within the St. Louis Minority Clerkship program, Bryan Cave organized a 'boot camp' of mock interviews and training programs. The firm interviews every applicant whose resume they receive from the law schools during a one-day job fair event.

Mentoring & Retention

Bryan Cave does not have a mentoring program specifically for African American associates, but does have mentoring and training programs that are available to all attorneys. The firm does have evaluation ramifications tied to an attorney's commitment to mentoring.

The firm does conduct exit interviews, which consists of professional development personnel meeting with the departing lawyer. The information from such sessions is considered valuable and is used to improve their hiring, training and development programs across the firm.

In order to reduce the attrition rate of African American attorneys, Bryan Cave is taking the following steps: developing and/or supporting internal employee affinity groups; increasing/reviewing compensation relative to competition; increasing and/or improving current work/life programs; putting an emphasis on diversity; introducing attorneys of color to key clients; reviewing work assignments and hours billed to key clients to ensure inclusion; strengthened mentoring program for all attorneys and providing a professional skills development program. The firm also continues to seek out opportunities to add senior level lawyers of color to the firm to increase the depth and strength of its client service as well as broaden the mentoring network for its diverse lawyers.

Diversity Leadership and Strategic Plan

The firm communicates the link between diversity and business success to its partners through the diversity committee and the chairman at the annual partners' retreat.

In 2005, the firm created a sub-committee of the Executive Committee to establish a diversity plan. In 2006, a formal firm-wide Diversity Committee was established which includes members of the Executive Committee.

Bryan Cave does include African American representation on its hiring/recruiting committee, but not the management committee.

Marketing

The firm makes a concerted effort to publicize the presence of African American personnel in the firm's recruiting and marketing materials, and has a navigational link on its website which discusses the firm's efforts towards increasing diversity, highlights the accomplishments of African American attorneys in the firm and actively solicits the resumes of African American law students and attorneys.

Cultural Sensitivity and Training

Bryan Cave has not conducted any diversity training facilitated by an outside consultant, but does encourage its attorneys to attend diversity training seminars.

Strengths / Barriers/Opportunities

The firm maintains that its strong diverse summer associate classes as a strength that will lead them to increasing the diversity in its lawyer populations.

Some of the barriers the firm would like to overcome are the drying pipeline of diverse students in the state of Missouri and would like to assist in finding a solution to this problem.

Opportunities the firm feels it can take advantage of are the skills and experience of a consultant who specializes in law firm diversity issues, whom will be used to develop a broad diversity initiative.

Other

Bryan Cave believes that the Mound City Bar Association could assist it in learning more about scholarship programs that the firm can create at Missouri law schools.

Husch & Eppenberger, LLC

Ciana LaGrone, Law Student Recruiter, completed and returned the survey. Maury Poscover, Shirley Padmore-Mensah, Bruce Campbell, Christian Mullgardt and Carrie Hermeling were identified as partners who serve as the primary mechanism for promoting diversity within the firm. Ciana LaGrone also serves as primary mechanisms for promoting diversity within the firm. Below are the highlights of Husch's diversity initiatives.

Husch's attorney workforce is 4.73% African American, a number which is above the national average of 3.9% and the 3.2% average of the in St. Louis firms surveyed.

Recruitment

The firm does a resume drop at Howard University School of Law. In 2006, Husch interviewed approximately eight African American candidates in the office and approximately twelve on-campus or at job fairs. Of those twelve, six were called back, three offers were extended and two were accepted.

Hiring Initiatives

The firm participates in the Minority Clerkship program in addition to other regional diversity programs, but has no substantial hiring initiatives specifically geared towards African Americans. The candidate the firm hired through the Minority Clerkship program in 2006 was not African American, but was offered a permanent position.

Mentoring & Retention

Husch does have a training program and a peer mentoring program, however, no programs are targeted at minority attorneys.

The firm does not conduct exit interviews; information concerning the reason for the departure is usually exchanged on a more informal basis when they give notice of their departure.

In order to reduce the attrition rate of African American attorneys, Husch is taking the following steps: working with all attorneys to develop career advancement plans; introducing attorneys of color to key clients; strengthened mentoring program for all attorneys and providing a professional skills development program.

Diversity Leadership and Strategic Plan

The firm communicates the link between diversity and business success to its partners through the hiring committee's report to the management committee twice a year on the subject of diversity.

Husch includes African American representation on its hiring/recruiting and associate evaluation committee, but not the management committee. However, attorneys of color are responsible for lateral hiring and associate management.

Marketing

The firm makes a concerted effort to publicize the presence of African American personnel in the firm's recruiting and marketing materials, and has a navigational link on its website which discusses the firm's efforts towards increasing diversity, highlights the accomplishments of African American attorneys in the firm and actively solicits the resumes of African American law students and attorneys.

Cultural Sensitivity and Training

Husch has not conducted diversity training facilitated by an outside consultant and has not encouraged its attorneys to attend diversity seminars and continuing legal education programs because all diversity training and racial and ethnic sensitivity and diversity programs are handled informally in-house.

Strengths / Barriers/Opportunities

The firm maintains that its efforts to hire and retain minority candidates as a strength to build on.

A barrier the firm would like to overcome is the difficulty in selling St. Louis to minority candidates.

An opportunity the firm feels it can take advantage of is participating in diversity initiative programs in the St. Louis area.

Other

Husch welcomes any information from the Mound City Bar Association concerning diversity initiatives.

Polsinelli Shalton Welte Suelthaus PC

Kelly Green, Director of Recruiting, completed and returned the survey. Chairman of the Firm, Russ Welsh and Chairs of the Diversity Committee, Ari Bai, Jay Dobbs and Gerry Brenneman were identified as partners who serve as the primary mechanism for promoting diversity within the firm, along with Kelly Green. Below are the highlights of Polsinelli's diversity initiatives.

Polsinelli's attorney workforce is 5.75% African American, a number which is above the national average of 3.9% and the 3.2% average of the in St. Louis firms surveyed. Nonetheless, this number is still below the national average of 6.6% African Americans graduating from law school. Nonetheless, the firm has good programs in place and can improve its diversity by incorporating some of the recommendations in this report with the initiatives already in place.

Recruitment

The firm publicizes a commitment to racial and ethnic diversity, recruits at regional and national law schools with significant populations of African Americans, as well as, historically Black law schools. The firm is in the process of identifying and recruiting students of color through law school placement administrators, faculty members, present or former summer clerks, law student organizations, and as lateral hires.

In reviewing candidate resumes, Polsinelli looks at the whole person which includes grades, leadership, work experience, and extra-curricular activities. The firm had three offers accepted by African American candidates as associates in 2006.

Hiring Initiatives

The firm participates in the Minority Clerkship program and has contributed to a scholarship program dedicated to law students of color at Saint Louis University, Washington University, University of Missouri-Columbia, University of Missouri-Kansas City, University of Kansas and Washburn University. At each law school, a first-year law student is awarded \$7,500 each year for three years if they maintain good academic standing.

Polsinelli has and continues to make a concerted effort to improve the diversity of the firm by, in addition to the items listed above, participating in INROADS, sponsoring banquets and

conducting outreach with diverse law student associations, participating in the Cook County Bar Association Minority Job Fair, the Heartland Diversity Job Fair, the Kansas City Minority Bar Association Minority Clerkship program.

Mentoring & Retention

Polsinelli has a diversity mentoring program which goes beyond simply pairing a new associate with a more senior associate or partner and helps to ensure that African American associates receive quality work assignments, valuable networking opportunities, and the tools necessary to succeed at the firm.

The firm does conduct exit interviews done both by human resources and department chairs. As a result, the firm has learned about relationship issues which affect minorities but are not only related to minority lawyers.

In order to reduce the attrition rate of African American attorneys, Polsinelli is taking the following steps: developing and/or supporting internal employee affinity groups; increasing and/or improving current work/life programs; and providing a professional skills development program.

Diversity Leadership and Strategic Plan

The firm has conducted and/or sponsored several diversity meetings and training sessions which have discussed the link between diversity and business success.

In 2006, the firm formed a Diversity Committee, which is chaired by the President/Managing Partner of the firm and meets monthly to review progress and implement new goals. Polsinelli developed an intra-firm strategic plan intended to increase African American representation within the firm and includes African American representation on its hiring/recruiting and associate evaluation committee, but not the management committee.

Marketing

Polsinelli uses actual attorneys at the firm in some of the marketing materials, including diverse attorneys and recently developed marketing materials specifically highlighting their commitment to diversity.

They have a navigational link on their website to the “Diversity Initiatives” and “Diversity Statement” of the firm.

The firm has also sponsored African American law student organization events at area law schools and has conducted outreach with some of these groups. The firm has reviewed its marketing and recruitment materials and discussed its diversity efforts and its commitment to increasing diversity within the firm in its marketing materials.

Cultural Sensitivity and Training

In the Spring of 2006, all of Polsinelli's attorneys participated in a workshop presented by nationally recognized trainer, Mauricio Velasquez, President of the Diversity Training Group. An additional workshop was conducted for Practice Group Chairs that focused on Recruiting, Mentoring, Supervising, and Retaining Minority Lawyers.

Strengths / Barriers/Opportunities

The firm maintains that its scholarship program and commitment to recruiting and retaining diverse attorneys as strengths to build on.

Some of the barriers the firm would like to overcome are the recruiting challenge created by the discrepancy between the percentage of minority attorneys in the community versus the community as a whole and retaining minority attorneys given their many options.

Opportunities the firm feels it can take advantage of are the significant strides it has already made and the commitment of the firm to improving diversity.

Other

Polsinelli believes that the Mound City Bar Association could assist with outreach to the community as a whole to encourage more minorities to enter the legal profession and efforts to make St. Louis an attractive career choice for those in the profession.

The firm admits that their efforts to improve diversity are ongoing, but they are encouraged by their recent accomplishments. In 2005, the ethnic diversity of the firm was 2.4% and today it is 8.8%. In 2006, Polsinelli received the Jackson County Bar Association's 2006 Pyramid of Diversity Award for its efforts to promote diversity.

Thompson Coburn LLP

Michelle A. Martin, Associate Development and Diversity Manager, completed and returned the survey. Managing Partner, Thomas Minoque, Diversity Committee Chair, Roman Wuller, Pamela Meanes, Anthony Anderson, Evan Raskas Goldfarb, Dudley Vonn Holt, David Lander, Catherine Schroeder, Steven Sherman and Susan Werstak were identified as partners who serve as the primary mechanism for promoting diversity within the firm. Andy Harber, Director of Human Resources and Michelle A. Martin also serve as primary mechanisms for promoting diversity within the firm. Below are the highlights of Thompson Coburn's diversity initiatives.

Thompson Coburn's attorney workforce is 3.61% African American, a number which is just slightly above the national average of 3.9% and the 3.2% average of the in St. Louis firms surveyed. Nonetheless, the firm has good programs in place and can improve its diversity by incorporating some of the recommendations in this report with the initiatives already in place.

Recruitment

The firm publicizes a commitment to racial and ethnic diversity, has evaluated criteria used to evaluate prospects to determine whether such requirements serve to disproportionately screen out African American prospects and recruits at regional and national law schools with significant populations of African Americans, as well as, historically Black law schools. The firm does not refer law students or attorney applicants of color for consideration to other firms and has not created, nor supports programs at St. Louis Schools to provide African American students with intensive training in areas needed to succeed in law school and the legal profession.

Thompson Coburn interviewed thirteen African American candidates for associate positions in 2005 and thirty-three in 2006, making 2 offers in 2005 and 12 in 2006.

Hiring Initiatives

The firm participates in the Minority Clerkship program and has contributed to the Lloyd Gaines Scholarship at University of Missouri-Columbia, St. Louis University Black Law Students' Association's Casino Night Scholarship and the MCBA Scovel Richardson Scholarship.

Although there is not an established winter clerkship program, the firm will do clerkships if a student is interested in working during the school year.

Mentoring & Retention

Thompson Coburn has a diversity mentoring program which goes beyond simply pairing a new associate with a more senior associate or partner and helps to ensure that African American associates receive quality work assignments, valuable networking opportunities, and the tools necessary to succeed at the firm. The firm does have evaluation ramifications tied to an attorney's commitment to mentoring.

The firm does conduct exit interviews, which consists of questions designed to determine why an attorney is leaving the firm. According to its own statistics, the majority of attorneys leave for in-house or public service positions, or to go to another law firm.

In order to reduce the attrition rate of African American attorneys, Thompson Coburn is taking the following steps: developing and/or supporting internal employee affinity groups; increasing/reviewing compensation relative to competition; increasing and/or improving current work/life programs; adopting dispute resolution process; putting an emphasis on diversity; working with attorneys of color to develop career advancement plans; introducing attorneys of color to key clients; reviewing work assignments and hours billed to key clients to ensure inclusion; strengthened mentoring program for all attorneys and providing a professional skills development program. The firm also continues to seek out opportunities to add senior level lawyers of color to the firm to increase the depth and strength of its client service as well as broaden the mentoring network for its diverse lawyers.

Diversity Leadership and Strategic Plan

The firm communicates the link between diversity and business success to its partners through the diversity training, development of a diversity committee consisting of both equity and non-equity partners, management committee partner, associates and diversity task teams.

In 2005, the firm formed a Standing Diversity Committee, which meets regularly. Thompson Coburn includes African American representation on its hiring/recruiting and associate evaluation committee, but not the management committee.

The firm also partnered with four African American-owned law firms in 2005 and three in 2006, three of which were St. Louis law firms.

Marketing

The firm makes a concerted effort to publicize the presence of African American personnel in the firm's recruiting and marketing materials, and has a navigational link on its website which discusses the firm's efforts towards increasing diversity, highlights the accomplishments of African American attorneys in the firm and actively solicits the resumes of African American law students and attorneys.

Cultural Sensitivity and Training

Thompson Coburn has conducted diversity training facilitated by an outside consultant, Innovations International, who conducted a firm-wide cultural survey and training. Over 90% of their attorneys participated in four hours of training and the Diversity Committee participated in an additional eight hours of training. After the training and survey, subgroups were formed to strategize and implement the diversity initiatives.

Strengths / Barriers/Opportunities

The firm maintains that its broadly inclusive Diversity Committee, the use of a diversity consultant, its internal diversity mentoring program, its participation in regional diversity hiring programs and leadership role in developing the St. Louis Minority Clerkship Program as strengths to build on.

Some of the barriers the firm would like to overcome are maintaining a level of focus on all the firm's initiatives.

Opportunities the firm feels it can take advantage of are the addition of a Manager of Associate Development and Diversity which will allow the firm to increase its focus on diversity initiatives.

Other

Thompson Coburn believes that the Mound City Bar Association could assist by sharing best practices, keeping a continued open dialogue and inclusion in MCBA initiatives.

GOVERNMENT AGENCIES

The Commission invited the following entities to participate in the Survey:

- Missouri Public Defender’s Office
- Missouri Attorney General’s Office
- St. Louis Circuit Attorney’s Office
- St. Louis County Prosecutor’s Office
- St. Louis City Counselor’s Office
- St. Louis County Counselor’s Office
- United States Attorney for the Eastern District of Missouri
- National Association of State PIRGs

Only the St. Louis Circuit Attorney, the St. Louis City Counselor, the St. Louis County Prosecutor and the St. Louis County Counselor’s offices completed the survey. The Missouri Public Defenders Office provided some state-wide statistics and nothing further. The U.S. Attorney was prevented by the Justice Department from responding to the survey. The Missouri Attorney General’s Office and National Association of State PIRGs did not respond in any way.

MOUND CITY BAR ASSOCIATION EMPLOYMENT COMMISSION DIVERSITY SURVEY RESULTS- GOVERNMENT AGENCIES	Total Attorneys	Total AA Attorneys	AA Attorneys w/less than five years experience	AA Non- supervisory Attorneys w/more than five years experience	AA Supervisory Attorneys/ Division Heads
Circuit Attorney’s Office-City of St. Louis	69	6	4	0	2
City of St. Louis Public Defender’s Office					
St. Louis City Counselor’s Office	37	4	0	3	1
St. Louis County Prosecutor’s Office	50	4	1	3	0
St. Louis County Public Defender’s Office					
Office of the County Counselor	21	3	1	2	0
Missouri Attorney General's Office-St. Louis					
United States Attorneys Office-St. Louis					
National Association of State PIRGs*	27	0			
	204	17	6	8	3
		8.33%	8.22%	11.94%	7.5%

AA-African American
 * NALP Statistics African American Attorneys As of Feb. 1, 2006
 Did not complete survey

GOVERNMENT AGENCIES

City of St. Louis Circuit Attorney's Office

Circuit Attorney Jennifer M. Joyce completed and returned the survey. Jennifer M. Joyce, Pippa Barrett and Trent Mitchell are identified as the lead attorneys who serve as the primary mechanism for promoting diversity within the organization. Berlin Madison also serves as primary mechanism for promoting diversity within the organization. Below are the highlights of the City of St. Louis Circuit Attorney's Office's diversity initiatives.

The City of St. Louis Circuit Attorney's Office's attorney workforce is 8.7% African American.

Recruitment

In 2004, the Circuit Attorney's Office created a Diversity Strategy. This Strategy has been modified each year to adapt to the changing marketplace. A central feature of the Diversity Strategy is the office's efforts in recruiting minority law students. The Circuit Attorney's Office targets regional law schools to generate enthusiasm regarding public service and the law. The office has established relationships with BALSAs organizations and law school administrations. Jennifer Joyce personally attends and speaks at events sponsored by these organizations, with a goal of encouraging students to choose public service as a career. The Circuit Attorney's Office primarily targets regional law schools due to the lack of funds to recruit at the national law schools. The office has been in some contact, however, with representatives from Florida A&M, North Carolina Central, Southern University, Texas Southern University and Howard University in an attempt to begin establishment of relationships with these law school administrations.

In 2004 and 2005, the Circuit Attorney's Office conducted an internal diversity survey to determine if any obstacles of continuing legal education programs were standing in the way of the success of the African Americans at the office. African Americans in all categories of the office were interviewed and a summary of their comments were provided to the executive management. Goals and objectives based on this survey data were included in the Diversity Strategy. The office conducts annual employee surveys which measure, among other things, the value of diversity in the office.

The Circuit Attorney is a long time member of MCBA. Several members of the office are active in the organization. The Circuit Attorneys' Office is also spearheading the development of a St. Louis Chapter of the National Black Prosecutor's Association.

Hiring Initiatives

The Circuit Attorney's office has limited financial resources and cannot sponsor scholarship programs or paid internships. Nevertheless, the Circuit Attorney's Office has a very active and sought after internship program. Each year applications far exceed available positions. These internships provide excellent experience and a pool of potential candidates who are regularly hired as attorneys once licensed.

Mentoring & Retention

The Circuit Attorney's office has limited financial resources and cannot sponsor scholarship programs or paid internships. Nevertheless, the Circuit Attorney's Office has a very active and sought after internship program. Each year applications far exceed available positions. These internships provide excellent experience and a pool of potential candidates who are regularly hired as attorneys once licensed.

Diversity Leadership and Strategic Plan

Increasing diversity in the Circuit Attorney's office is an important goal. The office communicates this in employee surveys, recruitment efforts, office staff meetings, the DPR program and in the promotion process.

Currently the office has two executive staff level managers focused on diversity for the entire organization. However, several members of the attorney staff have taken a personal interest in helping to recruit a more diverse attorney staff. An African American Team Leader is involved in the interview process for any Team Leader vacancies.

Attorneys of color are part of the Circuit Attorney's leadership team but not part of the executive management team at this time.

Marketing

For security reasons, the Circuit Attorney's Office does not disclose any current attorney names on marketing material or on the office website. However, former African American prosecutors are prominently featured in the office's recruiting brochure. The office is in the process of building a new website that will promote diversity.

Cultural Sensitivity and Training

The Circuit Attorney's Office has retained a consultant who has been working with the office to promote diversity in the organization. Staff-wide diversity training is planned for the summer of 2007, resources permitting. Periodic diversity and sensitivity training sessions have been conducted by managers in the office in small group settings. The International Institute conducted office-wide cultural sensitivity training for the office in 2006.

Strengths / Barriers/Opportunities

A culture of teamwork, great work/life flexibility, excellent training and meaningful work make the Circuit Attorney's Office a competitive employer. The obstacles that the office faces are continuing legal education programs of below-market salaries, little or no resources to devote to recruiting, and the perception held by some that civil work is more prestigious than criminal legal work.

St. Louis City Counselor's Office

St. Louis City Counselor Patricia Hageman completed and returned the survey. Patricia Hageman is identified as the lead attorney who serves as the primary mechanism for promoting diversity within the organization. Judith Ronzio and Craig Higgins are Diversity Counselors who also serve as primary mechanisms for promoting diversity within the organization. Below are the highlights of the St. Louis City Counselor Office's diversity initiatives.

The St. Louis City Counselor Office's attorney workforce is 10.81% African American.

Recruitment

The City Counselor's office has adopted a commitment to racial and ethnic diversity. They routinely evaluate criteria used to evaluate prospects to determine whether such requirements serve to disproportionately screen out African American prospects.

The office does not recruit law students or lateral attorneys. Because the City Counselor's Office is a civil service position, applicants are pre-screened by the City Personnel Department and three final candidates are given to the City Counselor from which to select the new hire.

Hiring Initiatives

Since all hiring is done through the City's Personnel Office, the City Counselor's Office does not have any independent hiring initiatives.

Mentoring & Retention

No mentoring and retention initiatives were described in the survey. The City Counselor personally conducts all attorney exit interviews. The primary reason for attorney departure is because the pay of the City Counselor's office cannot compete with the private sector even though the nature and quality of work must compete with the private sector.

Diversity Leadership and Strategic Plan

The office has two diversity counselors and has participated in diversity training. Diversity is one of the considerations in composing committees within the organization.

Marketing

(See "Recruitment" above).

Cultural Sensitivity and Training

The City Counselor's Office encourages its attorneys and legal professionals to attend diversity training seminars.

Strengths / Barriers/Opportunities

The City Counselor's office, while small by some standards, offers a collegial and gender diverse atmosphere with a pleasant working environment. The attorney staff is not as racially diverse as they would like, yet the diversity has grown over the years as has the diversity of City government in general. The primary challenge is the retention of highly qualified attorneys. Retention can be difficult because of limited salary resources.

Office of the County Counselor

St. Louis County Counselor Patricia Redington completed and returned the survey. Patricia Redington is identified as the lead attorney who serves as the primary mechanism for promoting diversity within the organization. Below are the highlights of the County Counselor's diversity initiatives.

The Office of the County Counselor's attorney workforce is 15.79% African American.

Recruitment

The office is small in size and does not generally promulgate formal policies such as a formal commitment to racial diversity. The only criterion for hiring is that the applicant be licensed to practice law in Missouri. The office does not recruit at any law schools, and they rarely hire laterally. St. Louis County has reduced the office's allowed attorney positions in recent years.

Hiring Initiatives

There are no paid internships or clerkships at the County Counselor's Office. The office routinely contacts MCBA and requests publication of any attorney vacancies.

Mentoring & Retention

There are no specific mentoring programs for new attorneys at the County Counselor's Office. The small size of the organization permits effective informal training and assistance. The office provides paid administrative leave for attorneys to participate in bar association, community mentoring, networking or leadership training programs developed in conjunction with minority attorney associations.

The organization conducts exit interviews by both the Personnel department and the County Counselor personally. Thus far, these interviews have not yielded much information since people are very general in their remarks.

Diversity Leadership and Strategic Plan

There are no formal committees in the County Counselor's office, including no hiring, management or attorney evaluation committees.

Marketing

The County Counselor's Office does not engage in any marketing activities and does not recruit at law schools.

Cultural Sensitivity and Training

The organization encourages its attorneys to attend diversity training seminars and continuing legal education programs on the topics of racial and ethnic sensitivity and diversity.

Strengths / Barriers/Opportunities

The County Counselor's office has an institutional commitment to non-discrimination in employment opportunities and a commitment to having diversity in the workforce. Further diversification of the office is low turnover among attorneys with significant seniority. This has the effect of reducing promotions in general.

St. Louis County Prosecutor's Office

St. Louis County Prosecutor Robert McCulloch completed and returned the survey. Robert McCulloch is identified as the lead attorney who serves as the primary mechanism for promoting diversity within the organization. Below are the highlights of the St. Louis County Prosecutor's Office diversity initiatives.

The St. Louis County Prosecutor's Office attorney workforce is 8.0% African American.

Recruitment

The office has no specifically targeted minority recruitment initiatives. However, they do participate in numerous job fairs annually.

Hiring Initiatives

The County Prosecutor's Office does not have a paid internship program. Law students intern on a volunteer basis, usually in connection with one of the area law schools.

All attorney hiring is governed by the Civil Service rules of St. Louis County.

Mentoring & Retention

The County Prosecutor's office does not have a formal mentoring program.

Civil service rules govern employee policies.

The County Personnel office conducts all exit interviews pursuant to civil service rules.

Diversity Leadership and Strategic Plan

County Prosecutor Robert P. McCulloch serves as the primary mechanism for promoting diversity within the organization. There are no diversity committees or task forces. There are no attorneys of color in management.

Marketing

Civil service rules govern hiring and recruitment. Consequently, the County Prosecutor's Office does not engage in any marketing.

Cultural Sensitivity and Training

The St. Louis County Government has personnel programs open to all employees, including diversity training seminars.

Strengths / Barriers/Opportunities

The St. Louis County Prosecutor's Office enjoys high employee job satisfaction and low turnover. The organization's attorney salaries, while significantly lower than private practice, are the highest in the State for prosecuting attorneys.

PANEL



MCBA Employment Commission Panel Discussion



MCBA Employment Commission Panel Members: L-R, Jennifer Joyce, Roman Wuller, Patti Hageman, Gabriel Gore, Mark Darrell, Kristine Kraft and Karen Jordan



MCBA Members at Employment Commission Panel Discussion

On April 25, 2007, the Mound City Bar Association Employment Commission held a panel discussion to address the topics raised by the surveys sent to the law firms and government agencies mentioned above. The panelists consisted of some of those who responded to the survey. The law firms of Bryan Cave, Thompson Coburn, Sonnenschein and Schlichter, Bogard & Denton, as well as government agencies: the City of St. Louis Circuit Attorney's Office and City of St. Louis Counselor's Office were represented on the panel. Additionally, Mr. Mark Darrell, general counsel for Laclede Gas Group, participated in the discussion regarding "Corporate Call to Action."

The panel discussion topics mirrored those of the survey. We began with the topic of recruitment and hiring of African American attorneys. African Americans make up 6.6% of law school graduates from ABA accredited law schools, but only account for 3.9% of attorneys working in the legal profession, a number that is on the decline.

Based on the statistics we received from the 30 law firms and 9 government agencies in St. Louis that we surveyed, African Americans make up 3.2% of attorneys in law firms and 8.4% of those working for government agencies.

The St. Louis Minority Clerkship Program

When asked about specific recruitment tools used to recruit African American attorneys, many of the panelists referred to the St. Louis Minority Clerkship Program. The St. Louis Minority Clerkship Program was developed during the 1990s, an effort made to increase diversity in St. Louis law firms by placing minority law students from St. Louis University, Washington University and University of Missouri-Columbia law schools in summer jobs at St. Louis law firms and corporations.

When looking at the program today, more than fifteen years after its inception, I struggle to see that the effort had any impact on increasing the numbers of minorities in St. Louis law firms, which was certainly a goal of the program. There are several fundamental problems with the program itself. First, it gives a false sense to first-year minority law students that they should put all of their eggs in this one basket when looking for a summer position. Many minority law students fail to participate in the regular on-case interviewing process or to tap into any other job search resources. Instead, they sign-up for the program and wait to get an offer. Who is at fault for this? The responsibility certainly belongs to multiple parties, the students should know better than to focus on one means to reach a goal, but on the other hand, the school career administrators who facilitate the program should make the students aware of all of their options, as well as, inform the students of the statistics regarding obtaining a position through the program.

Another problem with the program lies with the participating firms and companies. The program was created in such a way that employers are required to focus on other measures of applicants outside of their grades and class rank because the applicants are not required to divulge this information. Unfortunately, most times, employers are not willing to "take that chance" and hire a summer associate without knowing this information, and look for minority candidates who meet their academic criteria whom have applied for employment through means other than the

clerkship program and request that they interview through that program to fill their “quotas.” This practice completely undermines the integrity and purpose of the program and shows that those employers have no respect for real substantive diversity. Additionally, it is a slap in the face to both the applicants that are rejected before even being given a chance and the applicant that is disrespected by being asked to go through the clerkship program in order to fill a quota.

Lastly, many of the employers who participate in the program as intended, simply do so for the appearance of dedication to diversity. When in actuality, many do not take the employment of this student seriously, they do not give the student real substantive work or critiques throughout their summer employment, fail to assist them in improving their skills and never intended on considering them for full-time employment.

When asked about the criteria used to evaluate African American candidates for employment, all but one of the panelists insisted that the criteria were the same as that used for any other candidates. However, as well articulated by one of the panelists, often times, African American candidates are held to a higher standard than other candidates. When considering employment of the few African American candidates that apply for positions in private practice, legal employers often have the attitude that they want the one African American student who was better than every other student. Now, fundamentally there is certainly nothing wrong with wanting the best, we all do. But, in this situation, practically speaking, applying this standard to the African American candidates, is applying a different standard than applied to majority candidates. If law firms applied that standard to all candidates, then they would only hire the number one “White” student which would leave a substantial amount of openings at these law firms. However, whereas the top Caucasian candidate can be selective about employment, the top African American candidate does not have the same option. But, the difference is, when that top Caucasian candidate decides to accept the position at the number one law firm in New York City, that top St. Louis law firm, hires its next choice; where as, when that top African American candidate decides to accept the offer from the top law firm in Washington D. C., that top St. Louis law firm says too bad, and moves on because it does not have another second choice.

For government agencies, it is a little different. First, the statistics are not as dismal as those for law firms. However, most of their problems lie in their inability to actively recruit do to limited resources. Agencies are not a part of the minority clerkship program and cannot afford to attend job fairs or hold elaborate receptions to entice African American students to consider their employment. Another obstacle for agencies is the minimum pay compared to that of private law firms. Most law students come out of school today owing more than one hundred thousand dollars in student loans, a debt that forces many to dismiss the idea of public service as a viable employment choice.

Retention

Although the discussion regarding retention was very long, it was not as informational. Most of the panelists stated that their employers have some type of mentoring program, either formal or informal. However, all of the law firm representatives seem to be unsure why retention was such a big problem. Most of the employers represented by the panelists had one or no African American attorneys in leadership or supervisory roles, which is in part due to the retention

problem. However, another reason retention of African American attorneys is a problem is because of a lack of senior African American attorneys to serve as mentors and resource for support which begs the question: which came first: the chicken or the egg. Either way, without senior African American attorneys in place, it is unlikely that retention of the new African American attorneys will be much more successful than it currently is. As such, employers must consider bringing in senior African American attorneys more seriously.

For the government agencies, it was clear that their biggest problem when it came to retention of all attorneys is tied to the minimum salary opportunity. It is difficult for them to compete with the large salaries paid by the private law firms when many of the attorneys are attempting to pay back large student loans. Nonetheless, I challenge that this is not a problem unique to African American attorneys and does not answer why the percentage of African American supervising attorneys at the agencies that responded to the survey is only 7.5%, represented by the raw number 3.

Corporate Call to Action

Mr. Mark Darrell, general counsel for Laclede Gas Group, also participated in our panel discussion. The reason for his participation was to discuss the “Corporate Call to Action.”

Although Laclede Gas is not a signatory to the “Corporate Call to Action,” diversity in the law firms that it employs is important and is considered when hiring outside counsel.

Many of the law firm panelists responded that they have clients that are signatories to the corporate call to action and have diversity requirements that are strictly enforced. Some of the panelists admitted that this fact has altered the way work is assigned within the firm. The impression was given that the mandates by their corporate clients have caused the law firms to re-consider the importance of diversity in terms of business success.

RECOMMENDATIONS

This report would be incomplete if we did not explain how we believe the participants and readers can improve diversity and inclusion. Below we have listed recommendations to be implemented by the Mound City Bar Association, the Law Firms and the Government Agencies, which we believe if followed will render greater inclusion of African American attorneys in the legal profession.

I. Recommendations to the Mound City Bar Association

- Survey attorneys of color. The information uncovered by surveying the legal employers was very insightful; however, the Commission believes that in order to have a complete picture of diversity, we must also survey the employees.
- Enlist law firm sponsorship of a reception for African American partners and African American associates in the St. Louis area to foster mentoring opportunities.
- Host a roundtable discussion with African American associates at St. Louis' law firms to identify challenges that they face in obtaining partnership and to encourage their continued success.
- Host a roundtable discussion with St. Louis legal employers to discuss issues identified through roundtable and associate surveys.
- Host a "Call to Action" program among local companies.
- Host networking opportunities for legal employers and MCBA members.
- Create an Employment Liaison position to maintain an on-going relationship with local legal employers.

II. Recommendations to Law Firms

- Focus your diversity efforts and resources on retaining and promoting your African American attorneys. Including but not limited to, formal mentoring programs with African American senior attorneys, as well as, majority attorneys (making part of the mentor's bonus tied to their performance in this respect.). If your office does not have senior African American attorneys, seek opportunities for the associates to benefit from senior African American attorneys outside of St. Louis or outside the firm.
- Participate in the Minority Clerkship Program with meaningful intentions to provide a substantive long-term opportunity for the candidate.
- If you do participate in the Minority Clerkship Program, do it within the intended parameters of the program, choosing to interview and hire candidates based upon their resumes and interview skills and not their academic standing. Do not require minority candidates who apply for employment outside of the Minority Clerkship Program to apply within the program.
- Recruit at minority job fairs, historically African American law schools and law schools with high African American population and those with evening programs.
- Do not foreclose your options when considering African American candidates to the sole top student.
- Re-evaluate your hiring criteria, if you are looking to diversify your workforce, you must consider a more diversified criteria.
- Create a diversity recruitment/hiring committee dedicated to recruiting and hiring lateral attorneys of color. Demonstrate that the firm's leadership is not only committed to diversity, but is spearheading the effort. Communicate from the top down that diversity is a vital responsibility of firm management, practice group leadership, and individual lawyers.
- Communicate that widespread client expectations have made the business case for diversity. Inclusion provides better solutions through diverse thinking, and can contribute to improved team work and problem solving. Emphasize that failure to diversify not only puts current client relationships at risk, but results in lost opportunities for new business relationships.
- Secure active participation by firm leaders, partners, and associates. Appoint a Chairperson to move the effort forward. Conduct regular meetings.
- Develop a Diversity Mission Statement that succinctly reflects the firm's goals and objectives. It should provide framework for developing initiatives and tactics.

- Establish Goals and Action Items. Communication of Commitment to Diversity by providing regular updates on diversity efforts at partners' meetings, associates' meetings and all-lawyer/all-personnel firm meetings. Establish liaisons between Diversity Committee and other firm committees responsible for firm management, professional personnel, and recruiting (law school and lateral). Develop a comprehensive marketing plan including diversity brochures and website. Actively support firm lawyers' active participation in minority bar association activities, affinity groups and community outreach programs.
- Law School Recruitment. Develop strategies for enhancing the firm's effectiveness at recruiting attorneys of color, including, but not limited to: actively participating in minority job fairs; expanding number and locations of law schools targeted for recruitment; offering scholarships to minority students; providing support and mentoring to minority law student associations; and possibly undergraduate minority student associations.
- Lateral Recruitment. Identify strategic areas for growth and work to hire diverse partners and associates in strategic growth efforts. Offer firm-wide diversity training by highly credentialed outside professional. Offer diversity training to lawyers primarily responsible for law school recruiting.
- Retention. Offer formal coaching/mentoring program to associates. Actively engage associates in work of Diversity Committee and provide personal and financial support to their diversity initiatives. Make diversity a practice group responsibility, including responsibility for promoting and maintaining even-handed opportunities for work and access to client relationships.
- Accountability. Hold the Diversity Committee, practice groups and individual lawyers accountable for improving the firm's diversity and building diverse work teams by: Including planning for diversity in practice group and individual business planning; Assessing and measuring performance against goals.
- Diversity Budgeting. Provide a substantial budget for a range of diversity initiatives, including sponsorship of minority bar association activities and minority affinity groups, mentoring minority law students, minority scholarships and community outreach.
- Establishing firm-wide participation in diversity initiatives is imperative.
- Identify Diversity Champions. Appoint champions at all levels of the organization. Train them. Use the feedback they obtain from colleagues to refine the overall diversity plan.
- Hire Consultants to Help Develop or Execute the Plan. Interview several potential candidates, in person if possible. Retain the person best able to communicate within firm culture.

- Survey Your People. Ideally through a consultant, survey your lawyers and other key personnel to establish perspectives on diversity, and the effectiveness of diversity strategies and tactics. This will also tend to identify the reasons for low retention rates.
- Establish Diversity Benchmarks for Recruiting and Hiring; Retention; and Performance Standards.
- Host semi-annual or annual workshops, that are open to the public, for lawyers and students that address prevalent short-comings in African American candidates and employees.
- Conduct exit interviews to determine why attorneys of color are leaving your employ. This will also assist you in determining why retention is such a big problem.
- Create and/or sponsor programs that encourage students of color to attend law school.
- Include African American attorneys on diversity committees and invest those committees with authority to act.
- Re-evaluate criteria used to evaluate new hires and laterals to ensure there is no disproportionate impact to African Americans or other attorneys of color.
- Enlist the assistance of the Mound City Bar Association: Get their input with marketing materials; Partner to develop networking opportunities for attorneys and students; Inquire when filling lateral employment openings, as well as, other positions.

III. Recommendations to Government Agencies

- Focus your diversity efforts and resources on retaining and promoting your African American attorneys. Including but not limited to, formal mentoring programs with African American senior attorneys, as well as, majority attorneys (making part of the mentor's evaluation based on their performance in this respect.). If your office does not have senior African American attorneys, seek opportunities for these associates to benefit from senior African American attorneys outside of your agency.
- Promote employment with your agency as a stepping stone, many of the greatest trial attorneys and judges started in the public sector.
- Promote the opportunity to get a lot of hands-on experience early on, compared to working in a private law firm.
- Seek sponsorship of paid internships for Bar Associations, Law Firms and other organizations in place to promote the legal profession.
- Demonstrate that the agency's leadership is not only committed to diversity, but is spearheading the effort. Communicate from the top down that diversity is a vital responsibility of management and individual lawyers.
- Develop a Diversity Mission Statement that succinctly reflects the organization's goals and objectives. Should provide framework for developing initiatives and tactics.
- Develop strategies for enhancing the agency's effectiveness at recruiting attorneys of color, including, but not limited to: actively participating in minority job fairs; expanding number and locations of law schools targeted for recruitment; offering scholarships to minority students; providing support and mentoring to minority law student associations; and possibly undergraduate minority student associations.
- Lateral Recruitment. Identify strategic areas for growth and work to hire diverse supervising attorneys and less experienced attorneys in strategic growth efforts. Offer firm-wide diversity training by an outside professional. Offer diversity training to lawyers primarily responsible for law school recruiting. There are organizations that will provide this type of training for free or a nominal charge.
- Retention. Offer formal coaching/mentoring program to young attorneys.
- Survey Your People. Ideally through a consultant, survey your lawyers and other key personnel to establish perspectives on diversity, and the effectiveness of diversity strategies and tactics. This will identify ways to improve retention.
- Conduct exit interviews to determine why attorneys of color are leaving your employ. This will assist you in identifying reasons why retention is such a big problem.

- Enlist the assistance of the Mound City Bar Association; Tap into the resource of its members who formally worked for the various government agencies; Get there input with marketing materials; Partner to develop networking opportunities for attorneys and students.

CONCLUSION

Illusion or Inclusion? This was the question proposed by the Mound City Bar Association this bar year. However, the intention was not necessarily for you or us to come to an answer, but to get us to: 1) acknowledge that there is a difference; 2) think about that difference; and 3) realize that all of the employers who participated in this effort fall somewhere on a pendulum between the two. Can these employers all achieve 100% “Inclusion?” More than likely, the answer is probably not. However, this Commission’s goal is for these employers to achieve Inclusion rather than Illusion. Furthermore, this Commission hopes that it has accomplished some of its goals, which included, getting Missouri legal employers, their employees and all who read this Report to consider and understand that there is an inequality when it comes to diversity in the legal profession. More importantly, this inequality is increasing each year and thus the legal profession must address the issue.

REFERENCES

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² Id.

³ *Does Diversity Pay?: Racial Composition of Firms and the Business Case for Diversity* by Cedric Herring, Paper presented at the annual meeting of the American Sociological Association, Montreal Convention Center, Montreal, Quebec, Canada, Aug 11, 2006.

⁴ Id.

⁵ <http://hrweb.berkeley.edu/seads/diverse.htm>.

⁶ Diversifying Your Team: The Changing Hiring Practices in Today's Legal Profession, by Ajilon Legal.

⁷ Id.

⁸ Id.

⁹ Id.

¹⁰ Id.

¹¹ Id.

¹² Id.

¹³ Id.

¹⁴ Id.

¹⁵ Id.

¹⁶ Lawyers for One America, http://www.lfoa.org/barnone/barnone_collaboration.html.

¹⁷ Id.

¹⁸ Id.

¹⁹ Id.

²⁰ Id.

²¹ Id.

²² *Miles to Go 2004: The Progress of Minorities in the Legal Profession* by Professor Elizabeth Chambliss, The ABA Commission on Racial and Ethnic Diversity.

²³ Id.

²⁴ Id.

²⁵ Id.

²⁶ Id.

²⁷ Id.

²⁸ Id.

²⁹ Id.

³⁰ *Quest for "Qualified" Minority*, by Sandra S Yamate, printed in Goal IX News, Spring 2001, Volume 7, Number 2.

³¹ The Minority Partner Paradox: Law Professor Claims Lower Hiring Standards Lead to Exodus of African-Americans at Law Firms by Stephanie Francis Ward, ABA Journal, 2006.

Addendum:

Employment Commission Cover Letter & Survey
-Law Firm

Employment Commission Cover Letter & Survey
-Government Agency

Completed Surveys

Response from Missouri State Public Defender System

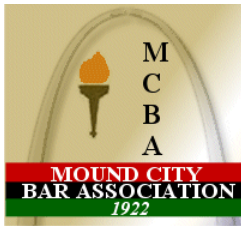
Corporate Panel Cover Letters

Panel Confirmation Letters

Thank You Letters to Panel Members

Addendum:

**Employment Commission Survey & Cover Letter
Law Firms**



MOUND CITY BAR ASSOCIATION
P.O. Box 1543
St. Louis, MO 63188

March 2, 2007

Pamela J. Meanes
President

Rufus J. Tate, Jr.
President-Elect

Annette Slack
Vice-President

Paul A. Randolph
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To: Managing Partners or Diversity Coordinators:

This letter is written on behalf of the Mound City Bar Association (MCBA) Employment Commission. MCBA is the oldest black bar association west of the Mississippi River. The organization's objectives are to advance the professional interests and professional development of its' members; promote the administration of justice; uphold the honor of the legal profession, and provide service to the community. Currently, MCBA is researching, examining and analyzing the diversity initiatives of various establishments in the following four disciplines: 1) Education; 2) Health Care, 3) Bar Association and 4) Employment.

It is indisputable that one of the critical issues facing America today and the legal profession is **DIVERSITY**. Rarely can you find an institution or business, which does not have some type of diversity initiative or program. To that end, we applaud the efforts of organizations which have had the foresight to implement safeguards, which are designed to create diversity. One of our goals this year is to look into the diversity initiatives of area law firms and governmental entities to assist them in determining if their efforts are creating substantive diversity within their organizations, and making recommendations for improvement.

To accomplish these goals, we request your assistance by responding to the attached survey. Through this survey, we are looking at initiatives and efforts geared towards recruiting, hiring, retaining and promoting African American lawyers. The MCBA Employment Commission plans on compiling the results of this survey, which has been sent to a number of area law firms and governmental agencies. These results will be analyzed and published along with recommendations. If no results are obtained, we will use the National Association of Law Practice ("NALP") statistics reported by your firm or organization. In addition, prior to the findings being compiled, we will invite you, or another leader-representative from your firm, to the MCBA general body meeting on April 25, 2007, to discuss the topics covered by this survey. Corporate representatives from local and national corporate law departments, focusing on corporations signed on to the "Corporate Call to Action," will also be invited to participate in this meeting and discussion. The objective of the Commission is to highlight diversity efforts that are successful and improve diversity efforts where there is room. We truly hope that you will assist us in our goal to advance diversity, as it is a benefit to us all.

Please complete the information requested in the survey enclosed and send a copy of your response on this form to Ronda F. Williams via facsimile at 314-588-1965, or email rwilliams@foxgalvin.com, no later than **Monday, April 2, 2007**. You may submit or attach any additional information as you wish. Please retain a copy for your files. If you would like an electronic copy, please let me know. I can be reached via telephone at (314) 588-7000 ext. 137.

Sincerely,

Ronda F. Williams, Chairperson
MCBA Employment Commission

Pamela Meanes, President
Mound City Bar Association

MCBA EMPLOYMENT COMMISSION
2007 Diversity Initiative
Recruitment/Hiring/Retention Survey

This survey covers the period of August 1, 2005 through January 31, 2007.

Firm Name:
Person(s) preparing this survey:

OBJECTIVE 1: RECRUITMENT

Current composition of the Firm (as of 1/31/07)

Please note: If your firm has offices in other cities, please limit your statistical responses to the St. Louis City and/or County office of your firm.

	Partner/ Member	Of Counsel	Associates	Staff or Contract Attys.	Summer 2006 Clerks	New Bar Admittees (2006)
Men						
Women						
Totals						
Black						
Hispanic						
Asian						
Other Minority <i>Please indicate:</i> _____						

OBJECTIVE 1: RECRUITMENT (continued)

Lateral Associates and Partners - As of 1/31/07

	Total Men & Women			African American Men			African American Women		
	2005	2006	2007	2005	2006	2007	2005	2006	2007
Number of Lateral Associate Hires									
Number of Lateral Partner Hires (Equity and Non-Equity)									
Number of New Partners (Equity and Non-Equity) Promoted from Associate Rank									
Number of New Equity Partners									

Since **August 1, 2005**, please respond to all that apply indicating the firm's actions in furtherance of the objective listed. For those items that are checked "completed", please attach a sample. **If N/A please feel free to attach statement for elaboration.**

	In Progress	Completed	N/A (please elaborate)
1. Adopt and/or publicize a commitment to racial and ethnic diversity within the firm			
2. Evaluate criteria used to evaluate prospects (e.g. class rank requirements, law review membership) to determine whether such requirements serve to disproportionately screen out African American prospects			
3. Recruit at regional or national law schools with a significant number of African American law students.			
4. Recruit at Historically Black law schools.			

	In Progress	Completed	N/A (please elaborate)
5. Identify and recruit students of color through law school placement administrators, faculty members, present or former summer clerks, organizations of law students.			
6. Recruit attorneys of color as lateral hires.			
7. Refer law students or attorney applicants of color for consideration to other firms, with the permission of the applicant.			
8. Explore creating and/or supporting programs at St. Louis area secondary schools, colleges and universities offering tutorial assistance for standardized test-taking, and programs to provide African American students with intensive training in the kinds of skills needed in the law school and legal environment.			
9. Other:			

OBJECTIVE 1: RECRUITMENT (continued)

Does your firm maintain statistics concerning the firm's recruitment of African American attorneys and law students?

Yes _____ No _____.

Please report the number of **African American candidates** interviewed, called back, hired in **2005 and 2006**. (If the firm does not keep such statistics, please estimate and notate estimation with *):

	Partner/ Member		Of Counsel		Associates		Staff Attys.		Summer	
	2005	2006	2005	2006	2005	2006	2005	2006	2005	2006
Interviews at law schools, job fairs, etc.										
Call back , i.e. half/full day interviews?										
Offers extended										
Offers accepted										

OBJECTIVE 2: HIRING INITIATIVES

Please identify any substantial hiring initiatives geared towards African Americans (*e.g., a minority law student summer employment program designed to attract and retain minority law graduates*). **If N/A please feel free to attach statement for elaboration.**

Respond to all that apply.

	N/A (please elaborate)
1. Establish/contribute to a scholarship program dedicated to law students of color. If so, where: _____	
2. Establish/maintain a program that awards a student of color a paid summer clerkship at the firm following the first year as well as a cash scholarship at the beginning of the second year;	
3. Establish/maintain a winter clerkship position for a second or third year law student of color, for no more than 15 hours per week;	
4. Participate in the Minority Clerkship Program.	
5. Other:	

OBJECTIVE 2: HIRING INITIATIVES (continued). Please feel free to attach statement for elaboration.

With respect to the firm's substantial hiring initiative(s) geared towards African Americans, please briefly describe the initiative(s):

If the firm participates in any clerkship/scholarship program targeted to recruit/hire law students of color, please describe:

Did the firm participate in the 2006 (last year's) Minority Clerkship Program? Yes ____ No ____

If yes, did the minority clerk receive an offer to return for Summer 2007 or Full-Time Permanent Position if graduating in 2007?

Yes _____ No _____

If No, please elaborate why?

OBJECTIVE 3: MENTORING AND RETENTION

Since **August 1, 2005**, please respond to all that apply indicating the firm's actions in furtherance of the objective list. For those items that are checked "completed", please attach a sample. **If N/A please feel free to attach statement for elaboration.**

	In Progress	Complete	N/A (please elaborate)
1. Develop, monitor and periodically evaluate mentoring programs for African American associates, which programs must go beyond pairing a new African American associate with a more senior associate or partner. The mentoring must be consistent and detailed, covering all aspects of firm culture and life, including, but not limited to:			
a. Assist each newly hired attorneys (regardless of race or level) in learning the firm's culture, history, practices and procedures;			
b. Ensure that the work environment and work-related social activities with clients are as hospitable and congenial for, and as inclusive of, attorneys of color as they are for all other attorneys;			
c. Include all new attorneys in programs that enhance their understanding of business concepts, client relations, client satisfaction, and their confidence in dealing with client matters;			

<p>d. Ensure that law clerks and attorneys of color have the same opportunity to (a) perform significant work assignments for important clients, (b) receive interesting and challenging legal work, and (c) receive training, guidance, mentoring, client contact, performance feedback, and other opportunities to grow and succeed; and</p>			
<p>e. Adopt mechanisms to monitor progress and compliance with these commitments, including, e.g., internal surveys, questionnaires, interviews, and other appropriate means for identifying problems and/or areas for improvement.</p>			
<p>2. Encourage attorney mentors to take on the assignment with the same commitment and vigor as other assignments with evaluation ramifications.</p>			
<p>3. Encourage associates, and particularly African American associates, to participate in bar association or community mentoring, networking and leadership training programs developed in conjunction with minority attorney associations.</p>			
<p>4. Other:</p>			

What is the total number of attorneys who voluntarily or involuntarily left your firm's employ during the reporting period? _____

Of this total:

- a. How many were African American women? _____
- b. How many were African American men? _____

Please report the number of **African American attorneys** who left the firm between **8/1/05 – 1/31/07**

Attrition	Partner/Member	Of Counsel	Associates	Staff Attys.
2005-2007				

Please elaborate

OBJECTIVE 3: MENTORING AND RETENTION (Continued)

Exit Interviews

1. Does your firm conduct exit interviews? Yes _____ No _____

2. If no, why not?

3. If yes, how are the interviews done and what have you learned?

Please identify the specific steps you are taking to reduce the attrition rate of African American attorneys:

- Develop and/or support internal employee affinity groups (e.g., minority networks within the firm)
- Increase/review compensation relative to competition
- Increase/improve current work/life programs
- Adopt dispute resolution process
- Succession plan includes emphasis on diversity
- Work with attorneys of color to develop career advancement plans
- Introduce attorneys of color to key clients, including to lead engagements
- Review work assignments and hours billed to key client matters to make sure attorneys of color are not being excluded
- Strengthen mentoring program for all attorneys, including attorneys of color
- Professional skills development program, including attorneys of color
- Other, please specify _____

OBJECTIVE 4: DIVERSITY LEADERSHIP AND STRATEGIC PLAN

How has the firm communicated to partners the link between diversity and business success?

Since **August 1, 2005**, please describe the firm's actions in furtherance of the objective listed below. **If N/A please feel free to attach statement for elaboration:**

	2005	2006	N/A (please elaborate)
1. Create a mechanism for promoting diversity within the firm, such as the creation of a standing Diversity Committee that will meet regularly throughout the year for the purposes of devising, promoting and guiding the firm's diversity programs.			

	2005	2006	N/A (please elaborate)
<p>2. Implement and participate in programs, including, but not limited to,</p> <ul style="list-style-type: none"> a. the Minority Clerkship Program, b. socials and/or luncheons with minority law student groups c. recruiting visits dedicated the recruitment of minority law students at Missouri law schools, d. development of an intra-firm strategic plan intended to increase African American representation within the firm, 			
<p>3. Include African American representation on the hiring and associate evaluation committees.</p>			

	2005	2006	N/A (please elaborate)
4. Partner with African American-owned law firms			

Identify the partner(s) who serves as the primary mechanism for promoting diversity within the firm:

Identify any other person(s) (i.e. diversity coordinator, diversity committee chair) who serves as the primary mechanism for promoting diversity within the firm: (please identify title)

	YES	N/A (please elaborate)
1. Does your firm have a Diversity Committee or Task Force charged with responsibility for monitoring or promoting diversity efforts and results?		
2. Is diversity (male/female, ethnic, racial, age, practice groups, etc.) one of the considerations in composing committees within the firm?		
3. Are attorneys of color on the hiring/recruiting committee?		
4. Are attorneys of color a part of the management committee?		

OBJECTIVE 5: MARKETING

Since **August 1, 2005**, please describe the firm's actions in furtherance of the objective listed below: (Respond to all that apply.) **If N/A please feel free to attach statement for elaboration.**

	ACTION	N/A (please elaborate)
1. If applicable, make concerted efforts to publicize the presence of African American personnel in the firms' recruiting and marketing materials, and, where appropriate to the message, the materials may express a commitment to diversity.		
2. Explore creating a navigation link on their respective web sites which discusses the firm's efforts at increasing diversity, highlight the accomplishments of African American associates and partners, and actively solicit the resumes of African American law students and practitioners.		
3. Contact the leaders of the African American law student organizations at law schools where the firms recruit to inform them of the firm's efforts toward increasing diversity, to invite African American law students to submit resumes, and to identify and, where appropriate, to interview selected applicants.		

<p>4. Review your marketing and recruiting materials and discuss its diversity efforts and its commitment to increasing diversity within the firm in its marketing and recruiting materials.</p>		
--	--	--

5. *Other:

*Please describe (or attach a copy of) the firm's actions in furtherance of this objective:

OBJECTIVE 6: CULTURAL SENSITIVITY AND TRAINING

Since **August 1, 2005**, has your firm arranged other diversity training/program conducted by an outside consultant for the management group attorneys and committee chairs?

Yes _____ No _____

If yes, please identify the facilitator/trainer and describe the length/cost of training:

Did the firm encourage its attorneys and legal professionals to attend diversity training seminars and/or continuing legal education programs on the topics of racial and ethnic sensitivity and diversity?

Yes _____ No _____

If No, please elaborate:

ASSESSING PROGRESS IN YOUR FIRM (attach additional sheet if necessary)

1. As you plan the upcoming year's activities related to diversity, what do you see as the:

Strengths to build on

Barriers to overcome

Opportunities to take advantage of

2. What kind and level of assistance do you need from the Mound City Bar Association?

OTHER INFORMATION NOT COVERED BY SURVEY: (attach additional sheet if necessary)

- If you have any initiatives or any other information relating to your firm's commitment to diversity, that is otherwise not covered by this survey, please feel free to describe here.

**Employment Commission Survey & Cover Letter
Government Agencies**



MOUND CITY BAR ASSOCIATION
P.O. Box 1543
St. Louis, MO 63188

May 14, 2007

Pamela J. Meanes
President

Rufus J. Tate, Jr.
President-Elect

Annette Slack
Vice-President

Paul A. Randolph
Treasurer

Carla Allen
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Rolanda Johnson
Member-At-Large

Robert Kenney
Parliamentarian

Celestine Dotson
Historian

Hon. Marvin O. Teer
Immediate Past
President

To: Whom It May Concern:

This letter is written on behalf of the Mound City Bar Association (MCBA) Employment Commission. MCBA is the oldest black bar association west of the Mississippi River. The organization's objectives are to advance the professional interests and professional development of its' members; promote the administration of justice; uphold the honor of the legal profession, and provide service to the community. Currently, MCBA is researching, examining and analyzing the diversity initiatives of various establishments in the following four disciplines: 1) Education; 2) Health Care, 3) Bar Association and 4) Employment.

It is indisputable that one of the critical issues facing America today and the legal profession is **DIVERSITY**. Rarely can you find an institution or business, which does not have some type of diversity initiative or program. To that end, we applaud the efforts of organizations which have had the foresight to implement safeguards, which are designed to create diversity. One of our goals this year is to look into the diversity initiatives of area law firms and governmental entities to assist them in determining if their efforts are creating substantive diversity within their organizations, and make recommendations for improvement.

To accomplish these goals, we request your assistance by responding to the enclosed survey. Through this survey, we are looking at initiatives and efforts geared towards recruiting, hiring, retaining and promoting African American lawyers. The MCBA Employment Commission plans on compiling the results of this survey, which has been sent to a number of area law firms and governmental agencies. These results will be analyzed and published along with recommendations. In addition, prior to the findings being compiled, we will invite you, or another leader-representative from your organization, to the MCBA general body meeting on April 25, 2007, to discuss the topics covered by this survey. The objective in doing this is to highlight diversity efforts that are successful and improve diversity efforts where there is room. We truly hope that you will assist us in our goal.

Please complete the information requested on the enclosed survey and send a copy of your response on this form to Ronda F. Williams via facsimile at 314-588-1965, or email rwilliams@foxgalvin.com, no later than **Monday, April 2, 2007**. You may submit or attach any additional information as well. Please retain a copy for your files. If you would like an electronic copy, please let me know. I can be reached via telephone at (314) 588-7000 ext. 137.

Sincerely,

Ronda F. Williams, Chairperson
MCBA Employment Commission

Pamela Meanes, President
Mound City Bar Association

MCBA EMPLOYMENT COMMISSION
2007 Diversity Initiative
Recruitment/Hiring/Retention Survey

This survey covers the period of August 1, 2005 through January 31, 2007.

<p>ORGANIZATION NAME:</p> <p>Person(s) preparing this survey:</p>

OBJECTIVE 1: RECRUITMENT

Current composition of the Organization (as of 1/31/07)

	Attorneys w/less than five years experience	Non-supervisory Attorneys w/more than five years experience	Supervisory Attorneys/ Division Heads	Other: _____	Spring 2006 Clerks	Summer 2006 Clerks	Fall 2006 Clerks
Men							
Women							
Totals							
Black							
Hispanic							
Asian							
Other Minority <i>Please indicate:</i> _____ _____							

OBJECTIVE 1: RECRUITMENT (continued)

Lateral Attorneys - As of 1/31/07

	Total	African American Men			African American Women		
		2005	2006	2007	2005	2006	2007
Number of Lateral Attorney Hires							

Since **August 1, 2005**, please respond to all that apply indicating the organization's actions in furtherance of the objective listed below. For those items that are checked "completed", please attach a sample. **If N/A please feel free to attach statement for elaboration.**

	In Progress	Completed	N/A (please elaborate)
1. Adopt and/or publicize a commitment to racial and ethnic diversity within the organization.			
2. Evaluate criteria used to evaluate prospects (e.g. class rank requirements, law review membership) to determine whether such requirements serve to disproportionately screen out African American prospects.			
3. Recruit at regional or national law schools with a significant number of African American law students.			

<p>4. Recruit at Historically Black law schools.</p>			
<p>5. Identify and recruit students of color through law school placement administrators, faculty members, present or former summer clerks, organizations of law students.</p>			
<p>6. Recruit attorneys of color as lateral hires.</p>			
<p>7. Explore creating and/or supporting programs at St. Louis area secondary schools, colleges and universities offering tutorial assistance for standardized test-taking, and programs to provide African American students with intensive training in the kinds of skills needed in the law school and legal environment.</p>			

OBJECTIVE 1: RECRUITMENT (continued)

Does your organization maintain statistics concerning the recruitment of **African American** attorneys and law students?

Yes _____ No _____.

Please report the number of **African American candidates** interviewed, called back, hired in **2005 and 2006**. (If the organization does not keep such statistics, please estimate and notate estimation with *):

	Attorneys w/less than five years experience		Non-supervisory Attorneys w/more than five years experience		Supervisory Attorneys/ Division Heads		Other: _____		Spring 2006 Clerks		Summer 2006 Clerks		Fall 2006 Clerks	
	2005	2006	2005	2006	2005	2006	2005	2006	2005	2006	2005	2006	2005	2006
Interviews at law schools, job fairs, etc.														
Call back , i.e. half/full day interviews?														
Offers extended														
Offers accepted														

OBJECTIVE 2: HIRING INITIATIVES

Please identify any substantial hiring initiative geared towards African Americans (*e.g., a minority law student summer employment program designed to attract and retain minority law graduates*). **If N/A please feel free to attach statement for elaboration.**

Respond to all that apply.

	N/A (please elaborate)
1. Establish/contribute to a scholarship programs dedicated to students of color. If so, where: _____ _____	
2. Establish/maintain a program that awards a student of color a paid summer clerkship at the organization following the first year as well as a cash scholarship at the beginning of the second year;	
3. Establish/maintain a winter clerkship position for a second or third year law student of color, for no more than 15 hours per week;	
4. Other:	

OBJECTIVE 2: HIRING INITIATIVES (continued)

With respect to any substantial hiring initiative(s) geared towards persons of color the organization has, please briefly describe the initiative(s):

If the organization participates in any clerkship/scholarship program targeted to recruit/hire law students of color, please describe:

OBJECTIVE 3: MENTORING AND RETENTION

Since **August 1, 2005**, please respond to all that apply indicating the organization's actions in furtherance of the objective listed below. For those items that are checked "completed", please attach a sample. **If N/A please feel free to attach statement for elaboration.**

	In Progress	Complete	N/A (please elaborate)
1. Develop, monitor and periodically evaluate mentoring programs for African American attorneys, which go beyond pairing a new African American attorney with a more senior attorney. The mentoring should be consistent and detailed, covering all aspects of the organization's culture and life, including, but not limited to:			
a. Assist each newly hired attorneys (regardless of race or level) in learning the organization's culture, history, practices and procedures;			
b. Ensure that the work environment and work-related social activities are as hospitable and congenial for, and as inclusive of, attorneys of color as they are for all other attorneys;			

	In Progress	Complete	N/A (please elaborate)
c. Include all new attorneys in programs that enhance their understanding of business concepts, client relations, client satisfaction, and their confidence in dealing with client matters;			
d. Ensure that law clerks and attorneys of color have the same opportunity to (a) perform significant work assignments for important clients, (b) receive interesting and challenging legal work, and (c) receive training, guidance, mentoring, client contact, performance feed-back, and other opportunities to grow and succeed; and			
e. Adopt mechanisms to monitor progress and compliance with these commitments, including, e.g., internal surveys, questionnaires, interviews, and other appropriate means for identifying problems and/or areas for improvement.			

<p>2. Encourage attorney mentors to take on the assignment with the same commitment and vigor as other assignments with evaluation ramifications.</p>			
<p>3. Encourage young African American attorneys, to participate in bar association or community mentoring, networking and leadership training programs developed in conjunction with minority attorney associations.</p>			
<p>4. Other:</p>			

What is the total number of attorneys who voluntarily or involuntarily left your organization's employ during the reporting period? _____

Of this total:

- a. How many were **African American** women? _____
- b. How many were **African American** men? _____

Please report the number of **African American attorneys** who left the organization between **8/1/05 – 1/31/07**

Attrition	Attorneys w/less than five years experience	Non-supervisory Attorneys w/more than five years experience	Supervisory Attorneys/ Division Heads	Other: _____
2005-2007				

Please elaborate

OBJECTIVE 3: MENTORING AND RETENTION (Continued)

Exit Interviews

1. Does your organization conduct exit interviews? Yes _____ No _____

2. If no, why not?

3. If yes, how are the interviews done and what have you learned?

Please identify the specific steps you are taking to reduce the attrition rate of African American attorneys:

- Develop and/or support internal employee affinity groups (e.g., minority networks within the organization)
- Increase/review compensation relative to competition
- Increase/improve current work/life programs
- Adopt dispute resolution process
- Succession plan includes emphasis on diversity
- Work with **African American** attorneys to develop career advancement plans
- Review work assignments to make sure **African American** attorneys are not being excluded
- Strengthen mentoring program for all attorneys, including minorities
- Professional skills development program, including **African American** attorneys
- Other, please specify _____

OBJECTIVE 4: DIVERSITY LEADERSHIP AND STRATEGIC PLAN

How has the organization communicated to supervisory attorneys the link between diversity and success?

Since **August 1, 2005**, please describe the organization's actions in furtherance of the objective listed below. **If N/A please feel free to attach statement for elaboration:**

	2005	2006	2007
1. Create a mechanism for promoting diversity within the organization, such as the creation of a standing Diversity Committee that will meet regularly throughout the year for the purposes of devising, promoting and guiding the organization's diversity programs.			

	2005	2006	2007
<p>2. Implement and participate in programs, including, but not limited to:</p> <ul style="list-style-type: none"> a. socials and/or luncheons with African American law student groups; b. recruiting visits dedicated the recruitment of African American law students at Missouri law schools; c. development of an intra-organization strategic plan intended to increase African American representation within the organization. 			
<p>3. Include African American representation on the hiring and attorney evaluation committees.</p>			

Identify the lead attorney(s) who serves as the primary mechanism for promoting diversity within the organization:

Identify any other person(s) (i.e. diversity coordinator, diversity committee chair) who serves as the primary mechanism for promoting diversity within the organization: (please identify title)

If N/A please feel free to attach statement for elaboration.

	YES	N/A (please elaborate)
1. Does your organization have a Diversity Committee or Task Force charged with responsibility for monitoring or promoting diversity efforts and results?		
2. Is diversity (male/female, ethnic, racial, age, practice groups, etc.) one of the considerations in composing committees within the organization?		
3. Are attorneys of color on the hiring/recruiting committee?		
4. Are attorneys of color a part of the management committee?		

OBJECTIVE 5: MARKETING

Since **August 1, 2005**, please describe the organization's actions in furtherance of the objective listed: (Respond to all that apply.) **If N/A please feel free to attach statement for elaboration.**

	ACTION	N/A (please elaborate)
1. If applicable, make concerted efforts to publicize the presence of African American personnel in the organization's recruiting and marketing materials, and, where appropriate to the message, the materials may express a commitment to diversity.		
2. Explore creating a navigation link on their respective web sites which discusses the organization's efforts at increasing diversity, highlight the accomplishments of African American attorneys, and actively solicit the resumes of African American law students and practitioners.		
3. Contact the leaders of the African American law student organizations at law schools where the organization recruits to inform them of the organization's efforts toward increasing diversity, to invite African American law students to submit resumes, and to identify and, where appropriate, to interview selected applicants.		

<p>4. Review your marketing and recruiting materials and discuss its diversity efforts and its commitment to increasing diversity within the organization in its marketing and recruiting materials.</p>		
--	--	--

5. *Other:

***Please describe (or attach a copy of) the organization's actions in furtherance of this objective:**

OBJECTIVE 6: CULTURAL SENSITIVITY AND TRAINING

Since **August 1, 2005**, has your organization arranged other diversity training/program conducted by an outside consultant for any of its attorneys?

Yes _____ No _____

If yes, please identify the facilitator/trainer and describe the length/cost of training:

Did the organization encourage its attorneys and legal professionals to attend diversity training seminars and/or continuing legal education programs on the topics of racial and ethnic sensitivity and diversity?

Yes _____ No _____

If No, please elaborate:

ASSESSING PROGRESS IN YOUR ORGANIZATION

1. As you plan the upcoming year's activities related to diversity, what do you see as the:

Strengths to build on

Barriers to overcome

Opportunities to take advantage of

2. What kind and level of assistance do you need from the Mound City Bar Association?

OTHER INFORMATION NOT COVERED BY SURVEY: (attach additional sheet if necessary)

- If you have any initiatives or any other information relating to your **organization's** commitment to diversity, that is otherwise not covered by this survey, please feel free to describe here:

Completed Surveys

MCBA EMPLOYMENT COMMISSION
2007 Diversity Initiative
Recruitment/Hiring/Retention Survey

This survey covers the period of August 1, 2005 through January 31, 2007.

Firm Name: <i>Fox Galvin, LLC</i>
Person(s) preparing this survey: <i>Sherry Hurst</i>

OBJECTIVE 1: RECRUITMENT

Current composition of the Firm (as of 1/31/07)

Please note: If your firm has offices in other cities, please limit your statistical responses to the St. Louis City and/or County office of your firm.

	Partner/ Member	Of Counsel	Associates	Staff or Contract Attys.	Summer 2006 Clerks	New Bar Admittees (2006)
Men	8	0	2	0	0	0
Women	2	0	2	0	0	0
Totals	10	0	5	0	0	0
Black	1	0	2	0	0	0
Hispanic	0	0	0	0	0	0
Asian	0	0	0	0	0	0
Other Minority <i>Please indicate:</i>	0	0	0	0	0	0

OBJECTIVE 1: RECRUITMENT (continued)

Lateral Associates and Partners - As of 1/31/07

	Total Men & Women			African American Men			African American Women		
	2005	2006	2007	2005	2006	2007	2005	2006	2007
Number of Lateral Associate Hires	1	1	1	1	0	1	0	0	0
Number of Lateral Partner Hires (Equity and Non-Equity)	0	0	0	0	0	0	0	0	0
Number of New Partners (Equity and Non-Equity) Promoted from Associate Rank	1	3	0	0	0	0	0	0	0
Number of New Equity Partners	0	1	0	0	0	0	0	0	0

Since **August 1, 2005**, please respond to all that apply indicating the firm's actions in furtherance of the objective listed. For those items that are checked "completed", please attach a sample. **If N/A please feel free to attach statement for elaboration.**

	In Progress	Completed	N/A (please elaborate)
1. Adopt and/or publicize a commitment to racial and ethnic diversity within the firm		✓	
2. Evaluate criteria used to evaluate prospects (e.g. class rank requirements, law review membership) to determine whether such requirements serve to disproportionately screen out African American prospects			
3. Recruit at regional or national law schools with a significant number of African American law students.			we do not recruit e any law school
4. Recruit at Historically Black law schools.			We do not recruit e any law school

In Progress	Completed	N/A (please elaborate)
5. Identify and recruit students of color through law school placement administrators, faculty members, present or former summer clerks, organizations of law students.	✓	
6. Recruit attorneys of color as lateral hires.	✓	
7. Refer law students or attorney applicants of color for consideration to other firms, with the permission of the applicant.	✓	
8. Explore creating and/or supporting programs at St. Louis area secondary schools, colleges and universities offering tutorial assistance for standardized test-taking, and programs to provide African American students with intensive training in the kinds of skills needed in the law school and legal environment.		
9. Other:		

OBJECTIVE 1: RECRUITMENT (continued)

Does your firm maintain statistics concerning the firm's recruitment of African American attorneys and law students?

Yes _____ No

Please report the number of **African American candidates** interviewed, called back, hired in **2005 and 2006**. (If the firm does not keep such statistics, please estimate and notate estimation with *):

	Partner/ Member		Of Counsel		Associates		Staff Attys.		Summer	
	2005	2006	2005	2006	2005	2006	2005	2006	2005	2006
Interviews at law schools, job fairs, etc.	0	0	0	0	0	0	0	0	0	0
Call back , i.e. half/full day interviews?	0	0	1	2	1	2	1	2	1	2
Offers extended	0	0	1	0	1	0	1	0	1	0
Offers accepted	0	0	1	0	1	0	1	0	1	0

OBJECTIVE 2: HIRING INITIATIVES

Please identify any substantial hiring initiatives geared towards African Americans (e.g., a minority law student summer employment program designed to attract and retain minority law graduates). **If N/A please feel free to attach statement for elaboration.**

Respond to all that apply.

	N/A (please elaborate)
<p>1. Establish/contribute to a scholarship program dedicated to law students of color.</p> <p>If so, where:</p> <p><u>Matthew's Dickey</u></p> <p><u>Skys The Limit</u></p>	
<p>2. Establish/maintain a program that awards a student of color a paid summer clerkship at the firm following the first year as well as a cash scholarship at the beginning of the second year;</p>	<p>We dont utilize summer clerks</p>
<p>3. Establish/maintain a winter clerkship position for a second or third year law student of color, for no more than 15 hours per week;</p>	<p>"</p>
<p>4. Participate in the Minority Clerkship Program.</p>	<p>We dont utilize clerks</p>
<p>5. Other:</p>	

OBJECTIVE 2: HIRING INITIATIVES (continued). Please feel free to attach statement for elaboration.

With respect to the firm's substantial hiring initiative(s) geared towards African Americans, please briefly describe the initiative(s):

We circulate postings to the Mound City Bar Association & advertise in their newsletter.

If the firm participates in any clerkship/scholarship program targeted to recruit/hire law students of color, please describe:

We participated last year in Mathew Dickey's Skys & the Limit Scholarship program.

Did the firm participate in the 2006 (last year's) Minority Clerkship Program? Yes _____ No

If yes, did the minority clerk receive an offer to return for Summer 2007 or Full-Time Permanent Position if graduating in 2007?

Yes _____ No _____

If No, please elaborate why?

We don't utilize summer interns.

OBJECTIVE 3: MENTORING AND RETENTION

Since **August 1, 2005**, please respond to all that apply indicating the firm's actions in furtherance of the objective list. For those items that are checked "completed", please attach a sample. **If N/A please feel free to attach statement for elaboration.**

	In Progress	Complete	N/A (please elaborate)
1. Develop, monitor and periodically evaluate mentoring programs for African American associates, which programs must go beyond pairing a new African American associate with a more senior associate or partner. The mentoring must be consistent and detailed, covering all aspects of firm culture and life, including, but not limited to:			
a. Assist each newly hired attorneys (regardless of race or level) in learning the firm's culture, history, practices and procedures;		✓	no written plan. Associates are assigned a mentor.
b. Ensure that the work environment and work-related social activities with clients are as hospitable and congenial for, and as inclusive of, attorneys of color as they are for all other attorneys;		✓	nothing in writing, but this is our policy
c. Include all new attorneys in programs that enhance their understanding of business concepts, client relations, client satisfaction, and their confidence in dealing with client matters;			We have bi-monthly in-house CLE's that deal w/ these matters

<p>d. Ensure that law clerks and attorneys of color have the same opportunity to (a) perform significant work assignments for important clients, (b) receive interesting and challenging legal work, and (c) receive training, guidance, mentoring, client contact, performance feedback, and other opportunities to grow and succeed; and</p>		✓	
<p>e. Adopt mechanisms to monitor progress and compliance with these commitments, including, e.g., internal surveys, questionnaires, interviews, and other appropriate means for identifying problems and/or areas for improvement.</p>			
<p>2. Encourage attorney mentors to take on the assignment with the same commitment and vigor as other assignments with evaluation ramifications.</p>		✓	
<p>3. Encourage associates, and particularly African American associates, to participate in bar association or community mentoring, networking and leadership training programs developed in conjunction with minority attorney associations.</p>		✓	
<p>4. Other:</p>			

What is the total number of attorneys who voluntarily or involuntarily left your firm's employ during the reporting period? 2

Of this total:

- a. How many were African American women? _____
- b. How many were African American men? 1

Please report the number of **African American attorneys** who left the firm between **8/1/05 - 1/31/07**

Attrition 2005-2007	Partner/Member	Of Counsel	Associates	Staff Attys.
	1	1	1	1

Please elaborate

left

One partner was terminated in 2005. An African American associate left the firm in 2007. He was trying to build a new area of practice for the firm & it wasn't coming together quickly enough for him. Went to a firm that had existing work/clients in that area.

OBJECTIVE 3: MENTORING AND RETENTION (Continued)

Exit Interviews

1. Does your firm conduct exit interviews? Yes No

2. If no, why not?

3. If yes, how are the interviews done and what have you learned?

I do not participate in attorney exit interviews.

Please identify the specific steps you are taking to reduce the attrition rate of African American attorneys:

- Develop and/or support internal employee affinity groups (e.g., minority networks within the firm
- Increase/review compensation relative to competition
- Increase/improve current work/life programs
- Adopt dispute resolution process
- Succession plan includes emphasis on diversity
- Work with attorneys of color to develop career advancement plans
- Introduce attorneys of color to key clients, including to lead engagements
- Review work assignments and hours billed to key client matters to make sure attorneys of color are not being excluded
- Strengthen mentoring program for all attorneys, including attorneys of color
- Professional skills development program, including attorneys of color
- Other, please specify _____

OBJECTIVE 4: DIVERSITY LEADERSHIP AND STRATEGIC PLAN

How has the firm communicated to partners the link between diversity and business success?

Since **August 1, 2005**, please describe the firm's actions in furtherance of the objective listed below. **If N/A please feel free to attach statement for elaboration:**

	2005	2006	N/A (please elaborate)
1. Create a mechanism for promoting diversity within the firm, such as the creation of a standing Diversity Committee that will meet regularly throughout the year for the purposes of devising, promoting and guiding the firm's diversity programs.			

	2005	2006	N/A (please elaborate)
<p>2. Implement and participate in programs, including, but not limited to,</p> <ul style="list-style-type: none"> a. the Minority Clerkship Program, b. socials and/or luncheons with minority law student groups c. recruiting visits dedicated to the recruitment of minority law students at Missouri law schools, d. development of an intra-firm strategic plan intended to increase African American representation within the firm, 			
<p>3. Include African American representation on the hiring and associate evaluation committees.</p>		✓	

	2005	2006	N/A (please elaborate)
4. Partner with African American-owned law firms			

Identify the partner(s) who serves as the primary mechanism for promoting diversity within the firm:

John E. Galvin

Identify any other person(s) (i.e. diversity coordinator, diversity committee chair) who serves as the primary mechanism for promoting diversity within the firm: (please identify title)

	YES	N/A (please elaborate)
1. Does your firm have a Diversity Committee or Task Force charged with responsibility for monitoring or promoting diversity efforts and results?		NO
2. Is diversity (male/female, ethnic, racial, age, practice groups, etc.) one of the considerations in composing committees within the firm?		Yes
3. Are attorneys of color on the hiring/recruiting committee?		No Committee
4. Are attorneys of color a part of the management committee?	✓	

OBJECTIVE 5: MARKETING

Since **August 1, 2005**, please describe the firm's actions in furtherance of the objective listed below: (Respond to all that apply.) **If N/A please feel free to attach statement for elaboration.**

	ACTION	N/A (please elaborate)
<p>1. If applicable, make concerted efforts to publicize the presence of African American personnel in the firms' recruiting and marketing materials, and, where appropriate to the message, the materials may express a commitment to diversity.</p>	<p style="text-align: center;">✓</p>	
<p>2. Explore creating a navigation link on their respective web sites which discusses the firm's efforts at increasing diversity, highlight the accomplishments of African American associates and partners, and actively solicit the resumes of African American law students and practitioners.</p>		
<p>3. Contact the leaders of the African American law student organizations at law schools where the firms recruit to inform them of the firm's efforts toward increasing diversity, to invite African American law students to submit resumes, and to identify and, where appropriate, to interview selected applicants.</p>		

4. Review your marketing and recruiting materials and discuss its diversity efforts and its commitment to increasing diversity within the firm in its marketing and recruiting materials.



5. *Other:

*Please describe (or attach a copy of) the firm's actions in furtherance of this objective:

OBJECTIVE 6: CULTURAL SENSITIVITY AND TRAINING

Since **August 1, 2005**, has your firm arranged other diversity training/program conducted by an outside consultant for the management group attorneys and committee chairs?

Yes _____ No

If yes, please identify the facilitator/trainer and describe the length/cost of training:

Did the firm encourage its attorneys and legal professionals to attend diversity training seminars and/or continuing legal education programs on the topics of racial and ethnic sensitivity and diversity?

Yes No _____

If No, please elaborate:

ASSESSING PROGRESS IN YOUR FIRM (attach additional sheet if necessary)

1. As you plan the upcoming year's activities related to diversity, what do you see as the:

Strengths to build on

Barriers to overcome

Opportunities to take advantage of

Mound City Bar Network

2. What kind and level of assistance do you need from the Mound City Bar Association?

OTHER INFORMATION NOT COVERED BY SURVEY: (attach additional sheet if necessary)

- If you have any initiatives or any other information relating to your firm's commitment to diversity, that is otherwise not covered by this survey, please feel free to describe here.

Polsinelli

Shalton | Flanigan | Suelthaus PC

700 West 47th Street, Suite 1000 | Kansas City, MO 64112-1802
(816) 753-1000 | Facsimile: (816) 753-1536 | www.polsinelli.com

Kelly D. Green
(816) 360-4274
kgreen@polsinelli.com

May 8, 2007

Ms. Ronda F. Williams
Chairperson
Mound City Bar Association
P.O. Box 1543
St. Louis, MO 63188

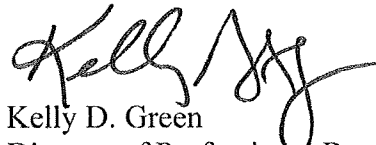
Re: Mound City Bar Association Employment Commission

Dear Ronda:

Enclosed is our completed Mound City Bar Association Diversity Survey. I realize it is past the deadline, but I was advised by Robert Kenney in our office that a final report had not been prepared. I hope you will consider our answers and information when preparing your final report.

If you have any questions, please do not hesitate to contact me at (816) 360-4274.

Sincerely,



Kelly D. Green
Director of Professional Recruiting &
Development

KDG:jap
Enclosure

**MCBA EMPLOYMENT COMMISSION
2007 Diversity Initiative
Recruitment/Hiring/Retention Survey**

This survey covers the period of August 1, 2005 through January 31, 2007.

Firm Name: POLSINELLI SHALTON FLANIGAN SUELTHAUS, PC Person(s) preparing this survey: Kelly Green, Director of Recruiting
--

OBJECTIVE 1: RECRUITMENT

Current composition of the Firm (as of 1/31/07)

Please note: If your firm has offices in other cities, please limit your statistical responses to the St. Louis City and/or County office of your firm.

	Partner/ Member	Of Counsel	Associates	Staff or Contract Attys.	Summer 2006 Clerks	New Bar Admittees (2006)
Men	31	6	18	2	3	3
Women	9	2	17	2	4	4
Totals	40	8	35	4	7	7
Black			4	1		2
Hispanic						
Asian	1				2	2
Other Minority <i>Please indicate: Multi-racial</i>				1		

OBJECTIVE 1: RECRUITMENT (continued)

Lateral Associates and Partners - As of 1/31/07

These numbers reflect the 8/05 - 1/07 period.

	Total Men & Women			African American Men			African American Women		
	2005	2006	2007	2005	2006	2007	2005	2006	2007
	Number of Lateral Associate Hires	2	7			2			1
Number of Lateral Partner Hires (Equity and Non-Equity)		3							
Number of New Partners (Equity and Non-Equity) Promoted from Associate Rank									
Number of New Equity Partners									

Since **August 1, 2005**, please respond to all that apply indicating the firm's actions in furtherance of the objective listed. For those items that are checked "completed", please attach a sample. **If N/A please feel free to attach statement for elaboration.**

	In Progress	Completed	N/A (please elaborate)
1. Adopt and/or publicize a commitment to racial and ethnic diversity within the firm		X	
2. Evaluate criteria used to evaluate prospects (e.g. class rank requirements, law review membership) to determine whether such requirements serve to disproportionately screen out African American prospects			In reviewing the resumes of candidates, we look at the whole person which includes grades, leadership, work experience, and extra-curricular activities.
3. Recruit at regional or national law schools with a significant number of African American law students.		X	
4. Recruit at Historically Black law schools.		X	

	In Progress	Completed	N/A (please elaborate)
5. Identify and recruit students of color through law school placement administrators, faculty members, present or former summer clerks, organizations of law students.	X		
6. Recruit attorneys of color as lateral hires.	X		
7. Refer law students or attorney applicants of color for consideration to other firms, with the permission of the applicant.			
8. Explore creating and/or supporting programs at St. Louis area secondary schools, colleges and universities offering tutorial assistance for standardized test-taking, and programs to provide African American students with intensive training in the kinds of skills needed in the law school and legal environment.			
9. Other:			

OBJECTIVE 1: RECRUITMENT (continued)

Does your firm maintain statistics concerning the firm's recruitment of African American attorneys and law students?

Yes _____ No _____.

Please report the number of **African American candidates** interviewed, called back, hired in **2005 and 2006**. (If the firm does not keep such statistics, please estimate and notate estimation with *):

	Partner/ Member		Of Counsel		Associates		Staff Attys.		Summer	
	2005	2006	2005	2006	2005	2006	2005	2006	2005	2006
Interviews at law schools, job fairs, etc.										
Call back , i.e. half/full day interviews?										
Offers extended										1
Offers accepted						3			2	0

OBJECTIVE 2: HIRING INITIATIVES

Please identify any substantial hiring initiatives geared towards African Americans (e.g., a minority law student summer employment program designed to attract and retain minority law graduates). **If N/A please feel free to attach statement for elaboration.**

Respond to all that apply.

	N/A (please elaborate)
<p>1. Establish/contribute to a scholarship program dedicated to law students of color.</p> <p>If so, where:</p> <p>SLU, WASH U, UNIVERSITY OF MISSOURI - COLUMBIA,</p> <p>UMKC, KU, WASHBURN</p>	<p>1L students are awarded \$7,500 per year for each year of law school assuming they maintain good standing.</p>
<p>2. Establish/maintain a program that awards a student of color a paid summer clerkship at the firm following the first year as well as a cash scholarship at the beginning of the second year;</p>	<p>See the answer to Question 1 regarding our scholarship program.</p>
<p>3. Establish/maintain a winter clerkship position for a second or third year law student of color, for no more than 15 hours per week;</p>	<p>We do not hire any school term clerks.</p>
<p>4. Participate in the Minority Clerkship Program.</p>	<p>Yes.</p>
<p>5. Other:</p>	

OBJECTIVE 2: HIRING INITIATIVES (continued). Please feel free to attach statement for elaboration.

With respect to the firm's substantial hiring initiative(s) geared towards African Americans, please briefly describe the initiative(s):

Polzinelli has and continues to make a concerted effort to improve the diversity of the Firm.

We interview at historically black colleges. We started the scholarship program (outlined below).

We participate in the INROADS program and have sponsored banquets and conducted outreach with diverse law student associations.

If the firm participates in any clerkship/scholarship program targeted to recruit/hire law students of color, please describe:

PSFS participates in the Cook County Bar Association Minority Job Fair, the Heartland Diversity Job Fair, the KC MBA Minority Clerkship program - all of which are targeted to diverse students.

PSFS has also established a diverse scholarship program at six area law schools (see Question 1). The \$7,500 is available to one student at each law school for all three years of law school assuming the student maintains good academic standing. One of our scholarship recipients this year is joining us as a 1L summer associate.

Did the firm participate in the 2006 (last year's) Minority Clerkship Program? Yes ___ No ___

If yes, did the minority clerk receive an offer to return for Summer 2007 or Full-Time Permanent Position if graduating in 2007?

Yes _____ No _____

If No, please elaborate why?

OBJECTIVE 3: MENTORING AND RETENTION

Since **August 1, 2005**, please respond to all that apply indicating the firm's actions in furtherance of the objective list. For those items that are checked "completed", please attach a sample. **If N/A please feel free to attach statement for elaboration.**

	In Progress	Complete	N/A (please elaborate)
<p>1. Develop, monitor and periodically evaluate mentoring programs for African American associates, which programs must go beyond pairing a new African American associate with a more senior associate or partner. The mentoring must be consistent and detailed, covering all aspects of firm culture and life, including, but not limited to:</p>			
<p>a. Assist each newly hired attorneys (regardless of race or level) in learning the firm's culture, history, practices and procedures;</p>		X	
<p>b. Ensure that the work environment and work-related social activities with clients are as hospitable and congenial for, and as inclusive of, attorneys of color as they are for all other attorneys;</p>		X	
<p>c. Include all new attorneys in programs that enhance their understanding of business concepts, client relations, client satisfaction, and their confidence in dealing with client matters;</p>		X	

<p>d. Ensure that law clerks and attorneys of color have the same opportunity to (a) perform significant work assignments for important clients, (b) receive interesting and challenging legal work, and (c) receive training, guidance, mentoring, client contact, performance feedback, and other opportunities to grow and succeed; and</p>		X	
<p>e. Adopt mechanisms to monitor progress and compliance with these commitments, including, e.g., internal surveys, questionnaires, interviews, and other appropriate means for identifying problems and/or areas for improvement.</p>			
<p>2. Encourage attorney mentors to take on the assignment with the same commitment and vigor as other assignments with evaluation ramifications.</p>			
<p>3. Encourage associates, and particularly African American associates, to participate in bar association or community mentoring, networking and leadership training programs developed in conjunction with minority attorney associations.</p>		X	
<p>4. Other:</p>			

What is the total number of attorneys who voluntarily or involuntarily left your firm's employ during the reporting period? 15

Of this total:

- a. How many were African American women? 0
- b. How many were African American men? 0

Please report the number of **African American attorneys** who left the firm between **8/1/05 – 1/31/07**

Attrition	Partner/Member	Of Counsel	Associates	Staff Attys.
2005-2007	0	0	0	0

Please elaborate

OBJECTIVE 3: MENTORING AND RETENTION (Continued)

Exit Interviews

1. Does your firm conduct exit interviews? Yes No

2. If no, why not?

3. If yes, how are the interviews done and what have you learned?

Done both by HR and Department chairs. We have learned about relationship issues which affect minorities but are not related only to minority lawyers.

Please identify the specific steps you are taking to reduce the attrition rate of African American attorneys:

- Develop and/or support internal employee affinity groups (e.g., minority networks within the firm
- Increase/review compensation relative to competition
- Increase/improve current work/life programs
- Adopt dispute resolution process
- Succession plan includes emphasis on diversity
- Work with attorneys of color to develop career advancement plans
- Introduce attorneys of color to key clients, including to lead engagements
- Review work assignments and hours billed to key client matters to make sure attorneys of color are not being excluded
- Strengthen mentoring program for all attorneys, including attorneys of color
- Professional skills development program, including attorneys of color
- Other, please specify _____

OBJECTIVE 4: DIVERSITY LEADERSHIP AND STRATEGIC PLAN

How has the firm communicated to partners the link between diversity and business success?

The firm has conducted and/or sponsored several diversity meetings and training sessions which have discussed the link between diversity and business success.

Since **August 1, 2005**, please describe the firm's actions in furtherance of the objective listed below. **If N/A please feel free to attach statement for elaboration:**

2005	2006	N/A (please elaborate)
<p>1. Create a mechanism for promoting diversity within the firm, such as the creation of a standing Diversity Committee that will meet regularly throughout the year for the purposes of devising, promoting and guiding the firm's diversity programs.</p>	<p>The diversity committee is chaired by the President/ Managing Partner of the Firm and meets monthly to review progress and implement new goals.</p>	

	2005	2006	N/A (please elaborate)
<p>2. Implement and participate in programs, including, but not limited to,</p> <ul style="list-style-type: none"> a. the Minority Clerkship Program, b. socials and/or luncheons with minority law student groups c. recruiting visits dedicated to the recruitment of minority law students at Missouri law schools, d. development of an intra-firm strategic plan intended to increase African American representation within the firm, 	<p>Yes</p>	<p>Yes</p>	
<p>3. Include African American representation on the hiring and associate evaluation committees.</p>	<p>Yes</p>	<p>Yes</p>	

	2005	2006	N/A (please elaborate)
<p>4. Partner with African American-owned law firms</p>			

Identify the partner(s) who serves as the primary mechanism for promoting diversity within the firm:

Russ Welsh is the Chairman of the Firm and also chairs the Diversity Committee. Ari Bai, Jay Dobbs, and Gerry Brenneman also serve on the Committee.

Identify any other person(s) (i.e. diversity coordinator, diversity committee chair) who serves as the primary mechanism for promoting diversity within the firm: (please identify title)

Kelly Green, Director of Recruiting, Facilitates diversity initiatives.

	YES	N/A (please elaborate)
1. Does your firm have a Diversity Committee or Task Force charged with responsibility for monitoring or promoting diversity efforts and results?	Diversity Committee that meets monthly.	
2. Is diversity (male/female, ethnic, racial, age, practice groups, etc.) one of the considerations in composing committees within the firm?	Yes	
3. Are attorneys of color on the hiring/recruiting committee?	Yes	
4. Are attorneys of color a part of the management committee?	Not currently	

OBJECTIVE 5: MARKETING

Since **August 1, 2005**, please describe the firm's actions in furtherance of the objective listed below: (Respond to all that apply.) **If N/A please feel free to attach statement for elaboration.**

	ACTION	N/A (please elaborate)
<p>1. If applicable, make concerted efforts to publicize the presence of African American personnel in the firms' recruiting and marketing materials, and, where appropriate to the message, the materials may express a commitment to diversity.</p>	<p>The Firm uses actual attorneys at the Firm in some of our marketing materials, including our diverse attorneys. We recently developed marketing materials specifically highlighting our commitment to diversity.</p>	
<p>2. Explore creating a navigation link on their respective web sites which discusses the firm's efforts at increasing diversity, highlight the accomplishments of African American associates and partners, and actively solicit the resumes of African American law students and practitioners.</p>	<p>The website links to the "Diversity Initiatives" and "Diversity Statement" of the Firm.</p>	
<p>3. Contact the leaders of the African American law student organizations at law schools where the firms recruit to inform them of the firm's efforts toward increasing diversity, to invite African American law students to submit resumes, and to identify and, where appropriate, to interview selected applicants.</p>	<p>The Firm has sponsored African American law student organization events at area law schools and has conducted outreach with some groups.</p>	

<p>4. Review your marketing and recruiting materials and discuss its diversity efforts and its commitment to increasing diversity within the firm in its marketing and recruiting materials.</p>	<p>Yes</p>	
<p>5. *Other:</p>		

*Please describe (or attach a copy of) the firm's actions in furtherance of this objective:

OBJECTIVE 6: CULTURAL SENSITIVITY AND TRAINING

Since **August 1, 2005**, has your firm arranged other diversity training/program conducted by an outside consultant for the management group attorneys and committee chairs?

Yes No

If yes, please identify the facilitator/trainer and describe the length/cost of training:

In the Spring of 2006, all attorneys participated in a workshop presented by nationally recognized trainer, Mauricio Velasquez, President of the Diversity Training Group. Velasquez also conducted an additional workshop for the Practice Group Chairs that focused on Recruiting, Mentoring, Supervising, and Retaining Minority Lawyers.

Did the firm encourage its attorneys and legal professionals to attend diversity training seminars and/or continuing legal education programs on the topics of racial and ethnic sensitivity and diversity?

Yes No

If No, please elaborate:

ASSESSING PROGRESS IN YOUR FIRM (attach additional sheet if necessary)

1. As you plan the upcoming year's activities related to diversity, what do you see as the:

Strengths to build on

Our scholarship program and our commitment to recruit and retain diverse attorneys have provided a great starting point. We believe our scholarship program will not only increase our diversity but that of the legal community.

Barriers to overcome

The discrepancy between the percentage of minority attorneys in the community versus the community as a whole presents a recruiting challenge. Retaining minority attorneys, especially when so many have a number of options at any given time, is also a challenge.

Opportunities to take advantage of

The significant ~~studies~~ the Firm has already made and the commitment of the Firm to improving diversity are great building blocks for the future.

2. What kind and level of assistance do you need from the Mound City Bar Association?

Outreach to the community as a whole to encourage more minorities to enter the legal profession and efforts to make St. Louis an attractive career choice for those in the profession.

OTHER INFORMATION NOT COVERED BY SURVEY: (attach additional sheet if necessary)

- If you have any initiatives or any other information relating to your firm's commitment to diversity, that is otherwise not covered by this survey, please feel free to describe here.

While our efforts to improve the diversity of the Firm are ongoing, we are encouraged by our recent accomplishments. In 2005, the ethnic diversity of our Firm was 2.4%. Today, 8.8% of our attorneys came from a diverse ethnic background. In 2006, we received the Jackson County Bar Association's 2006 Pyramid of Diversity Award for our efforts to promote diversity including the Firm's diversity scholarships.

**MCBA EMPLOYMENT COMMISSION
2007 Diversity Initiative
Recruitment/Hiring/Retention Survey**

This survey covers the period of August 1, 2005 through January 31, 2007.

Firm Name: <u>Sonnenschein Nath + Rosenthal LLP</u>
Person(s) preparing this survey:

OBJECTIVE 1: RECRUITMENT

Current composition of the Firm (as of 1/31/07)

Please note: If your firm has offices in other cities, please limit your statistical responses to the St. Louis City and/or County office of your firm.

	Partner/ Member	Of Counsel	Associates	Staff or Contract Attys.	Summer 2006 Clerks	New Bar Admittees (2006)
Men	17	2	11	1	1	2
Women	1	2	7	0	3	1
Totals	18	4	18	1	4	3
Black	1	0	2	0	1	1
Hispanic	0	0	0	0	0	0
Asian	0	0	0	0	2	0
Other Minority <i>Please indicate:</i> <u>multiracial</u>	0	0	4	0	0	1

OBJECTIVE 1: RECRUITMENT (continued)

Lateral Associates and Partners - As of 1/31/07

	Total Men & Women			African American Men			African American Women		
	2005	2006	2007	2005	2006	2007	2005	2006	2007
Number of Lateral Associate Hires	3	4	0	0	1	0	0	0	0
Number of Lateral Partner Hires (Equity and Non-Equity)	3	1	0	0	1	0	0	0	0
Number of New Partners (Equity and Non-Equity) Promoted from Associate Rank	0	2	0	0	0	0	0	0	0
Number of New Equity Partners	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

Since **August 1, 2005**, please respond to all that apply indicating the firm's actions in furtherance of the objective listed. For those items that are checked "completed", please attach a sample. **If N/A please feel free to attach statement for elaboration.**

	In Progress	Completed	N/A (please elaborate)
1. Adopt and/or publicize a commitment to racial and ethnic diversity within the firm		✓	
2. Evaluate criteria used to evaluate prospects (e.g. class rank requirements, law review membership) to determine whether such requirements serve to disproportionately screen out African American prospects			we have many African American applicants
3. Recruit at regional or national law schools with a significant number of African American law students.		✓	see attached list of law school where we recruit...
4. Recruit at Historically Black law schools.		✓	Howard University

	In Progress	Completed	N/A (please elaborate)
5. Identify and recruit students of color through law school placement administrators, faculty members, present or former summer clerks, organizations of law students.		✓	minority mentoring Program
6. Recruit attorneys of color as lateral hires.	✓		
7. Refer law students or attorney applicants of color for consideration to other firms, with the permission of the applicant.			we do not refer any applications to other firms.
8. Explore creating and/or supporting programs at St. Louis area secondary schools, colleges and universities offering tutorial assistance for standardized test-taking, and programs to provide African American students with intensive training in the kinds of skills needed in the law school and legal environment.		✓	Sonnenschein hosts a two week intensive law school preparatory course exclusive to incoming students of Washington University School
9. Other: of law. The program is designed to help students who have experienced socio-economic challenges prepare for the rigors of law school.			

OBJECTIVE 1: RECRUITMENT (continued)

Does your firm maintain statistics concerning the firm's recruitment of African American attorneys and law students?

Yes No .

Please report the number of **African American candidates** interviewed, called back, hired in **2005 and 2006**. (If the firm does not keep such statistics, please estimate and notate estimation with *):

	Partner/ Member		Of Counsel		Associates		Staff Attys.		Summer	
	2005	2006	2005	2006	2005	2006	2005	2006	2005	2006
Interviews at law schools, job fairs, etc.										
Call back , i.e. half/full day interviews?										
Offers extended										
Offers accepted										

OBJECTIVE 2: HIRING INITIATIVES

Please identify any substantial hiring initiatives geared towards African Americans (e.g., a minority law student summer employment program designed to attract and retain minority law graduates). **If N/A please feel free to attach statement for elaboration.**

Respond to all that apply.

	N/A (please elaborate)
1. Establish/contribute to a scholarship program dedicated to law students of color. If so, where: <u>The Sonnenschein Scholars Program</u> <u>awards a stipend to first-year law</u>	Students who are committed to public service. The stipend underwrites the cost of the students to participate in Public Service/ policy summer
2. Establish/maintain a program that awards a student of color a paid summer clerkship at the firm following the first year as well as a cash scholarship at the beginning of the second year;	programs. However, the scholarship is not necessarily awarded only to students of color
3. Establish/maintain a winter clerkship position for a second or third year law student of color, for no more than 15 hours per week; Available to successful participants in the minority Clerk Program	
4. Participate in the Minority Clerkship Program. <u>Yes</u>	
5. Other: Sonnenschein is in its second year of (hosting) a two week intensive law school preparatory course to exclusively to incoming Washington University School of Law. The program is designed to help students who have experienced socio-economic challenges prepare for the rigors of law school.	

OBJECTIVE 2: HIRING INITIATIVES (continued). Please feel free to attach statement for elaboration.

With respect to the firm's substantial hiring initiative(s) geared towards African Americans, please briefly describe the initiative(s):

Minority Clerkship Program - C
Washington University School of Law / Sonnenschein Law School
Prep.

If the firm participates in any clerkship/scholarship program targeted to recruit/hire law students of color, please describe:

See above

Did the firm participate in the 2006 (last year's) Minority Clerkship Program? Yes No

If yes, did the minority clerk receive an offer to return for Summer 2007 or Full-Time Permanent Position if graduating in 2007?

Yes No

If No, please elaborate why?

OBJECTIVE 3: MENTORING AND RETENTION

Since **August 1, 2005**, please respond to all that apply indicating the firm's actions in furtherance of the objective list. For those items that are checked "completed", please attach a sample. **If N/A please feel free to attach statement for elaboration.**

	In Progress	Complete	N/A (please elaborate)
1. Develop, monitor and periodically evaluate mentoring programs for African American associates, which programs must go beyond pairing a new African American associate with a more senior associate or partner. The mentoring must be consistent and detailed, covering all aspects of firm culture and life, including, but not limited to:		✓	
a. Assist each newly hired attorneys (regardless of race or level) in learning the firm's culture, history, practices and procedures;		✓	
b. Ensure that the work environment and work-related social activities with clients are as hospitable and congenial for, and as inclusive of, attorneys of color as they are for all other attorneys;			
c. Include all new attorneys in programs that enhance their understanding of business concepts, client relations, client satisfaction, and their confidence in dealing with client matters;			

<p>d. Ensure that law clerks and attorneys of color have the same opportunity to (a) perform significant work assignments for important clients, (b) receive interesting and challenging legal work, and (c) receive training, guidance, mentoring, client contact, performance feedback, and other opportunities to grow and succeed; and</p>		<p>✓</p>	
<p>e. Adopt mechanisms to monitor progress and compliance with these commitments, including, e.g., internal surveys, questionnaires, interviews, and other appropriate means for identifying problems and/or areas for improvement.</p>			
<p>2. Encourage attorney mentors to take on the assignment with the same commitment and vigor as other assignments with evaluation ramifications.</p>	<p>✓</p>		
<p>3. Encourage associates, and particularly African American associates, to participate in bar association or community mentoring, networking and leadership training programs developed in conjunction with minority attorney associations.</p>		<p>✓</p>	<p>The firm pays for membership of one bar association for all attorneys. And a second for diverse attorneys</p>
<p>4. Other:</p>			

What is the total number of attorneys who voluntarily or involuntarily left your firm's employ during the reporting period? 16

Of this total:

- a. How many were African American women? 0
- b. How many were African American men? 1

Please report the number of **African American attorneys** who left the firm between **8/1/05 – 1/31/07**

Attrition 2005-2007	Partner/Member	Of Counsel	Associates	Staff Attys.
	0	0	1	0

Please elaborate

He relocated to another city for family reasons.

OBJECTIVE 3: MENTORING AND RETENTION (Continued)

Exit Interviews

1. Does your firm conduct exit interviews? Yes No

2. If no, why not?

3. If yes, how are the interviews done and what have you learned?

The firm's Director of Diversity conducts exit interviews. She interviews with substantially the same questions for all. The St. Louis office is one of the most inclusive office at Sonnenschein.

Please identify the specific steps you are taking to reduce the attrition rate of African American attorneys:

- Develop and/or support internal employee affinity groups (e.g., minority networks within the firm)
- Increase/review compensation relative to competition
- Increase/improve current work/life programs
- Adopt dispute resolution process
- Succession plan includes emphasis on diversity
- Work with attorneys of color to develop career advancement plans
- Introduce attorneys of color to key clients, including to lead engagements
- Review work assignments and hours billed to key client matters to make sure attorneys of color are not being excluded
- Strengthen mentoring program for all attorneys, including attorneys of color
- Professional skills development program, including attorneys of color
- Other, please specify _____

OBJECTIVE 4: DIVERSITY LEADERSHIP AND STRATEGIC PLAN

How has the firm communicated to partners the link between diversity and business success?

At partners weekend and in periodic office and practice group meetings as well as in firm newsletter.

Since **August 1, 2005**, please describe the firm's actions in furtherance of the objective listed below. **If N/A please feel free to attach statement for elaboration:**

	2005	2006	N/A (please elaborate)
1. Create a mechanism for promoting diversity within the firm, such as the creation of a standing Diversity Committee that will meet regularly throughout the year for the purposes of devising, promoting and guiding the firm's diversity programs.	Emphasis on local committees initiatives as well as firmwide. Beginning of firm-wide Staff Diversity Committee.	Director of Diversity meets with all practice group heads to identify potential issues and ensure follow up.	

	2005	2006	N/A (please elaborate)
<p>2. Implement and participate in programs, including, but not limited to,</p> <ul style="list-style-type: none"> a. the Minority Clerkship Program, b. socials and/or luncheons with minority law student groups c. recruiting visits dedicated the recruitment of minority law students at Missouri law schools, d. development of an intra-firm strategic plan intended to increase African American representation within the firm, 	<p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p>	
<p>3. Include African American representation on the hiring and associate evaluation committees.</p>	<p>Representation of all minority groups on each recruiting committee.</p>	<p>See 2005</p>	

	2005	2006	N/A (please elaborate)
4. Partner with African American-owned law firms	Pugh Jones Johnson + Quardt PC	See 2005	

Identify the partner(s) who serves as the primary mechanism for promoting diversity within the firm:

Helise Harrington, Kevin Charous

Identify any other person(s) (i.e. diversity coordinator, diversity committee chair) who serves as the primary mechanism for promoting diversity within the firm: (please identify title)

Dee Joyce-Hayes, Karen Jordan

	YES	N/A (please elaborate)
1. Does your firm have a Diversity Committee or Task Force charged with responsibility for monitoring or promoting diversity efforts and results?	Yes. Firmwide and a local committee in the principal offices including St. Louis.	
2. Is diversity (male/female, ethnic, racial, age, practice groups, etc.) one of the considerations in composing committees within the firm?	Yes.	
3. Are attorneys of color on the hiring/recruiting committee?	Yes. All local committees.	
4. Are attorneys of color a part of the management committee?	Yes.	

OBJECTIVE 5: MARKETING

Since **August 1, 2005**, please describe the firm's actions in furtherance of the objective listed below: (Respond to all that apply.) **If N/A please feel free to attach statement for elaboration.**

	ACTION	N/A (please elaborate)
1. If applicable, make concerted efforts to publicize the presence of African American personnel in the firms' recruiting and marketing materials, and, where appropriate to the message, the materials may express a commitment to diversity.	website and firmwide marketing.	
2. Explore creating a navigation link on their respective web sites which discusses the firm's efforts at increasing diversity, highlight the accomplishments of African American associates and partners, and actively solicit the resumes of African American law students and practitioners.	Link on firm's website which states firm's commitment to diversity.	
3. Contact the leaders of the African American law student organizations at law schools where the firms recruit to inform them of the firm's efforts toward increasing diversity, to invite African American law students to submit resumes, and to identify and, where appropriate, to interview selected applicants.		

4. Review your marketing and recruiting materials and discuss its diversity efforts and its commitment to increasing diversity within the firm in its marketing and recruiting materials.	Responsibility of Director of Diversity.	
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5. *Other:

*Please describe (or attach a copy of) the firm's actions in furtherance of this objective:

OBJECTIVE 6: CULTURAL SENSITIVITY AND TRAINING

Since **August 1, 2005**, has your firm arranged other diversity training/program conducted by an outside consultant for the management group attorneys and committee chairs?

Yes No

If yes, please identify the facilitator/trainer and describe the length/cost of training:

Mauricio Velasquez of The Diversity Training Group.
Full day training for management. Half day training for
all attorneys and non-legal staff.
Cost ranges from \$2000 to \$5000.

Did the firm encourage its attorneys and legal professionals to attend diversity training seminars and/or continuing legal education programs on the topics of racial and ethnic sensitivity and diversity?

Yes No

If No, please elaborate:

ASSESSING PROGRESS IN YOUR FIRM (attach additional sheet if necessary)

1. As you plan the upcoming year's activities related to diversity, what do you see as the:

Strengths to build on

The St. Louis office is a small office and inclusive of all attorney needs.

Barriers to overcome

The St. Louis office has only one partner of color.

Opportunities to take advantage of

2. What kind and level of assistance do you need from the Mound City Bar Association?

Networking opportunities. Information on lateral attorneys of color.

OTHER INFORMATION NOT COVERED BY SURVEY: (attach additional sheet if necessary)

- If you have any initiatives or any other information relating to your firm's commitment to diversity, that is otherwise not covered by this survey, please feel free to describe here.

FIRST ADDENDUM TO FIRMWIDE DIVERSITY PLAN

Sonnenschein Nath & Rosenthal LLP

January 2005

Drafted By:

Firmwide Diversity Committee

Chair

Kevin P. Chavous

Diversity Manager

Helise Harrington

Members

Martin R. Castro	Christopher E. Prince
John C. Childs	Duane C. Quaini
Leslie D. Davis	Daphne Surpris
Dennis S. Diaz	Jacqueline M. Vidmar
Dee Joyce-Hayes	Curtis E. Woods
Sonia R. Martin	D. Farrington Yates
Singleton B. McAllister	

Marketing Liaison

Cecilie D. Jones

Adopted By:

Policy and Planning Committee

Michael H. Barr	Mark F. Mehlman
Amy L. Bess	Elliot I. Portenoy
Robin M. Edwards	Caryl A. Potter, III
Paul E.B. Glad	Duane C. Quaini
James A. Heeter	Edwin B. Reeser
Roger K. Heindenreich	Roger C. Siske
Gary A. Hernandez	Robert L. Winikoff
James A. Klenk	

THE FIRST YEAR OF THE FORMAL DIVERSITY INITIATIVE

The Firmwide Diversity Plan, adopted by Sonnenschein in January 2004, advances aggressive, but realistic, initiatives to ensure that meaningful diversity is achieved and maintained throughout the Firm. During the first year the Plan has been in effect, the Firm made some notable steps toward achieving that goal. Among the most significant of these steps are the following:

- Each of the Firm's offices achieved its 2004 targets for increased percentages of minority attorneys and minority partners.¹ The San Francisco and Los Angeles offices attained their targets for increased percentages of women attorneys and the San Francisco and Kansas City offices reached their targets for increased percentages of women partners. Each office's progress is detailed in Appendix A to this Addendum.
- The Firm's leadership has recognized the need for increasing diversity in its ranks. The Policy and Planning Committee currently includes one minority attorney and two women attorneys. LDC has added one minority member.
- Each of the Firm's offices has established local diversity committees and each office's recruiting committee currently includes at least one member of the office's diversity committee. In the fall of 2004, a majority of the offices tasked diverse attorneys with on-campus recruiting efforts. The number of diverse candidates interviewed by the Firm has increased as has the number of diverse summer associates hired by the Firm. The demographics of Sonnenschein summer associates for the summers of 2004 and 2005 are set forth in Appendix B to this Addendum.
- All attorneys in positions of leadership participated in one day of diversity training. Diversity training workshops were held in each of the Firm's offices and approximately 3/4 of the Firm's other attorneys participated in half-day diversity training workshops. The remaining attorneys will participate in the mandatory workshops by the end of the first quarter of 2005.
- Each practice group has developed an objective set of skill benchmarks for associates in that group ("Career Development Guides") and has distributed the Career Development Guidelines to its associates.

¹ In summary, during 2004 Sonnenschein hired 2 African-American partners, 2 Hispanic-American partners/of counsel, 2 multiracial partners and 1 partner with a disability. It hired 7 African American associates, 8 Asian-American associates, 2 Hispanic associates, 6 multi-racial associates, 1 Native American associate, 2 associates who identified as "other minority," 1 openly gay associate and 1 disabled associate. The Firm also promoted 3 African-Americans, one multiracial attorney and one openly gay attorney to partner. During the same period, the Firm promoted 7 women to partner/of counsel and hired 8 women partners/ of counsel and 39 women associates.

- Five of the seven Firmwide committees include at least one diverse member. The demographics of each committee are contained in Appendix C to this Addendum.
- The status of mentoring programs among offices is widely varied. The San Francisco office has formed a mentoring committee, which has assigned mentors to all summer, first and second year associates. The Kansas City, Los Angeles and New York offices have voluntary mentoring programs for all associates. The Chicago office has hired an outside consultant and implemented a pilot mentoring program for first, second and third year associates. Upon further evaluation, it is contemplated that Chicago's program, or a modification thereof, will be rolled out to the other offices.
- Regional retreats for diverse attorneys have been held in the Firm's Eastern, Midwestern and Western regions.
- The Diversity Manager is reviewing department assignments each month and is communicating with practice group heads to ascertain if assignments are being distributed equitably. She is also disseminating diversity statistics by office and practice group on a monthly basis to the Policy and Planning Committee, office heads and practice group heads.
- In the Chicago office, exit interviews of all attorneys who leave the Firm are conducted by an outside consultant. In all other offices, exit interviews of diverse attorneys are conducted by the Diversity Manager.
- All partners' self-evaluations include separate line items in which they summarize their past participation and commitment for the following year in activities promoting the Firm's diversity initiative.

MODIFICATIONS OF THE FIRMWIDE DIVERSITY PLAN

The Firmwide Diversity Plan, as modified by this First Addendum, will continue to govern the Firm's diversity initiative. The modifications are meant to reflect both the progress made during the past year (summarized above), as well as changes to the Plan that the Firm has determined would better, or more realistically, further the diversity initiative.

1. Commitment To Diversity

The definition of diversity, currently set forth in the first paragraph of the Plan, limits its reach to the Firm's attorneys. True inclusion at Sonnenschein must encompass all of the Firm's employees. Accordingly, the definition of diversity is modified as follows:

“Diversity at Sonnenschein, as reflected in this Plan, means inclusion, of attorneys, professionals and other staff members of different races, genders, sexual orientations, ethnic backgrounds and abilities/disabilities. The Firm’s goal is that the demographics of each office reflect the community in which the office is located.”²

2. Revised Targets

The original diversity statistics did not include attorneys who had physical disabilities and materially underreported openly gay/lesbian attorneys. Because of the visual method of identification, diverse attorneys as a group, were, in fact, somewhat underreported. Accordingly, in retrospect, some offices’ diversity targets were unduly conservative. Targets for 2005 and 2006 have been revised and targets for 2007 have been added. The revised targets for each office are set forth in Appendix D.

3. Expansion of the Diversity Initiative

To ensure that that all Sonnenschein employees, whether they are attorneys, other professionals or staff members, are included in the Firm’s diversity initiative, the Firmwide Diversity Committee will be expanded to include David Schadler, Chief Operations Officer of the Firm, who will represent the interests of SNR staff and non-attorney professionals. The Chief Operations Officer and the Diversity Manager will coordinate the formation of a subcommittee that will be charged with furthering the diversity initiative among non-lawyers and will report to the Firmwide Diversity Committee on a quarterly basis. Among other tasks, the subcommittee initially will (a) determine what the most pressing diversity issues are for non-attorneys; (b) examine whether the Directors and Managers of the Firm represent a diverse cross-section of the communities the Firm serves; (c) expand the use of the self-identification survey to

² Expanding the breadth of the initiative is not intended to water down any office’s diversity targets. The demographics of each position, whether of partner, associate or other professional or staff member should mirror the demographics of the office’s community.

identify the demographics of all Firm employees and (d) arrange for diversity training workshops for all employees to occur by no later than December 2005.

Currently, both the New York Diversity Committee and St. Louis Diversity Committee include paralegals and the office's recruiting coordinator as members. The Chicago Committee includes its office's recruiting coordinator as a member. In addition, the San Francisco Director of Administration is a member of the San Francisco Diversity Committee. The other local committees will be encouraged also to expand their ranks to include non-attorneys.

4. Inclusion of Gays and Lesbians

During the past year, the Firmwide Diversity Committee has actively solicited comments and concerns about the Firm's diversity initiative. Several persons in several offices have indicated that the Firm's Diversity initiative does not include gays and lesbians. This was not the Committee's intent, nor is it the policy of the Firm.

As a legal matter, the Firm is subject to a number of state and local statutes and regulations which protect gays and lesbians from discrimination. As a business matter, the Firm's clients and competitors include gays and lesbians in their diversity programs. Finally, and most importantly, as a matter of firm culture, Sonnenschein is committed to creating and maintaining an atmosphere where people of all backgrounds are welcome and where success is determined by ability and desire, not by race, ethnicity, religion, physical ability/disability or sexual orientation.

The Committee is mindful of the challenges inherent when including gays and lesbians in diversity efforts. Some clients do not request data for gays and lesbians when seeking information on diversity generally. Moreover, the Firm's own data may not be reliable because gays and lesbians may not self-report and visual identification is problematic at best. These challenges notwithstanding, as part of its Diversity initiative, Sonnenschein will ensure that

issues specific to gays and lesbians are considered and that members of this group are included in Firm management and Firm activities.

5. Standards of Promotion

The formalization of the standards of promotion, set forth on page 21 of the Plan, will be modified as follows:

- (a) The Firm will provide copies of the written standards for promotion on an annual basis and articulate those standards to associates in the review and evaluation process. The Firm's written standards for the promotion of associates also will be disseminated to partners, of counsel, and others to utilize when completing the associate evaluation forms.
- (b) The Firm will require every associate to participate in the review process by submitting a self-review. LDC will timely inform the Diversity Committee which diverse associates are being reviewed and the Diversity Manager and the head of the local diversity committee, or his/her designee, will offer to provide each diverse associate in that office with constructive feedback on these self-evaluations in advance of their submission. This process will give diverse associates an opportunity to raise and discuss issues and concerns that they might otherwise not be comfortable articulating in writing.
- (c) A member of the Diversity Committee will be a voting member of LDC.
- (d) The Diversity Manager or chairperson of each office's diversity committee will be privy to the comments of the other evaluators and will provide feedback to LDC, if appropriate with respect to the other reviews. The chairperson of each diverse associate's local diversity committee may submit an evaluation form for each diverse associate.

6. Accountability

Based on partners' self evaluations, reports of the Firmwide Diversity Committee and other relevant factors, the Policy and Planning Committee will use a partner's contribution to the diversity initiative as one factor in determining the partner's compensation. Among the questions that will be asked of each partner in his/her self evaluation and the factors that P&P will use in its review of each partner's performance are the following:

- (a) Does this attorney have a group of attorneys to whom s/he regularly delegates work?
 - (i) Does this group include women and diverse attorneys?
 - (ii) If so what is their level of experience and level of responsibility within the group? Give concrete examples. (To the extent that women and diverse attorneys are included in a team at all, they are often the most junior members and may not receive an appropriate share of challenging and important assignments)
 - (iii) What steps has this attorney taken in the last year to include women and diverse attorneys in his/her group?
 - (iv) What steps has this attorney taken in the last year to give women and diverse attorneys in his/her group greater responsibility?
- (b) Has this attorney included women or diverse attorneys on client development projects?
- (c) Has this attorney participated in recruiting or other activities designed to increase the representation of diverse and women attorneys in the Firm?
- (d) Has this attorney included women and diverse attorneys in cross-selling opportunities (e.g., introduced his/her client contacts to diverse or women attorneys or referred a client need to a woman or diverse attorney)?
- (e) What steps has this attorney taken to implement the Diversity Plan?
- (f) What other steps has this attorney taken to foster a more inclusive work environment?

Any material effect on the partner's compensation based on his/her contribution -- or lack thereof -- to the Firm's diversity initiative will be communicated in writing to the partner.

7. Tokenism

Tokenism refers to "actions which are the result of pretending to give advantage to those groups in society who are often treated unfairly, in order to give the appearance of fairness." In the context of a law firm, tokenism takes many forms. For example, a law firm may include a diverse attorney in a client "pitch" or other marketing efforts, but then not staff the diverse attorney on the particular matters the firm obtains as a result of those efforts. The

inclusion of an African-American, Latino or woman in a particular position may give the appearance of fairness (on a superficial level) but it does not, in and of itself, represent fairness or real change. Tokenism rarely goes unnoticed and is counter-productive in the long run. Accordingly, emphasis will be given both to staffing diverse attorneys on an increased number of business pitches and to staffing diverse attorneys on the matters for which they were involved in business development efforts.

8. Retention of Diverse Partners

The Plan requires that the Firm, and each office, consider diversity as a factor when evaluating merger candidates and prospective later partner hires. Just as with associates, successful recruitment of diverse partners (by merger or lateral hire) is made meaningful by retention of those partners. Moreover, successful integration of diverse attorneys into all levels of the partnership will greatly facilitate future recruitment efforts. All partners, but particularly practice group leaders and office heads, must take responsibility for integrating diverse partners into the Firm.

9. Supplier Diversity

For years, many of the Firm's clients have had their own supplier diversity programs in place as one way to profoundly impact the expansion of economic opportunity for those persons who have historically been excluded, such as people of color, women and the physically challenged. To our knowledge, there is no major law firm that has a supplier diversity program akin to what exists in corporate America.

Sonnenschein purchases many goods and services from suppliers throughout the country. Our purchases range from pencils to professional services. To further positively impact the Firm's diversity efforts, the Firm will establish a supplier diversity program that seeks to place a portion of the Firm's business expenditures with businesses that are owned and operated

by minorities, women, gays/lesbians and the physically challenged. The Firm may already be doing business with diverse companies, but it is not done consistently or as part of an overall strategy to create fundamental change.

Sonnenschein's supplier diversity policy is set forth below:

"Sonnenschein is committed to ensuring that we have the best and highest quality resources available for our business as we serve our clients and thus we, as a business, purchase a broad range of products and services. We are also committed to the creation of economic opportunities for diverse communities. To that end, we are committed to expanding existing business relationships and to establish new, mutually beneficial business relationships with businesses that are owned and operated by minorities, women, gays/lesbians and the physically challenged ("Minority-Owned Businesses").

The managing partner(s), or his/her designee, will identify the current vendors of goods and services, including professional services, purchased by that office to determine whether such businesses constitute Minority-Owned Businesses. Certification of the Minority-Owned Business status will be evidenced by approval obtained by the supplier from any of the following entities which certify these businesses: (a) City, State, or Federal governmental agencies or (b) private, third party organizations such as the National Minority Supplier Development Council, the National Gay and Lesbian Chamber of Commerce or the National Association of Women's Business Owners.

Upon an examination of the Firm's current utilization of Minority-Owned Businesses, the Firmwide Diversity Committee, or a subcommittee thereof, will determine the percentage goals each office will strive to purchase from Minority-Owned Businesses and this supplier diversity policy will be amended accordingly.

There may be instances in which a particular supplier of goods or services is unique or there is no direct provider of the goods or services that is a Minority-Owned Business. In such instance, each office will endeavor to require that the majority direct vendor seeks to develop relationships with Minority-Owned Businesses for the majority vendor's supply needs on contracts with Sonnenschein.

Each office will report to the Chief Operations Officer and the Diversity Manager on an annual basis the percentage of goods and services that it has purchased from Minority-Owned Businesses during the prior year."

DIVERSITY AT SONNENSCHNEIN

	December 31, 2003 (Actual)	December 31, 2004 (Target)	December 31, 2004 (Actual)
Chicago			
Women Attorneys	37.0%	39.0%	38.6%
“Diverse” Attorneys	14.7%	18.0%	19.5%
Women Partners	23.9%	25.0%	23.3%
“Diverse” Partners	3.4%	5.0%	8%
Kansas City			
Women Attorneys	36.0%	37.0%	36.8%
“Diverse” Attorneys	4.0%	6.0%	11.1%
Women Partners	18.2%	20.0%	20%
“Diverse” Partners	0.0%	4.0%	4%
Los Angeles			
Women Attorneys	38.9%	40.0%	41.8%
“Diverse” Attorneys	22.4%	24.0%	35.5%
Women Partners	25.8%	27.0%	26.7%
“Diverse” Partners	9.7%	11.0%	17.9%
New York			
Women Attorneys	28.0%	31.0%	29.4%
“Diverse” Attorneys	10.6%	13.0%	15.4%
Women Partners	18.0%	20.0%	17.4%
“Diverse” Partners	1.6%	4.0%	4.3%
St. Louis			
Women Attorneys	25.6%	29.0%	27.9%
“Diverse” Attorneys	7.0%	7.0%	9.3%
Women Partners	12.5%	12.5%	10.0%
“Diverse” Partners	0.0%	0.0%	0.0%
San Francisco			
Women Attorneys	40.0%	42.0%	44.1%
“Diverse” Attorneys	17.1%	18.0%	23.4%
Women Partners	28.6%	31.0%	34.4%
“Diverse” Partners	11.4%	13.0%	19.4%

	<u>December 31, 2003</u> (Actual)	<u>December 31, 2004</u> (Target)	<u>December 31, 2004</u> (Actual)
Washington DC			
Women Attorneys	36.0%	37.0%	31.8%
“Diverse” Attorneys	17.3%	18.0%	25.0%
Women Partners	21.1%	23.0%	20.4%
“Diverse” Partners	7.9%	10.0%	19.6%

**Demographics of Summer Associate Class of 2004
and Upcoming Summer Associate Class of 2005⁶**

(Chicago office 2004)

Characteristic	Summer Assoc. Women	Summer Assoc. Men	All Summer Assoc.
Gender	12 (66.7%)	6 (33.3%)	18
Caucasian	9 (50.0%)	5 (27.8%)	14 (77.8%)
African-American	3 (16.7%)	—	3 (16.7%)
Asian-American	—	—	—
Hispanic/Latino-American	—	1 (5.5%)	1 (5.5%)
Native American	—	—	—
Multiracial	—	—	—
Other Racial or Ethnic Minority	—	—	—
Openly Lesbian/Gay	—	—	—
Disabled	—	—	—
Declined to Identify	—	—	—

(Chicago office 2005)

Characteristic	Summer Assoc. Women	Summer Assoc. Men	All Summer Assoc.
Gender	4 (36.4%)	7 (63.6%)	11
Caucasian	2 (18.2%)	6 (54.5%)	8 (72.7%)
African-American	1 (9.1%)	—	1 (9.1%)
Asian-American	1 (9.1%)	—	1 (9.1%)
Hispanic/Latino-American	—	1 (9.1%)	1 (9.1%)
Native American	—	—	—
Multiracial	—	—	—
Other Racial or Ethnic Minority	—	—	—
Openly Lesbian/Gay	—	—	—

(Kansas City Office 2004)

Characteristic	Summer Assoc. Women	Summer Assoc. Men	All Summer Assoc.
Gender	6 (60.0%)	4 (40.0%)	10
Caucasian	5 (55.6%)	3 (33.3%)	8 (88.9%)
African-American	1 (11.1%)	—	1 (11.1%)
Asian-American	—	—	—
Hispanic/Latino-American	—	—	—
Native American	—	—	—
Multiracial	—	—	—
Other Racial or Ethnic Minority	—	—	—
Openly Lesbian/Gay	—	—	—
Disabled	—	—	—
Declined to Identify	—	—	1

(Kansas City 2005)

Characteristic	Summer Assoc. Women	Summer Assoc. Men	All Summer Assoc.
Gender	7 (70.0%)	3 (30.0%)	11
Caucasian	2 (20.0%)	3 (30.0%)	5 (45.5%)
African-American	3 (30.0%)	—	3 (27.3%)
Asian-American	2 (20.0%)	—	2 (18.2%)
Hispanic/Latino-American	—	—	1 (9.0%)
Native American	—	—	—
Multiracial	—	—	—
Other Racial or Ethnic Minority	—	—	—
Openly Lesbian/Gay	—	—	—

⁶ The demographics and gender of the summer associates in 2004 is based on voluntary self-identification. The demographics and gender of the 2005 summer associate class is based on visual identification.

(Los Angeles Office 2004)

Characteristic	Summer Assoc. Women	Summer Assoc. Men	All Summer Assoc.
Gender	3 (60.0%)	2 (40.0%)	5
Caucasian	2 (40.0%)	2 (40.0%)	4 (80.0%)
African-American	1 (20.0%)		1 (20.0%)
Asian-American			
Hispanic/Latino-American			
Native American			
Multiracial			
Other Racial or Ethnic Minority			
Openly Lesbian/Gay			
Disabled	1 (20.0%)		1 (20.0%)
Declined to Identify			

(Los Angeles Office 2005)

Characteristic	Summer Assoc. Women	Summer Assoc. Men	All Summer Assoc.
Gender	4 (100%)		4
Caucasian	2 (50.0%)		2 (50.0%)
African-American	1 (25.0%)		1 (25.0%)
Asian-American	1 (25.0%)		1 (25.0%)
Hispanic/Latino-American			
Native American			
Multiracial			
Other Racial or Ethnic Minority			
Openly Lesbian/Gay			

(New York Office 2004)

Characteristic	Summer Assoc. Women	Summer Assoc. Men	All Summer Assoc.
Gender	3 (33.3%)	6 (66.7%)	9
Caucasian	3 (37.5%)	4 (50.0%)	7 (87.5%)
African-American		1 (12.5%)	1 (12.5%)
Asian-American			
Hispanic/Latino-American			
Native American			
Multiracial			
Other Racial or Ethnic Minority			
Openly Lesbian/Gay			
Disabled			
Declined to Identify			1

(New York Office 2005)

Characteristic	Summer Assoc. Women	Summer Assoc. Men	All Summer Assoc.
Gender	3 (42.9%)	4 (57.1%)	7
Caucasian	1 (14.3%)	2 (28.6%)	3 (42.9%)
African-American		1 (14.3%)	1 (14.3%)
Asian-American	1 (14.3%)	1 (14.3%)	2 (28.6%)
Hispanic/Latino-American	1 (14.3%)		1 (14.3%)
Native American			
Multiracial			
Other Racial or Ethnic Minority			
Openly Lesbian/Gay	1 (14.3%)	1 (14.3%)	2 (28.6%)

(St. Louis office 2004)

Characteristic	Summer Assoc. Women	Summer Assoc. Men	All Summer Assoc.
Gender	2 (40.0%)	3 (60.0%)	5
Caucasian	2 (40.0%)		2 (40.0%)
African-American		1 (20.0%)	1 (20.0%)
Asian-American		1 (40.0%)	1 (20.0%)
Hispanic/Latino-American			
Native American			
Multiracial		1 (40.0%)	1 (20.0%)
Other Racial or Ethnic Minority			
Openly Lesbian/Gay			
Disabled			
Declined to Identify			

(St. Louis office 2005)

Characteristic	Summer Assoc. Women	Summer Assoc. Men	All Summer Assoc.
Gender	1 (33.3%)	2 (66.7%)	3
Caucasian	1 (33.3%)		1 (33.3%)
African-American		1 (33.3%)	1 (33.3%)
Asian-American			
Hispanic/Latino-American			
Native American			
Multiracial		1 (33.3%)	1 (33.3%)
Other Racial or Ethnic Minority			
Openly Lesbian/Gay			

(San Francisco office 2004)

Characteristic	Summer Assoc. Women	Summer Assoc. Men	All Summer Assoc.
Gender	2 (66.7%)	1 (33.3%)	3
Caucasian	1 (33.3%)	1 (33.3%)	2 (66.7%)
African-American			
Asian-American	1 (33.3%)		1 (33.3%)
Hispanic/Latino-American			
Native American			
Multiracial			
Other Racial or Ethnic Minority			
Openly Lesbian/Gay			
Disabled			
Declined to Identify			

(San Francisco office 2005)

Characteristic	Summer Assoc. Women	Summer Assoc. Men	All Summer Assoc.
Gender	3 (60.0%)	2 (40.0%)	5
Caucasian	1 (20.0%)		1 (20.0%)
African-American			
Asian-American	2 (40.0%)	1 (20.0%)	3 (60.0%)
Hispanic/Latino-American		1 (20.0%)	1 (20.0%)
Native American			
Multiracial			
Other Racial or Ethnic Minority			
Openly Lesbian/Gay			

(Washington DC office 2004)

Characteristic	Summer Assoc. Women	Summer Assoc. Men	All Summer Assoc.
Gender	5 (83.3%)	1 (16.7%)	6
Caucasian	4 (66.7%)		4 (66.7%)
African-American		1 (16.7%)	1 (16.7%)
Asian-American	1		1 (16.7%)
Hispanic/Latino-American			
Native American			
Multiracial			
Other Racial or Ethnic Minority			
Openly Lesbian/Gay			
Disabled			
Declined to Identify			

(Washington DC office 2005)

Characteristic	Summer Assoc. Women	Summer Assoc. Men	All Summer Assoc.
Gender	5 (55.6%)	4 (44.4%)	9
Caucasian	1 (11.1%)	2 (22.2%)	3 (33.3%)
African-American	1 (11.1%)	1 (11.1%)	2 (22.2%)
Asian-American	2 (22.2%)	1 (11.1%)	3 (33.3%)
Hispanic/Latino-American	1 (11.1%)		1 (11.1%)
Native American			
Multiracial			
Other Racial or Ethnic Minority			
Openly Lesbian/Gay		1 (11.1%)	1 (11.1%)

Diverse Attorneys In Leadership Positions

Position/Committee	Total Members	No. of women	Other Diverse Attys
Policy & Planning Committee Chair: non-diverse	15	2	1
Heads of Office (7 offices, excl, NJ, FL)	10	2	0
Firmwide Diversity Committee Chair: diverse	14	6	7
Finance Chair: non-diverse	9	3	0
LDC Chair: woman	12	2	1
Ethics Chair: N/A	13	3	2
Marketing Chair: non-diverse	7	3	0
Pro Bono Chair: non-diverse	12	3	1
Totals	92	24	12

DIVERSITY TARGETS OF SONNENSCHN OFFICES

	DECEMBER 31,			
	2004	2005	2006	2007
	(actual)			
CHICAGO				
<i>Total Attorneys</i>				
<i>Women Attorneys</i>	38.6%	42%	45%	46%
<i>Diverse Attorneys¹</i>	19.5%	21%	22%	23%
<i>Total Partners</i>				
<i>Women Partners</i>	23.3%	27%	30%	31%
<i>Diverse Partners</i>	8%	9%	10%	11%
NEW YORK/NEW JERSEY				
<i>Total Attorneys</i>				
<i>Women Attorneys</i>	29.4%	35%	38%	39%
<i>Diverse Attorneys</i>	15.4%	17%	19%	21%
<i>Total Partners</i>				
<i>Women Partners</i>	17.4%	22%	23%	24%
<i>Diverse Partners</i>	4.3%	7%	10%	11%
LOS ANGELES				
<i>Total Attorneys</i>				
<i>Women Attorneys</i>	41.8%	43%	44%	45%
<i>Diverse Attorneys</i>	35.5%	37%	38%	39%
<i>Total Partners</i>				
<i>Women Partners</i>	26.7%	28%	29%	30%
<i>Diverse Partners</i>	17.9%	19%	20%	22%
WASHINGTON, D.C.				
<i>Total Attorneys</i>				
<i>Women Attorneys</i>	31.8%	38%	40%	41%
<i>Diverse Attorneys</i>	25.0%	26%	27%	28%
<i>Total Partners</i>				
<i>Women Partners</i>	20.4%	24%	25%	26%
<i>Diverse Partners</i>	19.6%	21%	23%	24%

¹ Includes African American, Asian American, Hispanic/Latino American, Native American, Multi-racial, other racial/ethnic minority openly gay/lesbian and disabled attorneys.

	DECEMBER 31,			
	2004	2005	2006	2007
SAN FRANCISCO				
Total Attorneys				
<i>Women Attorneys</i>	44.1%	45%	46%	47%
<i>Diverse Attorneys</i>	23.4%	25%	27%	28%
Total Partners				
<i>Women Partners</i>	34.4%	35%	36%	37%
<i>Diverse Partners</i>	19.4%	21%	22%	23%
KANSAS CITY				
Total Attorneys				
<i>Women Attorneys</i>	38%	39%	40%	41%
<i>Diverse Attorneys</i>	11.1%	12%	14%	16%
Total Partners				
<i>Women Partners</i>	20.0%	22%	23%	24%
<i>Diverse Partners</i>	4%	6%	8%	10%
ST. LOUIS				
Total Attorneys				
<i>Women Attorneys</i>	27.9%	32%	33%	34%
<i>Diverse Attorneys</i>	9.3%	11%	12%	14%
Total Partners				
<i>Women Partners</i>	10%	17%	21%	22%
<i>Diverse Partners</i>	0.0%	6%	6%	7%

FIRMWIDE DIVERSITY PLAN

SONNENSCHN NATH & ROSENTHAL LLP

January 2004

Drafted By:

Firmwide Diversity Committee

Co-Chairs

Kevin P. Chavous Helise Harrington

Members

John C. Childs	Chris Prince
Leslie D. Davis	Duane C. Quaini
Dennis S. Diaz	Jacqueline M. Vidmar
Dee Joyce-Hayes	Curtis E. Woods
Sonia R. Martin	Farrington Yates

Marketing Liaison

Cecilie D. Jones

Adopted By:

Policy and Planning Committee

Reid Ashinoff	Mark F. Mehlman
Robin M. Edwards	Caryl A. Potter, III
Paul E.B. Glad	Duane C. Quaini
Ronald Greenberg	Robert F. Scouler
James A. Heeter	Roger C. Siske
Roger K. Heindenreich	Robert L. Winikoff
James A. Klenk	

TABLE OF CONTENTS

INTRODUCTION	1
DIVERSITY MANAGER	2
EXECUTIVE SUMMARY	3
RECRUITMENT	4
RETENTION	16
PROMOTION.....	19
MANAGEMENT AND LEADERSHIP.....	22
INDIVIDUAL PARTNER RESPONSIBILITY.....	25
ACCOUNTABILITY	26

INTRODUCTION

Diversity at Sonnenschein, as reflected in this Plan, means inclusion, at all levels of seniority, of attorneys of different races, genders, sexual orientations, ethnic backgrounds and abilities/disabilities. The Firm's goal is that the demographics of each office reflect the community in which the office is located.

The Firmwide Diversity Committee was founded in March 2003 as a standing committee of the Firm pursuant to the mandate of Sonnenschein's 2003-2007 Strategic Plan. The Committee's first charge has been to develop a Firmwide Diversity Plan, endorsed by the Policy and Planning Committee, that advances an aggressive, but realistic, set of initiatives to ensure that meaningful diversity is achieved and maintained throughout the Firm. This Plan is the product of the collective insight of the Committee, which is comprised of twelve Sonnenschein attorneys -- partners, counsel and associates from diverse offices, practices and backgrounds -- who have reviewed a wide range of best practices information and have received thoughtful feedback from many colleagues both within and outside of the Firm.

Sonnenschein's commitment to diversity is part of its rich heritage as it was founded by attorneys who had been denied the opportunity to practice in major Chicago law firms due to their religious beliefs. In recent years, however, the Firm has failed to keep pace with many other national firms of its size and caliber in recruiting, retaining and promoting qualified diverse attorneys. As of February 1, 2003, only 11.26% of the Firm's attorneys and 4.48% of its partners were minority attorneys. Those numbers lagged significantly behind those of many of the Firm's top tier competitors, such as Simpson Thacher (21.41% minority attorneys and 6.13% minority partners), Bingham McCutchen (19.53% and 9.09%), Arnold & Porter (18.86% and 7.76%), and Sidley Austin (12.47% and 6.09%).

Attaining and maintaining diversity is crucial to the Firm's ongoing success. In recent years, clients, leaders of the bar and business leaders have noted and criticized the diversity efforts of major law firms. Sonnenschein's own clients and potential clients are calling for more meaningful diversity efforts by law firms. Many clients factor a law firm's diversity efforts and results into their decisions about which firms to retain. In short, more and more clients demand diversity in the law firms with which they do business.

The number of minority-owned or controlled businesses is also rapidly growing. Inclusion of a diverse group of attorneys within the Firm will provide opportunities to pursue business in new markets and with new clients. Greater diversity at the Firm will also enrich the Firm's culture and, by reflecting the increasingly diverse demographics of the legal profession, will enable the Firm to continue to attract the best and brightest lawyers.

DIVERSITY MANAGER

A principal part of the Diversity Committee's mission will be overseeing the implementation of the Firm's Diversity Plan outlined herein and monitoring the outcomes of the Firm's initiatives. Recognizing the sheer size of this task and the active practices of Committee members, the Firm has appointed Helise Harrington as Diversity Manager. She will report directly to the Committee and the Chair of the Firm.

The Diversity Manager's responsibilities will consist of the following:

- Monitoring adherence to the Plan;
- Working in concert with the offices' recruiting and diversity committees to identify and improve the Firm's opportunities to recruit, hire and train diverse attorneys;
- Acquiring and disseminating clients' expectations of the Firm with respect to diversity;

- Developing, designing and facilitating educational and informational seminars and workshops for attorneys and staff that promote a basic awareness and understanding of the issues and challenges facing diverse attorneys;
- Providing confidential one-on-one guidance to attorneys on diversity issues;
- Working in concert with the Diversity Committee, the Heads of Offices and department heads to design and implement programs to improve the professional development, retention and promotion of an inclusive and diverse attorney workforce;
- In coordination with the Diversity Committee, developing and managing a budget designated for advancing the Firm's diversity efforts;
- Maintaining historical and up-to-date statistics and other data regarding the Firm's recruitment, hiring, training, promotion and retention of diverse attorneys;
- Consistently conducting confidential exit interviews with departing diverse attorneys and follow-up interviews with the departing attorney's supervisor to understand the reasons for the departure (and to identify patterns, if any);
- Spearheading efforts to improve and support the Firm's mentoring programs by working with the Diversity Committee to implement specific duties for mentors;
- Seeking and developing opportunities to participate on local and national committees addressing issues of diversity;
- Working in coordination with the Marketing Department to promote and publicize the Firm's diversity efforts externally; and
- Reporting achievements relating to diversity, as well as barriers to attaining an inclusive workplace, to the Diversity Committee, the Chair of the Firm and the Planning and Policy Committee.

The duties of the Diversity Manager may be modified in the future as appropriate.

EXECUTIVE SUMMARY

To ensure diversity, the following areas must receive significant Firmwide attention and a heartfelt commitment to improve.

1. **Recruitment.**

The Firm must substantially increase its efforts and initiatives in recruiting attorneys of diverse backgrounds. Each office must make special efforts to identify and aggressively recruit

qualified diverse associates. Recruitment and hiring must include not only entry-level associates, but also experienced attorneys as mid-level and senior associates, counsel, and partners.

2. Retention.

True and meaningful diversity will not be achieved unless qualified diverse associates are retained and developed. Each office must ensure that diverse candidates are mentored and are fairly assigned work that allows them to demonstrate their ability and commitment to the Firm.

3. Promotion.

While maintaining the Firm's traditional standards of excellence in promoting attorneys to partnership, promoting diverse attorneys to partnership is critical to establishing Sonnenschein as a firm committed to inclusion.

4. Leadership.

Diversity will be a hollow achievement if it does not include meaningful and significant diversity among the leadership positions and the Firm's standing and special committees and its offices, including, without limitation, the Policy and Planning Committee, the Legal Development Committee, the Heads of Offices, and practice group leaders.

RECRUITMENT

Recruitment of diverse attorneys, while only a first step in reaching the Firm's goal of an inclusive workplace, is an important step. Currently, 59.5% of the Firm's attorneys are white men, 35.0% are women, 4.0% are African-American, 2.4% are Hispanic, 5.4% are Asian and approximately 2.1% are openly gay or lesbian.

Various bar associations have called for law firms to commit to specific and measurable diversity goals. The Association of the Bar of the City of New York, for example, has called for firms to maintain the employment of minority attorneys at a level of at least 10% of the total

number of attorneys and, to the extent possible, to maintain that minimum percentage throughout all levels of associate seniority. The Bar Association of San Francisco has called for law firms to commit to attaining a goal of 25% women partners by December 31, 2004 and a goal of 35% minority attorneys and 12% minority partners by December 31, 2005.

To ensure the Firm's recruitment efforts reflect a steadfast commitment to creating a law firm of excellent lawyers with diverse backgrounds, the Firm similarly has adopted targets for each of its offices. The following charts show the current demographics of the Firm as a whole and of each of the Firm's offices. Recognizing that the Firm has been more successful in recruiting and promoting women than in recruiting and promoting other diverse candidates, the percentages of the total number of attorneys, partners, of counsel, associates and summer associates has been categorized according to gender and to "other diverse persons." The latter category has been sub-divided into the number (and percentage) of Firm attorneys who are: (a) African American; (b) Asian; (c) Hispanic; (d) openly gay or lesbian and (e) other diverse (such as Native American or attorneys with disabilities). The charts also indicate suggested targets for each office to attain by the end of 2004, 2005 and 2006 -- for women attorneys, women partners, diverse attorneys and diverse partners.

While reaching and surpassing these targets is an important task, each office should also note and take appropriate actions to address the subcategories in which it has made the least progress. For example, diverse attorneys comprise 22.4% of the Los Angeles office's total number of attorneys but African American attorneys comprise only 1.5%. The percentages of Hispanic attorneys in the New York, Washington D.C. and San Francisco's offices are surprisingly low – 0.8%, 1.3% and 1.4% respectively. Out of a total of 50 attorneys in the Kansas City office, only two are diverse. Three of the Firm's seven offices have no openly gay or lesbian attorneys. None of the Firm's offices, other than the Washington D.C. office, has an

African American partner; the Chicago, New York and Washington D.C. offices have no Hispanic partners; the New York office has no Asian partners and the St. Louis and Kansas City offices have no diverse partners at all.

SONNENSCHN NATH & ROSENTHAL LLP

(All Offices as of December 31, 2003)

	Numbers	Percentages
Total Attorneys	668	
Women Attorneys	234	35.0%
Diverse Attorneys	93	13.9%
African American	27	4.0%
Asian	36	5.4%
Hispanic	15	2.4%
Openly Gay & Lesbian	14	2.1%
Other Diverse	1	0.1%
Total Partners	320	
Women Partners	71	22.2%
Diverse Partners	15	4.7%
African American	2	0.6%
Asian	6	1.9%
Hispanic	2	0.6%
Openly Gay & Lesbian	5	1.6%
Other Diverse	0	0.0%
Total Of Counsel	62	
Women Of Counsel	24	38.7%
Diverse Of Counsel	14	22.6%
African American	3	4.8%
Asian	4	6.5%
Hispanic	5	8.1%
Openly Gay & Lesbian	1	1.6%
Other Diverse	1	1.6%
Total Associates ¹	285	
Women Associates	139	48.8%
Diverse Associates	63	22.1%
African American	22	7.7%
Asian	26	9.1%
Hispanic	8	2.8%
Openly Gay & Lesbian	8	2.8%
Other Diverse	0	0.0%
Total Summer Associates	38	
Women Summer Assoc.	24	63.2%
Diverse Summer Assoc.	12	31.6%
African American	5	13.2%
Asian	4	10.5%
Hispanic	2	5.3%
Openly Gay & Lesbian	1	2.6%
Other Diverse	0	0.0%

¹ The number of associates in all seven charts include law clerks who are awaiting admission to the bar.

DIVERSITY TARGETS OF SONNENSCHNEIN OFFICES

	DECEMBER 31,			
	2003	2004	2005	2006
CHICAGO				
Total Attorneys	231			
Women Attorneys	87 (37.7%)	39%	42%	45%
Diverse Attorneys	34 (14.7%)	18%	20%	22%
African American	8 (3.5%)			
Asian	13 (5.6%)			
Hispanic	9 (3.9%)			
Openly Gay & Lesbian	4 (1.7%)			
Other Diverse	0 (0.0%)			
Total Partners	117			
Women Partners	28 (23.9%)	25%	27%	30%
Diverse Partners	4 (3.4%)	5%	7%	9%
African American	0 (0.0%)			
Asian	2 (1.7%)			
Hispanic	0 (0.0%)			
Openly Gay & Lesbian	2 (1.7%)			
Other Diverse	0 (0.0%)			
Total Of Counsel	17			
Women Of Counsel	8 (47.1%)			
Diverse Of Counsel	5 (29.4%)			
African American	0 (0%)			
Asian	1 (5.9%)			
Hispanic	4 (23.5%)			
Openly Gay & Lesbian	0 (0%)			
Other Diverse	0 (0.0%)			
Total Associates	97			
Women Associates	51 (52.6%)			
Diverse Associates	25 (25.8%)			
African American	8 (8.2%)			
Asian	10 (10.3%)			
Hispanic	5 (5.2%)			
Openly Gay & Lesbian	2 (2.1%)			
Other Diverse	0 (0.0%)			
Total Summer Associates	12			
Women Summer Assoc.	10 (83.3%)			
Diverse Summer Assoc.	5 (41.7%)			
African American	4 (33.3%)			
Asian	1 (8.3%)			
Hispanic	0 (0.0%)			
Openly Gay & Lesbian	0 (0.0%)			
Other Diverse	0 (0.0%)			

	DECEMBER 31,			
	2003	2004	2005	2006
NEW YORK/NEW JERSEY				
Total Attorneys	132			
Women Attorneys	37 (28.0%)	31%	35%	38%
Diverse Attorneys	14 (10.6%)	13%	16%	20%
African American	5 (3.8%)			
Asian	4 (3.0%)			
Hispanic	1 (0.8%)			
Openly Gay & Lesbian	4 (3.0%)			
Other Diverse	0 (0.0%)			
Total Partners	61			
Women Partners	11 (18.0%)	20%	22%	23%
Diverse Partners	1 (1.6%)	4%	7%	10%
African American	0 (0.0%)			
Asian	0 (0.0%)			
Hispanic	0 (0.0%)			
Openly Gay & Lesbian	1 (1.6%)			
Other Diverse	0 (0.0%)			
Total Of Counsel	18			
Women Of Counsel	4 (22.2%)			
Diverse Of Counsel	3 (16.7%)			
African American	0 (0.0%)			
Asian	1 (5.6%)			
Hispanic	1 (5.6%)			
Openly Gay & Lesbian	1 (5.6%)			
Other Diverse	0 (0.0%)			
Total Associates	53			
Women Associates	22 (41.5%)			
Diverse Associates	10 (18.9%)			
African American	5 (9.4%)			
Asian	3 (5.7%)			
Hispanic	0 (0.0%)			
Openly Gay & Lesbian	2 (3.8%)			
Other Diverse	0 (0.0%)			
Total Summer Associates	8			
Women Summer Assoc.	5 (62.5%)			
Diverse Summer Assoc.	3 (37.5%)			
African American	0 (0.0%)			
Asian	1 (12.5%)			
Hispanic	1 (12.5%)			
Openly Gay & Lesbian	1 (12.5%)			
Other Diverse	0 (0.0%)			

	DECEMBER 31,			
	2003	2004	2005	2006
LOS ANGELES				
Total Attorneys	67			
Women Attorneys	26 (38.9%)	40%	41%	42%
Diverse Attorneys	15 (22.4%)	24%	26%	29%
African American	1 (1.5%)			
Asian	12 (17.9%)			
Hispanic	1 (1.5%)			
Openly Gay & Lesbian	0 (0.0%)			
Other Diverse	1 (1.5%)			
Total Partners	31			
Women Partners	8 (25.8%)	27%	28%	29%
Diverse Partners	3 (9.7%)	11%	12%	13%
African American	0 (0.0%)			
Asian	2 (6.5%)			
Hispanic	1 (3.2%)			
Openly Gay & Lesbian	0 (0.0%)			
Other Diverse	0 (0.0%)			
Total Of Counsel	7			
Women Of Counsel	2 (28.6%)			
Diverse Of Counsel	3 (42.9%)			
African American	0 (0.0%)			
Asian	2 (28.6%)			
Hispanic	0 (0.0%)			
Openly Gay & Lesbian	0 (0.0%)			
Other Diverse	1 (14.3%)			
Total Associates	29			
Women Associates	16 (55.2%)			
Diverse Associates	9 (31.0%)			
African American	1 (3.4%)			
Asian	8 (27.6%)			
Hispanic	0 (0.0%)			
Openly Gay & Lesbian	0 (0.0%)			
Other Diverse	0 (0.0%)			
Total Summer Associates	5			
Women Summer Assoc.	4 (80.0%)			
Diverse Summer Assoc.	2 (40.0%)			
African American	0 (0.0%)			
Asian	2 (40.0%)			
Hispanic	0 (0.0%)			
Openly Gay & Lesbian	0 (0.0%)			
Other Diverse	0 (0.0%)			

	DECEMBER 31,			
	2003	2004	2005	2006
WASHINGTON, D.C.				
Total Attorneys	75			
Women Attorneys	27 (36.0%)	37%	38%	40%
Diverse Attorneys	13 (17.3%)	18%	19%	21%
African American	6 (8.0%)			
Asian	4 (5.3%)			
Hispanic	1 (1.3%)			
Openly Gay & Lesbian	2 (2.7%)			
Other Diverse	0 (0.0%)			
Total Partners	38			
Women Partners	8 (21.1%)	23%	24%	25%
Diverse Partners	3 (7.9%)	10%	12%	15%
African American	2 (5.3%)			
Asian	1 (2.6%)			
Hispanic	0 (0.0%)			
Openly Gay & Lesbian	0 (0.0%)			
Other Diverse	0 (0.0%)			
Total Of Counsel	6			
Women Of Counsel	3 (50.0%)			
Diverse Of Counsel	2 (33.3%)			
African American	2 (33.3%)			
Asian	0 (0.0%)			
Hispanic	0 (0.0%)			
Openly Gay & Lesbian	0 (0.0%)			
Other Diverse	0 (0.0%)			
Total Associates	31			
Women Associates	16 (51.6%)			
Diverse Associates	8 (25.8%)			
African American	2 (6.5%)			
Asian	3 (9.7%)			
Hispanic	1 (3.2%)			
Openly Gay & Lesbian	2 (6.5%)			
Other Diverse	0 (0.0%)			
Total Summer Associates	1			
Women Summer Assoc.	0 (0.0%)			
Diverse Summer Assoc.	0 (0.0%)			
African American	0 (0.0%)			
Asian	0 (0.0%)			
Hispanic	0 (0.0%)			
Openly Gay & Lesbian	0 (0.0%)			
Other Diverse	0 (0.0%)			

	DECEMBER 31,			
	2003	2004	2005	2006
SAN FRANCISCO				
Total Attorneys	70			
Women Attorneys	28 (40.0%)	42%	44%	46%
Diverse Attorneys	12 (17.1%)	18%	19%	21%
African American	4 (5.7%)			
Asian	3 (4.3%)			
Hispanic	1 (1.4%)			
Openly Gay & Lesbian	4 (5.7%)			
Other Diverse	0 (0.0%)			
Total Partners	35			
Women Partners	10 (28.6%)	31%	32%	33%
Diverse Partners	4 (11.4%)	13%	14%	16%
African American	0 (0.0%)			
Asian	1 (2.9%)			
Hispanic	1 (2.9%)			
Openly Gay & Lesbian	2 (5.7%)			
Other Diverse	0 (0.0%)			
Total Of Counsel	3			
Women Of Counsel	2 (66.7%)			
Diverse Of Counsel	1 (33.3%)			
African American	1 (33.3%)			
Asian	0 (0.0%)			
Hispanic	0 (0.0%)			
Openly Gay & Lesbian	0 (0.0%)			
Other Diverse	0 (0.0%)			
Total Associates	31			
Women Associates	16 (51.6%)			
Diverse Associates	6 (19.4%)			
African American	3 (9.7%)			
Asian	2 (6.5%)			
Hispanic	0 (0.0%)			
Openly Gay & Lesbian	2 (6.5%)			
Other Diverse	0 (0.0%)			
Total Summer Associates	5			
Women Summer Assoc.	3 (60.0%)			
Diverse Summer Assoc.	2 (40.0%)			
African American	1 (20.0%)			
Asian	0 (0.0%)			
Hispanic	1 (20.0%)			
Openly Gay & Lesbian	0 (0.0%)			
Other Diverse	0 (0.0%)			

	DECEMBER 31,			
	2003	2004	2005	2006
KANSAS CITY				
Total Attorneys	50			
Women Attorneys	18 (36.0%)	37%	38%	40%
Diverse Attorneys	2 (4.0%)	6%	8%	10%
African American	0 (0.0%)			
Asian	0 (0.0%)			
Hispanic	2 (4.0%)			
Openly Gay & Lesbian	0 (0.0%)			
Other Diverse	0 (0.0%)			
Total Partners	22			
Women Partners	4 (18.2%)	20%	22%	23%
Diverse Partners	0 (0.0%)	4%	7%	10%
African American	0 (0.0%)			
Asian	0 (0.0%)			
Hispanic	0 (0.0%)			
Openly Gay & Lesbian	0 (0.0%)			
Other Diverse	0 (0.0%)			
Total Of Counsel	6			
Women Of Counsel	3 (50.0%)			
Diverse Of Counsel	0 (0.0%)			
African American	0 (0.0%)			
Asian	0 (0.0%)			
Hispanic	0 (0.0%)			
Openly Gay & Lesbian	0 (0.0%)			
Other Diverse	0 (0.0%)			
Total Associates	22			
Women Associates	11 (50.0%)			
Diverse Associates	2 (9.1%)			
African American	0 (0.0%)			
Asian	0 (0.0%)			
Hispanic	2 (9.1%)			
Openly Gay & Lesbian	0 (0.0%)			
Other Diverse	0 (0.0%)			
Total Summer Associates	5			
Women Summer Assoc.	1 (20%)			
Diverse Summer Assoc.	0 (0.0%)			
African American	0 (0.0%)			
Asian	0 (0.0%)			
Hispanic	0 (0.0%)			
Openly Gay & Lesbian	0 (0.0%)			
Other Diverse	0 (0.0%)			

	DECEMBER 31,			
	2003	2004	2005	2006
ST. LOUIS				
Total Attorneys	43			
Women Attorneys	11 (25.6%)	29%	32%	33%
Diverse Attorneys	3 (7.0%)	7%	9%	10%
African American	3 (7.0%)			
Asian	0 (0.0%)			
Hispanic	0 (0.0%)			
Openly Gay & Lesbian	0 (0.0%)			
Other Diverse	0 (0.0%)			
Total Partners	16			
Women Partners	2 (12.5%)	12.5%	17%	21%
Diverse Partners	0 (0.0%)	0.0%	6%	6%
African American	0 (0.0%)			
Asian	0 (0.0%)			
Hispanic	0 (0.0%)			
Openly Gay & Lesbian	0 (0.0%)			
Other Diverse	0 (0.0%)			
Total Of Counsel	5			
Women Of Counsel	2 (40.0%)			
Diverse Of Counsel	0 (0.0%)			
African American	0 (0.0%)			
Asian	0 (0.0%)			
Hispanic	0 (0.0%)			
Openly Gay & Lesbian	0 (0.0%)			
Other Diverse	0 (0.0%)			
Total Associates	22			
Women Associates	7 (31.8%)			
Diverse Associates	3 (13.6%)			
African American	3 (13.6%)			
Asian	0 (0.0%)			
Hispanic	0 (0.0%)			
Openly Gay & Lesbian	0 (0.0%)			
Other Diverse	0 (0.0%)			
Total Summer Associates	2			
Women Summer Assoc.	1 (50%)			
Diverse Summer Assoc.	0 (0.0%)			
African American	0 (0.0%)			
Asian	0 (0.0%)			
Hispanic	0 (0.0%)			
Openly Gay & Lesbian	0 (0.0%)			
Other Diverse	0 (0.0%)			

To maximize the likelihood of achieving the foregoing targets, the Firm requires the following actions:

1. Each office will initially evaluate its hiring processes and modify practices that inhibit diverse recruitment. Among others, each office will consider whether to broaden the pool of schools at which it recruits to ensure that its recruiting includes schools with significant numbers of minority students.

2. The recruiting committee at each office will include attorneys of diverse backgrounds and at least one member of that office's diversity committee. On-campus recruiters will include attorneys of diverse backgrounds.

3. Each office will actively participate in seminars and related events sponsored by student organizations comprised of diverse law students, in diversity job fairs, and in minority and other diversity-oriented career days at law schools or other organizations within the legal community.

4. Each office will notify recruiters and other search firms that it uses that the Firm is actively recruiting diverse candidates. The office will terminate its relationship with firms that consistently fail to offer the office qualified diverse candidates.

5. Pro bono activities at each office will include activities affecting minority and underrepresented individuals, organizations and communities.

6. Each Head of Office will report in writing annually to the Diversity Manager and the Chair of the Firm, specifically addressing his/her office's progress, or lack thereof, in attaining the office's targets and implementing the strategies set forth above.

7. Each office will ensure the accuracy of its diversity statistics for recruiting purposes by circulating a voluntary, confidential request form, approved by the Firm's labor attorneys, in which each attorney will have the opportunity to self-identify.

8. The Firm will prominently stress the significance of diversity in its promotional materials, website and other publications.

9. The Firm, and each office, will stress the importance of diversity in discussions with prospective hires and in the consideration of prospective mergers and acquisitions. The Firm will investigate potential acquisitions of minority-owned firms.

In addition, the Firm recommends the following additional measures:

1. Each office should have a summer associate program and actively recruit diverse law students to that program.

2. Attorneys in leadership positions in each office should be involved in bar association committees and other organizations that address issues of diversity.

3. Each office should strive to develop relationships with targeted law school deans who have the ability to steer diverse law school candidates to the Firm.

4. Attorneys should be encouraged to identify and cultivate relationships with promising diverse law school candidates.

5. Each office should actively participate in local first year minority summer law clerk programs.

6. Each office should use its best efforts to hire minority lateral associates and partners, making sure that minority associates coming up through the ranks know that the Firm also intends to promote minority associates from within.

RETENTION

Historically, the Firm has experienced a high level of attrition among women and other diverse attorneys, particularly mid-level and senior associates. The Firm must retain the diverse attorneys it recruits. The following measures are intended to encourage women and minority attorneys to succeed and stay at the Firm.

1. Monitoring Assignments and Opportunities

Diverse attorneys must receive the same opportunities as their nondiverse counterparts to work on "choice" assignments with a variety of partners and clients. Attorneys who do not receive such assignments will not learn or advance within the Firm. Accordingly, the nature and quantity of work distributed to diverse associates will be monitored in two ways. First, the department head in each office will be responsible for ensuring that diverse attorneys receive their fair share of "choice" assignments. In addition, each Head of Office will report annually to the Diversity Manager on the measures that have been taken to ensure that each diverse associate within that office has received his/her share of such assignments. Second, the Diversity Manager will regularly review department assignments and, if she determines that a particular diverse associate has not received an equitable share of favorable assignments, the Diversity Manager will coordinate with the Head of Office, the department head and the Legal Development Committee to ascertain the reasons why such equitable share of assignments has not been made.

As further described in the Promotion section, each practice group will have an objective set of skill benchmarks for associates in that practice group. In addition, the Diversity Manager will periodically review the progress of each diverse attorney to determine whether that attorney is receiving sufficient training and opportunities to succeed at the Firm and in the legal profession. The Diversity Manager will coordinate with the Heads of Office and practice group heads to assist diverse attorneys in obtaining training and other professional development opportunities.

2. Ombudsman Program

The Diversity Manager will serve as the Firm's ombudsman for fielding issues and concerns that diverse attorneys wish to discuss and have addressed confidentially. In this

capacity, the Diversity Manager will have the discretion (with the permission of the reporting attorney) to speak directly with any members of the Firm to redress and remedy those concerns as appropriate. All attorneys in the Firm will be notified formally of the Diversity Manager's ombudsman role and mentors and diversity committees will encourage diverse attorneys to contact the Diversity Manager.

3. Diversity Manager's Input Regarding Diverse Attorneys' Performance

At the point at which it is evident that a diverse attorney is encountering obstacles to his/her attaining an expected level of performance as an attorney with the Firm, the Diversity Manager will be consulted on corrective actions or other appropriate measures.

4. Exit Interviews

The Diversity Manager will interview each diverse attorney who resigns from the Firm to determine the quality of that person's experience in the Firm during his or her period of employment.

5. Diversity Training

All members of the Policy and Planning Committee and the Legal Development Committee, as well as the national and office practice group heads, will participate in at least one full day of diversity training no later than June 2004. The Firmwide Diversity Committee will coordinate with these committees and individuals to select appropriate outside consultants to provide such training.

All other attorneys will participate in group training seminars or workshops regarding diversity issues prior to December 2004. Office diversity committees will coordinate with the Firmwide Diversity Committee to select appropriate consultants to provide such training.

6. Programs, Events and Activities

The Firmwide Diversity Committee, in coordination with the diversity committee in each office, will establish a budget for programs, events and activities among diverse attorneys to encourage networking and professional development. The Firm will encourage attorney participation in diverse bar organizations by sponsoring memberships and participation in diverse bar association events.

7. Development Opportunities

The Firm will create a budget for sponsoring diverse attorneys' professional and business development initiatives in and among offices, to be overseen by the Diversity Manager. In addition, to encourage diverse attorney networking and business development, the Firm will create a directory of diverse attorneys for use within the Firm and to share with interested clients.

8. In-House Diversity Programs

In 2005, the Firm will sponsor a retreat for all diverse attorneys in the Firm. In 2004, the Firm will sponsor regional gatherings for diverse attorneys. In addition, office diversity committees will be encouraged to sponsor similar retreats, gatherings or receptions for diverse attorneys on an office or regional basis. Consideration also will be given to including a diversity component in every attorney retreat, including Partners' weekend.

9. Benefits

All health benefit programs in which the Firm participates will allow equal participation by partners of gay and lesbian employees.

PROMOTION

In promoting associates between classes and to partnership, it is critical that the Firm use clearly articulated standards that are applied uniformly in all offices and in a manner that does not disadvantage diverse associates. The Firm will facilitate the development of diverse

associates as viable candidates for partnership by providing (a) substantive training, (b) support for business development, (c) opportunities to participate fully on teams with non-diverse attorneys, and (d) opportunities to demonstrate good citizenship within the Firm.

The three core areas by which candidates for partnership are measured are their substantive legal ability, their potential to generate business and their Firm citizenship. The Firm will implement the following policies and programs to facilitate the development of these core areas for diverse associates.

1. Mentoring Program

A strong and committed program of both formal and informal mentoring is critical to developing associates into partners in the law firm setting. Currently, offices take inconsistent approaches with respect to the training and mentoring of associates. Not all offices have mentoring programs. For those that do, mentors are not given specific training nor are they provided with clear-cut guidelines by which to discharge their duties.

The offices will be encouraged to implement voluntary mentoring program that will be open to all associates. The Firmwide Diversity Committee will assist the offices in developing specific guidelines for mentoring and mentors will be charged with specific duties and requirements to satisfy their responsibilities. The Policy and Planning Committee will consider a mentor's discharge of his or her duties as a factor in evaluating that attorney's performance.

2. Associate Development

The Diversity Committee will undertake a firm-wide assessment of associate training, business development, and team building programs. The Diversity Committee will offer recommended actions, including recommending that measurable benchmarks be implemented firm-wide. All associates must be assured that their progress in developing their substantive skills will be evaluated by the same standards. The Diversity Manager will periodically review

the practice groups' benchmarks with diverse associates to ensure that diverse associates are receiving the opportunities and training to ensure advancement within their practice group.

The Diversity Manager will also periodically review the progress of each diverse attorney to determine whether that attorney is receiving sufficient training and opportunities to succeed at the Firm and in the legal profession.

3. Business Development

The Firm will provide the necessary support to enable diverse associates to pursue business relationships with existing and potential clients. Diverse associates will be included in marketing team presentations and the Firm's responses to requests for proposals.

4. Teambuilding and Citizenship

The Firm will give diverse associates the opportunity to participate in committees and activities such as recruiting, providing pro bono services, etc. Moreover, the Firm will seek to expand the ways in which diverse associates are able to enrich the culture of the Firm and advance its reputation and standing in the communities of which its offices are a part.

5. Standards of Promotion

The Firm has developed standards for promotion, but too often associates are unaware of critical criteria. To formalize the promotion process, the Firm will adopt the following measures:

- (a) The Firm will provide copies of the written standards for promotion and articulate those standards to associates in the review and evaluation process. The Firm's written standards for the promotion of associates also will be disseminated to partners, of counsel, and others to utilize when completing the associate evaluation forms;
- (b) The Firm will require every associate to participate in the review process by submitting a self-review. The Diversity Committee will develop a process to be utilized by mentors and/or office diversity committees to provide constructive feedback on these self-evaluations in advance of their submission. This process will give diverse associates an opportunity to raise and discuss issues and concerns that they might otherwise not be comfortable articulating in writing;

- (c) A representative of the Diversity Committee will be a permanent member of LDC;
- (d) The chairperson of each office's diversity committee will submit an evaluation form for each diverse associate and be privy to the comments of the other evaluators; and
- (e) An associate's mentor will be kept informed with respect to the associate's professional accomplishments and challenges and will formally follow up with the associate and others on areas of improvement or development. If the associate so desires, the mentor will attend the diverse associate's evaluation meeting.

MANAGEMENT AND LEADERSHIP

The Firm's commitment to diversity is a hollow one if it does not provide for inclusion at all levels of the Firm, including management. Unless diverse attorneys hold leadership positions in the Firm in a visible and meaningful way, the Firm's opportunities to attract and retain qualified diverse attorneys, both entry-level and lateral, will be negatively affected.

For the same reasons that diversity benefits the culture of the Firm, it is imperative that diverse attorneys are allowed to contribute to the Firm in management and leadership duties. The Firm must include diverse attorneys in such positions to reflect to all attorneys that diversity is, in fact and practice, a priority of the Firm. It also is essential to demonstrate to the outside world that the Firm's commitment to diversity is real and sincere. But perhaps most important, inclusion in leadership provides role models for all attorneys to aspire to such positions.

The charts on the following page reflect the number of diverse attorneys in leadership positions as of December 31, 2003:

Diversity Attorneys In Leadership Positions

Position/Committee	Total Members	No. of women	Other Diverse Attys
Policy & Planning Committee	13	1	0
Heads of Office (7 offices, excl, NJ, FL)	9	1	0
Finance Chair: non-diverse	7	2	0
LDC Chair: Woman	11	3	0
Ethics Chair: N/A	10	0	0
Marketing Chair: non-diverse	4	1	0
Pro Bono Chair: non-diverse	12	3	1
Totals	66	11	1

Practice Group	Diversity Status of Chairs, Vice Chairs
Anti-Trust Franchising and Distribution*	None
Bankruptcy*	None
Corporate	None
Corporate Diversity*	Chair is an African American woman
Employee Benefits/ EC	Vice-Chair is a woman
Environmental	Vice-Chair is an Asian woman
Health Care	None
Information Security & Internet Enforcement	None
Intellectual Property	One of two Vice-Chairs is a woman
Insurance	Two Vice-Chairs are women
Labor	One of two Chairs is a woman
Litigation	None
Public Law & Policy*	None
Real Estate	Chair is a woman; Vice-Chair is diverse
Tax *	None
Trusts and Estates*	None

*No vice-chair position in these groups

A total of nineteen women are in leadership and management positions, the vast majority of these as members of committees, rather than in primary leadership roles. With respect to other diverse groups of attorneys (excepting the Firmwide and office diversity committees), none are African-American, none are Hispanic, one is Asian, one is openly gay, none are persons with disabilities, and none are otherwise diverse.

It will be a central consideration of the Policy & Planning Committee to appoint diverse attorneys to management and leadership positions in sufficient numbers to demonstrate the Firm's commitment to diversity. While quotas will not be imposed, the Policy and Planning Committee will nevertheless consider diversity as a factor (among many others) whenever a leadership or committee position is created or vacated. To ensure that the Firm's leadership positions reflect the Firm's sincere commitment to diversity, the Firm has adopted the following set of goals and timetables:

1. Policy & Planning Committee/Heads of Office.

In its current configuration, the Policy & Planning Committee itself does not reflect a commitment to diversity, nor, in the case of women, does it reflect the number of women partners in the Firm. To the extent this will require a change in the criteria for membership on the Policy & Planning Committee, or will require appointment of qualified attorneys to other leadership positions (such as Heads of Office), the Policy & Planning Committee will do so at the earliest opportunity.

2. Practices Group Chairs.

The Policy & Planning Committee will identify diverse attorneys in each office who are qualified, or will be qualified with further seniority, to serve as chairs and vice-chairs of practice groups. Each Firmwide practice group will include at least one diverse attorney in a

management position by no later than December 31, 2005. Moreover, the Policy & Planning Committee will consider whether a redesign of Firmwide and office practice groups will facilitate the appointment of more diverse attorneys in practice group leadership positions.

3. Committees.

Positions on Firm committees provide an important training ground for future leadership and management positions for diverse attorneys. The Policy & Planning Committee will consider diverse attorneys for each committee and as the leader of each committee as positions are created or vacated. Each Committee will include at least two diverse members by December 31, 2005.

INDIVIDUAL PARTNER RESPONSIBILITY

The Firm will neither achieve nor maintain diversity unless each attorney – and in particular each partner – makes a meaningful commitment and participates in all aspects of the Firm's diversity initiatives. Each partner must embrace diversity in his or her everyday practice and do whatever he or she can do to assure that diverse attorneys are recruited, hired, mentored, retained and, as appropriate in keeping with firm standards, promoted to partnership.

Each partner is responsible to assure that diverse attorneys are given fair and equitable assignments of work, are included in every aspect of the partner's practice, are allowed to assist in all aspects of client service and development and are permitted to develop meaningful relationships with clients.

Each partner is expected to mentor, train and develop diverse associates in the same manner as that partner mentors, trains and develops non-diverse associates. Diverse associates will be made part of teams and given meaningful substantive work in order for them to both develop as attorneys and demonstrate their abilities to partners, associates and clients. Where

appropriate, each partner will include diverse attorneys in client meetings, both of a business and social nature.

No partner may assume that other partners will do the necessary work to assure diversity is achieved and maintained.

ACCOUNTABILITY

The annual self-evaluation report of each partner will include a section in which the partner will report on his or her efforts to assist the Firm to achieve and maintain diversity. In addition, each Head of Office, Firmwide practice head, office practice head, recruiting partner and mentor will submit a written report on an annual basis to the Diversity Manager and the Chair of the Firm regarding his or her actions (and, as appropriate, the actions of his or her subordinates) in assisting the Firm to achieve and maintain diversity. Each diverse attorney will be encouraged to report confidentially to the Diversity Manager on how the Firm's mentoring and training efforts have impacted him/her.

Based on the self-evaluation reports, the reports of diverse associates and other sources, the Diversity Manager and the Chair of the Firm will report to the Policy and Planning Committee, which will use that information as a significant factor in evaluating each partner's performance.

Ivy League schools: Columbia University, Cornell University, Harvard University, University of Pennsylvania, Stanford University, Yale University

Other private schools: American University, Brooklyn Law School, Boston College, Boston University, Cardozo School of Law, DePaul University, Georgetown Law Center, John Marshall Law School, Kent School of Law, New York University School of Law, Northwestern University, Washington University

Public state schools: University of California - Berkeley, Boalt Hall, University of California - Davis, University of California - Hastings, University of Illinois, University of Kansas, University of Michigan - Ann Arbor, University of Missouri at Columbia, University of Missouri - Kansas City, Rutgers University, University of Virginia

Historically Black Colleges and Universities (HBCUs): Howard University

The Minority Mentoring Program connects African-American law students at Washington University School of Law with mentors, who include state and federal judges, corporate counsel and partners from the largest law firms in St. Louis. Most of the mentors are alumni of the law school. Incoming first-year students receive information regarding the Program and can request a mentor at that time or join the Program at any time during his or her law school career. Each semester, the Mentoring Program organizes a reception for the mentors and mentees.

Partnering for Progress



PUGH, JONES, JOHNSON & QUANDT, P.C.

Sonnenschein
SONNENSCHN NATH & ROSENTHAL LLP

Alliance News

PJJQ and Sonnenschein Form Alliance to Enhance Service

The Alliance is believed to be the first of its kind in the legal profession.

July 8, 2004

Linda Butler
Sonnenschein Nath & Rosenthal LLP
(312) 876-3453
LButler@sonnenschein.com

Mary Ann Rojas
Pugh, Jones, Johnson & Quandt, P.C.
(312) 456-484
MRojas@pjjq.com

(CHICAGO, July 8, 2004)—Law firms Pugh, Jones, Johnson & Quandt, P.C. and Sonnenschein Nath & Rosenthal LLP today announced that they have formed an alliance to provide more diverse legal teams with a depth of talent to meet the needs of their clients in our multicultural American marketplace and global economy. The Alliance is believed to be the first of its kind in the legal profession.

PJJQ and Sonnenschein will remain separate legal entities. They will work together much as co-counsel do on matters to which they are both assigned. The work will be serviced by a team of lawyers that includes members from both firms, and dedicated office space will be available at all locations.

"The close working relations with lawyers from both firms will create a greater sense of diversity and will demonstrate to our clients and the profession that such an alliance brings value and creativity in solving legal problems," said Stephen Pugh, president of PJJQ. "By reflecting the increasingly diverse demographics of our clients, we will continue to attract the best and brightest lawyers and meet the challenges of achieving and sustaining an inclusive workforce."

"Sonnenschein has grown its diversity ranks significantly in recent years, establishing aggressive goals to afford diverse attorneys more opportunities for advancement, and we remain committed to the firm's diversity initiatives," explained Duane Quaini, Sonnenschein chairman. "Our alliance with PJJQ, one of the country's largest and most prominent minority-owned law firms, not only will accelerate this process, but also allow us to offer clients of both firms creative and skilled teams of lawyers whose diversity enhances a depth of support unmatched anywhere else."

Initially, the Alliance will concentrate in the following practice areas: litigation, public finance, real estate and franchising.

Pugh, Jones, Johnson & Quandt is one of the largest minority-owned firms in the United States, with Fortune 100, governmental and entrepreneurial clients. PJJQ are trial lawyers, with a significant breadth of courtroom experience. The firm is nationally ranked in the public finance area and offers the highest level of tax service to its transactional clients. The firm also has extensive experience representing clients in complex commercial and governmental real estate transactions. Please visit www.pjjq.com for additional information.

Sonnenschein, with more than 700 attorneys and other professionals in nine U.S. cities and a global reach

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[Practice Groups](#)

[PJJQ/SNR Information](#)

throughout Europe, the Middle East, Latin America and Canada, serves the legal needs of many of the world's largest and best-known businesses, nonprofits and individuals. Visit www.sonnenschein.com for more information.

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SPENCER FANE

BRITT & BROWNE LLP

ATTORNEYS & COUNSELORS AT LAW

DEIRDRE C. GALLAGHER
DIRECT DIAL: (314) 333-3917
dgallagher@spencerfane.com

April 23, 2007

Ronda Williams
Fox Galvin LLC
One Memorial Drive, 8th Floor
St. Louis, MO 63102

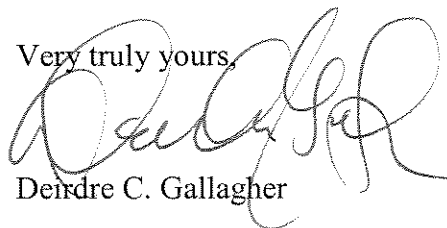
Re: Mound City Bar

Dear Ms. Williams:

Thank you for asking the St. Louis office of Spencer Fane Britt & Browne LLP to participate in the MCBA Employment Commission Survey. Attached is the information on the current composition of our office and our lateral hires (pages one and two). I have not completed the remainder of the survey because at this time our formal diversity initiatives are still in the formative stages. Be advised that we are in the process of discussing the feasibility of scholarships and clerkships earmarked for diverse candidates. It is a goal of this office to encourage and promote diversity at all levels of employment. And, I believe that our numbers are getting better and better. I expect that next year at this time that we will have something more formal up and running to report about.

Thank you again.

Very truly yours,



Deirdre C. Gallagher

DCG/dev
Enclosure

1 North Brentwood Boulevard, Suite 1000
St. Louis, Missouri 63105-3925
(314) 863-7733 www.spencerfane.com Fax (314) 862-4656

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MCBA EMPLOYMENT COMMISSION
2007 Diversity Initiative
Recruitment/Hiring/Retention Survey

This survey covers the period of August 1, 2005 through January 31, 2007.

Firm Name: Spencer Fane Britt & Browne LLP

Person(s) preparing this survey: Jennifer E. Kiely

OBJECTIVE 1: RECRUITMENT

Current composition of the Firm (as of 1/31/07)

Please note: If your firm has offices in other cities, please limit your statistical responses to the St. Louis City and/or County office of your firm.

	Partner/ Member	Of Counsel	Associates	Staff or Contract Attys.	Summer 2006 Clerks	New Bar Admittees (2006)
Men	13	8	5		2	1
Women	1	1	4		0	1
Totals	14	9	9		2	2
Black	1	1	0		0	0
Hispanic	0	0	0		0	0
Asian	0	0	0		0	0
Other Minority <i>Please indicate:</i>						

OBJECTIVE 1: RECRUITMENT (continued)

Lateral Associates and Partners - As of 1/31/07

	Total Men & Women			African American Men			African American Women		
	2005	2006	2007	2005	2006	2007	2005	2006	2007
Number of Lateral Associate Hires	1	0	1						
Number of Lateral Partner Hires (Equity and Non-Equity)	1	0	0						
Number of New Partners (Equity and Non-Equity) Promoted from Associate Rank	2	0	0	1					
Number of New Equity Partners	0	0	1						

MCBA EMPLOYMENT COMMISSION
2007 Diversity Initiative
Recruitment/Hiring/Retention Survey

This survey covers the period of August 1, 2005 through January 31, 2007.

Firm Name: <i>RABBITT, PITZER & SNOODASS, P.C.</i>
Person(s) preparing this survey: <i>ANGELA M. LOUIS</i>

OBJECTIVE 1: RECRUITMENT

Current composition of the Firm (as of 1/31/07)

Please note: If your firm has offices in other cities, please limit your statistical responses to the St. Louis City and/or County office of your firm.

	Partner/ Member	Of Counsel	Associates	Staff or Contract Attys.	Summer 2006 Clerks	New Bar Admittees (2006)
Men	13	1	17	N/A	3	
Women	1		11	1		1
Totals	14	1	28	1	3	1
Black			1			
Hispanic						
Asian						
Other Minority <i>Please indicate:</i> _____						

OBJECTIVE 1: RECRUITMENT (continued)

Lateral Associates and Partners - As of 1/31/07

	Total Men & Women			African American Men			African American Women		
	2005	2006	2007	2005	2006	2007	2005	2006	2007
Number of Lateral Associate Hires	4	5	1				1		
Number of Lateral Partner Hires (Equity and Non-Equity)	N/A								
Number of New Partners (Equity and Non-Equity) Promoted from Associate Rank	N/A								
Number of New Equity Partners	1	0	2						

Since **August 1, 2005**, please respond to all that apply indicating the firm's actions in furtherance of the objective listed. For those items that are checked "completed", please attach a sample. **If N/A please feel free to attach statement for elaboration.**

	In Progress	Completed	N/A (please elaborate)
1. Adopt and/or publicize a commitment to racial and ethnic diversity within the firm	✓		
2. Evaluate criteria used to evaluate prospects (e.g. class rank requirements, law review membership) to determine whether such requirements serve to disproportionately screen out African American prospects	✓		
3. Recruit at regional or national law schools with a significant number of African American law students.	✓		
4. Recruit at Historically Black law schools.	✓		

	In Progress	Completed	N/A (please elaborate)
5. Identify and recruit students of color through law school placement administrators, faculty members, present or former summer clerks, organizations of law students.	✓		
6. Recruit attorneys of color as lateral hires.	✓		
7. Refer law students or attorney applicants of color for consideration to other firms, with the permission of the applicant.	✓		
8. Explore creating and/or supporting programs at St. Louis area secondary schools, colleges and universities offering tutorial assistance for standardized test-taking, and programs to provide African American students with intensive training in the kinds of skills needed in the law school and legal environment.	✓		
9. Other:			

OBJECTIVE 1: RECRUITMENT (continued)

Does your firm maintain statistics concerning the firm's recruitment of African American attorneys and law students?

Yes _____ No .

Please report the number of **African American candidates** interviewed, called back, hired in **2005 and 2006**. (If the firm does not keep such statistics, please estimate and notate estimation with *):

	Partner/ Member		Of Counsel		Associates		Staff Attys.		Summer	
	2005	2006	2005	2006	2005	2006	2005	2006	2005	2006
Interviews at law schools, job fairs, etc.	N/A		N/A		N/A					
Call back , i.e. half/full day interviews?					3*	3*	N/A		5*	5*
Offers extended					0	1			0	0
Offers accepted					0	0				

OBJECTIVE 2: HIRING INITIATIVES

Please identify any substantial hiring initiatives geared towards African Americans (e.g., a minority law student summer employment program designed to attract and retain minority law graduates). **If N/A please feel free to attach statement for elaboration.**

Respond to all that apply.

	N/A (please elaborate)
1. Establish/contribute to a scholarship program dedicated to law students of color. If so, where: _____	N/A
2. Establish/maintain a program that awards a student of color a paid summer clerkship at the firm following the first year as well as a cash scholarship at the beginning of the second year;	N/A
3. Establish/maintain a winter clerkship position for a second or third year law student of color, for no more than 15 hours per week;	N/A
4. Participate in the Minority Clerkship Program.	SLIP St. Louis Internship Program
5. Other:	

OBJECTIVE 2: HIRING INITIATIVES (continued). Please feel free to attach statement for elaboration.

With respect to the firm's substantial hiring initiative(s) geared towards African Americans, please briefly describe the initiative(s):

N/A

If the firm participates in any clerkship/scholarship program targeted to recruit/hire law students of color, please describe:

2007 - Started working with SIU to start a summer internship with PPS

Did the firm participate in the 2006 (last year's) Minority Clerkship Program? Yes ___ No

If yes, did the minority clerk receive an offer to return for Summer 2007 or Full-Time Permanent Position if graduating in 2007?

Yes _____ No _____

If No, please elaborate why?

OBJECTIVE 3: MENTORING AND RETENTION

Since **August 1, 2005**, please respond to all that apply indicating the firm's actions in furtherance of the objective list. For those items that are checked "completed", please attach a sample. **If N/A please feel free to attach statement for elaboration.**

	In Progress	Complete	N/A (please elaborate)
1. Develop, monitor and periodically evaluate mentoring programs for African American associates, which programs must go beyond pairing a new African American associate with a more senior associate or partner. The mentoring must be consistent and detailed, covering all aspects of firm culture and life, including, but not limited to:			N/A
a. Assist each newly hired attorneys (regardless of race or level) in learning the firm's culture, history, practices and procedures;	✓	✓	
b. Ensure that the work environment and work-related social activities with clients are as hospitable and congenial for, and as inclusive of, attorneys of color as they are for all other attorneys;		✓	
c. Include all new attorneys in programs that enhance their understanding of business concepts, client relations, client satisfaction, and their confidence in dealing with client matters;		✓	

<p>d. Ensure that law clerks and attorneys of color have the same opportunity to (a) perform significant work assignments for important clients, (b) receive interesting and challenging legal work, and (c) receive training, guidance, mentoring, client contact, performance feedback, and other opportunities to grow and succeed; and</p>	<p>✓</p>	<p>✓</p>	
<p>e. Adopt mechanisms to monitor progress and compliance with these commitments, including, e.g., internal surveys, questionnaires, interviews, and other appropriate means for identifying problems and/or areas for improvement.</p>	<p>✓</p>	<p>✓</p>	
<p>2. Encourage attorney mentors to take on the assignment with the same commitment and vigor as other assignments with evaluation ramifications.</p>	<p>✓</p>	<p>✓</p>	
<p>3. Encourage associates, and particularly African American associates, to participate in bar association or community mentoring, networking and leadership training programs developed in conjunction with minority attorney associations.</p>	<p>✓</p>	<p>✓</p>	
<p>4. Other:</p>			

What is the total number of attorneys who voluntarily or involuntarily left your firm's employ during the reporting period? 10

Of this total:

- a. How many were African American women? 0
- b. How many were African American men? 0

Please report the number of **African American attorneys** who left the firm between **8/1/05 – 1/31/07**

Attrition 2005-2007	Partner/Member	Of Counsel	Associates	Staff Attys.
	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>

Please elaborate

OBJECTIVE 3: MENTORING AND RETENTION (Continued)

Exit Interviews

1. Does your firm conduct exit interviews? Yes No

2. If no, why not?

3. If yes, how are the interviews done and what have you learned?

Sit Down one on one w/ H2E manager - Information passed on
through partnership in monthly meetings.

Please identify the specific steps you are taking to reduce the attrition rate of African American attorneys:

- Develop and/or support internal employee affinity groups (e.g., minority networks within the firm)
- Increase/review compensation relative to competition
- Increase/improve current work/life programs
- Adopt dispute resolution process
- Succession plan includes emphasis on diversity
- Work with attorneys of color to develop career advancement plans
- Introduce attorneys of color to key clients, including to lead engagements
- Review work assignments and hours billed to key client matters to make sure attorneys of color are not being excluded
- Strengthen mentoring program for all attorneys, including attorneys of color
- Professional skills development program, including attorneys of color
- Other, please specify _____

OBJECTIVE 4: DIVERSITY LEADERSHIP AND STRATEGIC PLAN


How has the firm communicated to partners the link between diversity and business success?

Not currently very good with this step.

Since **August 1, 2005**, please describe the firm's actions in furtherance of the objective listed below. **If N/A please feel free to attach statement for elaboration:**

	2005	2006	N/A (please elaborate)
1. Create a mechanism for promoting diversity within the firm, such as the creation of a standing Diversity Committee that will meet regularly throughout the year for the purposes of devising, promoting and guiding the firm's diversity programs.	<i>N/A</i>	<i>N/A</i>	

	2005	2006	N/A (please elaborate)
<p>2. Implement and participate in programs, including, but not limited to,</p> <ul style="list-style-type: none"> a. the Minority Clerkship Program, b. socials and/or luncheons with minority law student groups c. recruiting visits dedicated the recruitment of minority law students at Missouri law schools, d. development of an intra-firm strategic plan intended to increase African American representation within the firm, 	✓	✓	 ✓ ✓ ✓
<p>3. Include African American representation on the hiring and associate evaluation committees.</p>			✓

4. Partner with African American-owned law firms	2005	2006	N/A (please elaborate)
			

Identify the partner(s) who serves as the primary mechanism for promoting diversity within the firm:

Faisilla Gunn


Identify any other person(s) (i.e. diversity coordinator, diversity committee chair) who serves as the primary mechanism for promoting diversity within the firm: (please identify title)

	YES	N/A (please elaborate)
1. Does your firm have a Diversity Committee or Task Force charged with responsibility for monitoring or promoting diversity efforts and results?		✓
2. Is diversity (male/female, ethnic, racial, age, practice groups, etc.) one of the considerations in composing committees within the firm?		✓
3. Are attorneys of color on the hiring/recruiting committee?		✓
4. Are attorneys of color a part of the management committee?		✓

OBJECTIVE 5: MARKETING

Since **August 1, 2005**, please describe the firm's actions in furtherance of the objective listed below: (Respond to all that apply.) **If N/A please feel free to attach statement for elaboration.**

	ACTION	N/A (please elaborate)
1. If applicable, make concerted efforts to publicize the presence of African American personnel in the firms' recruiting and marketing materials, and, where appropriate to the message, the materials may express a commitment to diversity.		✓
2. Explore creating a navigation link on their respective web sites which discusses the firm's efforts at increasing diversity, highlight the accomplishments of African American associates and partners, and actively solicit the resumes of African American law students and practitioners.		✓
3. Contact the leaders of the African American law student organizations at law schools where the firms recruit to inform them of the firm's efforts toward increasing diversity, to invite African American law students to submit resumes, and to identify and, where appropriate, to interview selected applicants.		✓

<p>4. Review your marketing and recruiting materials and discuss its diversity efforts and its commitment to increasing diversity within the firm in its marketing and recruiting materials.</p>		
<p>5. *Other:</p>		

*Please describe (or attach a copy of) the firm's actions in furtherance of this objective:

OBJECTIVE 6: CULTURAL SENSITIVITY AND TRAINING

Since **August 1, 2005**, has your firm arranged other diversity training/program conducted by an outside consultant for the management group attorneys and committee chairs?

Yes _____ No _____ ✓

If yes, please identify the facilitator/trainer and describe the length/cost of training:

Did the firm encourage its attorneys and legal professionals to attend diversity training seminars and/or continuing legal education programs on the topics of racial and ethnic sensitivity and diversity?

Yes _____ No _____ ✓

If No, please elaborate:

ASSESSING PROGRESS IN YOUR FIRM (attach additional sheet if necessary)

1. As you plan the upcoming year's activities related to diversity, what do you see as the:

Strengths to build on

*Unknown
No committee*

Barriers to overcome

Opportunities to take advantage of

2. What kind and level of assistance do you need from the Mound City Bar Association?

OTHER INFORMATION NOT COVERED BY SURVEY: (attach additional sheet if necessary)

- If you have any initiatives or any other information relating to your firm's commitment to diversity, that is otherwise not covered by this survey, please feel free to describe here.

MCBA EMPLOYMENT COMMISSION
2007 Diversity Initiative
Recruitment/Hiring/Retention Survey

This survey covers the period of August 1, 2005 through January 31, 2007.

Firm Name: Bryan Cave LLP Person(s) preparing this survey: Jennifer Sloop

OBJECTIVE 1: RECRUITMENT

Current composition of the Firm (as of 1/31/07)

Please note: If your firm has offices in other cities, please limit your statistical responses to the St. Louis City and/or County office of your firm.

	Partner/ Member	Of Counsel (Incl. Counsel & Sr. Counsel)	Associates	Staff or Contract Attys.	Summer 2006 Clerks	New Bar Admittees (2006)
Men	92	24	51	3	11	8
Women	23	11	47	8	8	9
Totals	115	35	98	11	19	17
Black	2	1	4		7	2
Hispanic	1		1			
Asian	1	1	6		2	
Other Minority <i>Please indicate:</i> Openly GLBT			1			

OBJECTIVE 1: RECRUITMENT (continued)

Lateral Associates and Partners - As of 1/31/07

	Total Men & Women			African American Men			African American Women		
	2005	2006	2007	2005	2006	2007	2005	2006	2007
Number of Lateral Associate Hires	7	7	0						
Number of Lateral Partner Hires (Equity and Non-Equity)	2	1	0	1					
Number of New Partners (Equity and Non-Equity) Promoted from Associate Rank	6	3	5						
Number of New Equity Partners									

Since **August 1, 2005**, please respond to all that apply indicating the firm's actions in furtherance of the objective listed. For those items that are checked "completed", please attach a sample. **If N/A please feel free to attach statement for elaboration.**

	In Progress	Completed	N/A (please elaborate)
1. Adopt and/or publicize a commitment to racial and ethnic diversity within the firm		√	
2. Evaluate criteria used to evaluate prospects (e.g. class rank requirements, law review membership) to determine whether such requirements serve to disproportionately screen out African American prospects			We have formed a firmwide diversity committee and may consider a review of hiring criteria in connection with a new diversity effort. We note however that our law school recruiting efforts are successful in that our percentages of summer associates of color have recently been: 2007 23%, 2006 47%, 2005 21%.
3. Recruit at regional or national law schools with a significant number of African American law students.		√	
4. Recruit at Historically Black law schools.		√	

	In Progress	Completed	N/A (please elaborate)
5. Identify and recruit students of color through law school placement administrators, faculty members, present or former summer clerks, organizations of law students.		√	
6. Recruit attorneys of color as lateral hires.		√	
7. Refer law students or attorney applicants of color for consideration to other firms, with the permission of the applicant.			Individual lawyers have done this as appropriate.
8. Explore creating and/or supporting programs at St. Louis area secondary schools, colleges and universities offering tutorial assistance for standardized test-taking, and programs to provide African American students with intensive training in the kinds of skills needed in the law school and legal environment.			However, we have sponsored and our lawyers participate in minority mentoring programs at local schools.
9. Other:			

OBJECTIVE 1: RECRUITMENT (continued)

Does your firm maintain statistics concerning the firm’s recruitment of African American attorneys and law students?

Yes No .

Please report the number of **African American candidates** interviewed, called back, hired in **2005 and 2006**. (If the firm does not keep such statistics, please estimate and notate estimation with *):

	Partner/ Member		Of Counsel		Associates		Staff Attys.		Summer	
	2005	2006	2005	2006	2005	2006	2005	2006	2005	2006
Interviews at law schools, job fairs, etc.									26	39
Call back , i.e. half/full day interviews?	1				2				5	12
Offers extended	1				4	4			2	7
Offers accepted	1				2	4			2	5

The Associate offer numbers include candidates from our Summer Associate program so they were not interviewed outside of the summer program.

OBJECTIVE 2: HIRING INITIATIVES

Please identify any substantial hiring initiatives geared towards African Americans (*e.g., a minority law student summer employment program designed to attract and retain minority law graduates*). **If N/A please feel free to attach statement for elaboration.**

Respond to all that apply.

	N/A (please elaborate)
1. Establish/contribute to a scholarship program dedicated to law students of color. If so, where: _____	We are currently developing plans for diversity scholarships at Missouri law schools.
2. Establish/maintain a program that awards a student of color a paid summer clerkship at the firm following the first year as well as a cash scholarship at the beginning of the second year;	Our plans for diversity scholarships will include a paid internship opportunity.
3. Establish/maintain a winter clerkship position for a second or third year law student of color, for no more than 15 hours per week;	
4. Participate in the Minority Clerkship Program.	We have participated in the Minority Clerkship program since its inception.
5. Other:	

OBJECTIVE 2: HIRING INITIATIVES (continued). Please feel free to attach statement for elaboration.

With respect to the firm's substantial hiring initiative(s) geared towards African Americans, please briefly describe the initiative(s):

We participate in many programs across the country to increase diversity at Bryan Cave. A list of 2006 and 2007 events to date is attached. A few to note include: Sponsorship of the Harvard BLSA Spring Conference; Participation in the Vault Diversity Job Fair; Participation in the Cook County Job Fair; Sponsorship of a St. Louis minority mentoring program reception ; Hosting a firm-wide diversity dinner for law school students with offers; and Sponsorship of BLSA events locally and across the country.

If the firm participates in any clerkship/scholarship program targeted to recruit/hire law students of color, please describe:

We participate in the St. Louis Minority Clerkship Program which targets 1L students at local law schools. We participated by assisting in organizing a 'boot camp' of mock interviews and training programs. We also interview all students whose resumes are given to us by the organizers. We do this through a one day job fair. We then invite several students to our offices for call back interviews. We make offers to students each year for a paid 12 week internship as part of our regular Summer Associate Program. We also participate on a firmwide level in clerkship programs and job fairs in many other cities.

Did the firm participate in the 2006 (last year's) Minority Clerkship Program? Yes No

If yes, did the minority clerk receive an offer to return for Summer 2007 or Full-Time Permanent Position if graduating in 2007?

Yes No

If No, please elaborate why?

Post-summer program hiring is made on an individual basis. We cannot comment on a particular student's performance during the summer program. Once our summer program hiring is complete, we do not distinguish between interns who were hired through the minority clerkship program and all other hiring programs. We have associates in our 2006 and 2007 new associate classes who were hired as 1Ls through the St. Louis Minority Clerkship Program.

OBJECTIVE 3: MENTORING AND RETENTION

Since **August 1, 2005**, please respond to all that apply indicating the firm's actions in furtherance of the objective list. For those items that are checked "completed", please attach a sample. **If N/A please feel free to attach statement for elaboration.**

	In Progress	Complete	N/A (please elaborate)
1. Develop, monitor and periodically evaluate mentoring programs for African American associates, which programs must go beyond pairing a new African American associate with a more senior associate or partner. The mentoring must be consistent and detailed, covering all aspects of firm culture and life, including, but not limited to:		√	Our mentoring and training programs are available to all lawyers at Bryan Cave. There is frequent communication about these programs to all lawyers, including diverse ones. While our mentoring programs are designed to achieve the goals stated in this survey we continue to develop our programs to reach these goals. So we feel they will always be in progress as we react to feedback from our lawyers.
a. Assist each newly hired attorneys (regardless of race or level) in learning the firm's culture, history, practices and procedures;	√	√	
b. Ensure that the work environment and work-related social activities with clients are as hospitable and congenial for, and as inclusive of, attorneys of color as they are for all other attorneys;	√	√	
c. Include all new attorneys in programs that enhance their understanding of business concepts, client relations, client satisfaction, and their confidence in dealing with client matters;	√	√	

<p>d. Ensure that law clerks and attorneys of color have the same opportunity to (a) perform significant work assignments for important clients, (b) receive interesting and challenging legal work, and (c) receive training, guidance, mentoring, client contact, performance feedback, and other opportunities to grow and succeed; and</p>	<p>√</p>	<p>√</p>	
<p>e. Adopt mechanisms to monitor progress and compliance with these commitments, including, e.g., internal surveys, questionnaires, interviews, and other appropriate means for identifying problems and/or areas for improvement.</p>	<p>√</p>	<p>√</p>	
<p>2. Encourage attorney mentors to take on the assignment with the same commitment and vigor as other assignments with evaluation ramifications.</p>		<p>√</p>	
<p>3. Encourage associates, and particularly African American associates, to participate in bar association or community mentoring, networking and leadership training programs developed in conjunction with minority attorney associations.</p>		<p>√</p>	
<p>4. Other:</p>			

What is the total number of attorneys who voluntarily or involuntarily left your firm's employ during the reporting period? 26

Of this total:

- a. How many were African American women? 1
- b. How many were African American men? 0

Please report the number of **African American attorneys** who left the firm between **8/1/05 – 1/31/07**

Attrition	Partner/Member	Of Counsel	Associates	Staff Attys.
2005-2007	0	0	1	0

Please elaborate

OBJECTIVE 3: MENTORING AND RETENTION (Continued)

Exit Interviews

1. Does your firm conduct exit interviews? Yes √ No _____

2. If no, why not?

3. If yes, how are the interviews done and what have you learned?

Professional Development personnel meet with departing lawyers to conduct exit interviews. We find the feedback from those sessions to be very valuable and use that information to improve our hiring, training and development programs across the firm.

Please identify the specific steps you are taking to reduce the attrition rate of African American attorneys:

- Develop and/or support internal employee affinity groups (e.g., minority networks within the firm)
 - Increase/review compensation relative to competition
 - Increase/improve current work/life programs
 - Adopt dispute resolution process
 - Succession plan includes emphasis on diversity
 - Work with attorneys of color to develop career advancement plans
 - Introduce attorneys of color to key clients, including to lead engagements
 - Review work assignments and hours billed to key client matters to make sure attorneys of color are not being excluded
 - Strengthen mentoring program for all attorneys, including attorneys of color
 - Professional skills development program, including attorneys of color
 - Other, please specify We continue to seek out opportunities to add senior level lawyers of color to the firm to increase the depth and strength of our client service as well as to broaden our mentoring network for diverse lawyers.
-

OBJECTIVE 4: DIVERSITY LEADERSHIP AND STRATEGIC PLAN

How has the firm communicated to partners the link between diversity and business success?

The link between diversity and business success is regularly communicated to all lawyers through the diversity committee and is also communicated by our chairman at the annual partners' retreat.

Since **August 1, 2005**, please describe the firm's actions in furtherance of the objective listed below. **If N/A please feel free to attach statement for elaboration:**

	2005	2006	N/A (please elaborate)
1. Create a mechanism for promoting diversity within the firm, such as the creation of a standing Diversity Committee that will meet regularly throughout the year for the purposes of devising, promoting and guiding the firm's diversity programs.	A sub-committee of the Executive Committee was formed to establish a diversity plan.	A formal, firmwide Diversity Committee was established and includes members of the Executive Committee.	

	2005	2006	N/A (please elaborate)
2. Implement and participate in programs, including, but not limited to, <ul style="list-style-type: none"> a. the Minority Clerkship Program, b. socials and/or luncheons with minority law student groups c. recruiting visits dedicated the recruitment of minority law students at Missouri law schools, d. development of an intra-firm strategic plan intended to increase African American representation within the firm, 	Many of these programs are listed on the attached document as 2006. We participated in similar programs in 2005.	Please see the attached document for a partial list of firm diversity events.	
3. Include African American representation on the hiring and associate evaluation committees.	√	√	

	2005	2006	N/A (please elaborate)
4. Partner with African American-owned law firms			√

Identify the partner(s) who serves as the primary mechanism for promoting diversity within the firm:

Partner members of the firmwide Diversity Committee include: Lisa Martin, Irv Belzer, Betsy Bousquette, Evan Chuck, Pam Gates, Gabe Gore, William Hibsher, Mike McKinnis, Jeff Morof, Jay Nouss, Terry Pritchard, Micahel Rosen, Coco Soodek, Bill Tate, Kira Watson and Frank Wolff.

Identify any other person(s) (i.e. diversity coordinator, diversity committee chair) who serves as the primary mechanism for promoting diversity within the firm: (please identify title)

The Diversity Committee Chair is Lisa Martin.

	YES	N/A (please elaborate)
1. Does your firm have a Diversity Committee or Task Force charged with responsibility for monitoring or promoting diversity efforts and results?	√	
2. Is diversity (male/female, ethnic, racial, age, practice groups, etc.) one of the considerations in composing committees within the firm?	√	
3. Are attorneys of color on the hiring/recruiting committee?	√	
4. Are attorneys of color a part of the management committee?		√

OBJECTIVE 5: MARKETING

Since **August 1, 2005**, please describe the firm's actions in furtherance of the objective listed below: (Respond to all that apply.) **If N/A please feel free to attach statement for elaboration.**

	ACTION	N/A (please elaborate)
1. If applicable, make concerted efforts to publicize the presence of African American personnel in the firms' recruiting and marketing materials, and, where appropriate to the message, the materials may express a commitment to diversity.	√	
2. Explore creating a navigation link on their respective web sites which discusses the firm's efforts at increasing diversity, highlight the accomplishments of African American associates and partners, and actively solicit the resumes of African American law students and practitioners.	√	
3. Contact the leaders of the African American law student organizations at law schools where the firms recruit to inform them of the firm's efforts toward increasing diversity, to invite African American law students to submit resumes, and to identify and, where appropriate, to interview selected applicants.	√	

<p>4. Review your marketing and recruiting materials and discuss its diversity efforts and its commitment to increasing diversity within the firm in its marketing and recruiting materials.</p>	<p>√</p>	
<p>5. *Other:</p>		

*Please describe (or attach a copy of) the firm's actions in furtherance of this objective:

Please see attached materials.

OBJECTIVE 6: CULTURAL SENSITIVITY AND TRAINING

Since **August 1, 2005**, has your firm arranged other diversity training/program conducted by an outside consultant for the management group attorneys and committee chairs?

Yes _____ No _____

If yes, please identify the facilitator/trainer and describe the length/cost of training:

Did the firm encourage its attorneys and legal professionals to attend diversity training seminars and/or continuing legal education programs on the topics of racial and ethnic sensitivity and diversity?

Yes _____ No _____

If No, please elaborate:

ASSESSING PROGRESS IN YOUR FIRM (attach additional sheet if necessary)

1. As you plan the upcoming year's activities related to diversity, what do you see as the:

Strengths to build on

We have had several years of very strong diverse summer associate classes. We are optimistic that these successes will continue and will help us increase our diverse lawyer population.

Barriers to overcome

Our largest pool of summer associates and lateral lawyers candidates for the St. Louis office comes from Missouri. Recent reports indicate that there is a drying pipeline of diverse students in this state. We are interested in being part of the solution to this increasing problem.

Opportunities to take advantage of

We are taking advantage of the skills and experience of a consultant who specializes in law firm diversity issues. We are using the consultant to develop a broad diversity initiative.

2. What kind and level of assistance do you need from the Mound City Bar Association?

We would like to learn more about scholarship programs that we can create at Missouri law schools. We would like to consider the best practices of similar programs as we develop ours.

OTHER INFORMATION NOT COVERED BY SURVEY: (attach additional sheet if necessary)

- If you have any initiatives or any other information relating to your firm's commitment to diversity, that is otherwise not covered by this survey, please feel free to describe here.

[HOME](#)[OUR FIRM](#)[OUR PEOPLE](#)[OUR PRACTICE](#)[JOIN US](#)[NEWS & EVENTS](#)[PUBLICATIONS](#)

Diversity

[PROFESSIONALS](#)[DIVERSITY](#)

Diversity is one of our five core values at Bryan Cave LLP. We find variety in people energizing. Our differences bring richness to our professional experiences and enable us to better serve our clients. We are committed to respect and equal opportunity for all of our lawyers and employees without regard to race, religion, color, national origin, age, gender, sexual orientation, gender identity or disability.

At Bryan Cave, we strive to be a firm of diverse individuals where everyone reaches his or her full potential. This statement guides the firm's diversity initiative as well as our ongoing efforts to recruit and retain the best and brightest from law schools in the United States and worldwide. Once an attorney has joined us, it is important to have programs in place to retain him or her.

- We have a formal mentoring program at Bryan Cave and we offer training to all mentors, including guidance about diversity issues. Mentors are encouraged to maintain a dialogue about diversity with associates.
- It is important to have role models at the firm. Women partners serve on both the Executive Committee and the Operating Group (our firm's day-to-day management). Women lead our Client Service Groups – the backbone of how we operate as a global firm. Minority partners have leadership roles in our training and mentoring programs.
- We want everyone to receive opportunities to develop professionally. That is why new attorneys are encouraged to take advantage of the firm's formal skills training. For example, Bryan Cave offers courses on effective writing, client service, business development, oral advocacy and teamwork.
- Bryan Cave also supports attorney involvement in diverse professional activities and associations. The firm, for instance, has served as host or sponsor for several meetings of the Minority Corporate Counsel Association, the Metropolitan Black Bar Association and the National Women in Law Firms and Women Corporate Counsel Conferences.
- Bryan Cave celebrates diversity at all levels. This carries over into firmwide support of attorneys' efforts to invest in their communities. New York is home for Attorney Paul Williams,

recently named one of the top African-American lawyers in the U.S. by *Black Enterprise* magazine and intensely involved with a number of civic groups. The firm has backed him in his work with One Hundred Black Men, a group Williams heads, and in his recent appointments to the Platform Drafting Committee of the Democratic National Committee and to New York Mayor Michael Bloomberg's influential Appointments Committee. In Kansas City, Bryan Cave supports Attorney Wesley Fields as he serves numerous civic organizations, including Destination Kansas City – a non-profit Fields founded in 1999 to attract and retain professionals of color in the Kansas City area. In St. Louis, the firm is proud to have Attorney Cheryl Walker invested in numerous community efforts, including her recent appointment by the governor to the University of Missouri Board of Curators. In Washington, Curt Dombek, group leader of the firm's International Trade practice group and a gay lawyer, is active with the Human Rights Campaign and provides mentoring to the firm's gay and lesbian lawyers.

- At Bryan Cave, we understand the importance of achieving a healthy balance between one's professional and personal life. That is why we offer a flexible work schedule policy when appropriate. The policy has been used by 34 lawyers in the past five years – lawyers who have remained on a partnership track. New York Partner Betsy Bousquette used the firm's flex-time policy after giving birth to her daughter in 1999. The extra time off allowed her to spend more time with her child while also maintaining a reasonable workload. She was promoted to partner while working a flex schedule.
- Bryan Cave offers a domestic partners benefits policy as part of an overall effort to assure equal treatment for gay and lesbian lawyers. The firm also keeps current on the rapidly evolving law concerning sexual orientation for ourselves and our clients and maintains good contacts with gay and lesbian law student associations.

Diversity Related News

To view diversity related news items, click [here](#)



What's New?

- [LAW STUDENTS](#)
- [LATERALS](#)
- [OTHER PROFESSIONALS](#)

What's New?
Cave Alumni

Site Search

- 3/13/2007 [Firm Sponsors Upcoming Dinner, Awards Event for Diversity-Focused Groups](#)
- 2/27/2007 [Bryan Cave Named Among Top Firms for Diversity](#)
- 12/18/2006 [Firm Hosts Women in Intellectual Property](#)
- 12/6/2006 [Legal Job Fair Hopes to Attract More Diversity to Kansas City](#)
- 11/20/2006 [Hall Joins Talk on Issues Facing Gay Professionals in the Legal Workplace](#)
- 11/17/2006 [Diversity Dinner Brings Together Students, Lawyers](#)
- 11/15/2006 [Firm Sponsors 2006 MCCA Western Region Diversity Dinner](#)
- 5/8/2006 [Bryan Cave Supports 6th Annual Unity Dinner](#)
- 4/13/2006 [Firm Sponsors MCCA Chicago Events](#)
- 4/5/2006 [University of Iowa's African-American Law Students Get Insight into Legal Profession](#)

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Bryan Cave LLP Diversity Initiatives

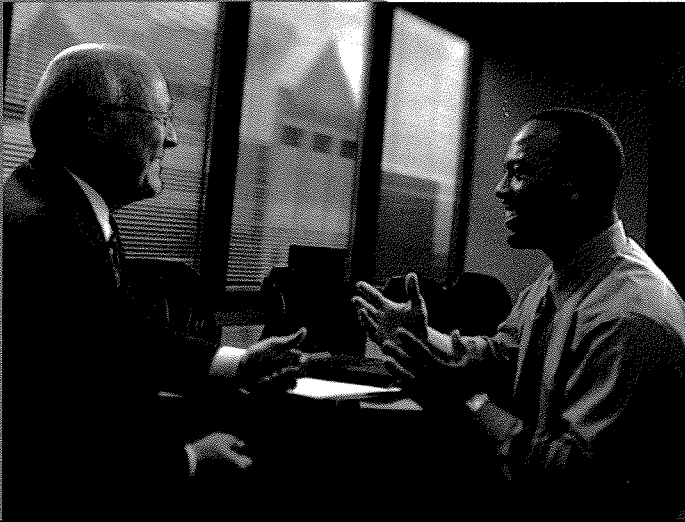
Date	Event	Participation
2006		
2006	PALS - Practicing Attorneys for Law Students Program, Inc.	Participant/Event Sponsor
February 23-25	National Bar Association's Corporate Counsel Conference	Participant
March 7	The Columbia Law Women's Association Annual Myra Bradwell Dinner	Donor Level Sponsor
March 9	Mid-level Associate Diversity Panel at Le Parker Meridien	Co-host with Corporate Counsel Women of Color
March 9 - March 12	Harvard BLSA 23 rd Annual Spring Conference	Platinum Sponsor and Speaker (Bill Tate)
March 13	UCLA Diversity Reception (Los Angeles)	Sponsor
March 15-16	MCCA Annual CLE Expo	Sponsor/Participant
March 16	Catalyst Awards Dinner	Sponsor (table for 10)
March 23	LeGal Foundation Dinner	Silver Benefactor (sponsor)
March 25	HRC Dinner (Los Angeles)	Sponsor (table for 10)
March 30-31	ABA Women in Law Leadership Academy	Participant

Date	Event	Participation
April 4	Fordham Law School APALSA's Annual Alumni Dinner	Patron Sponsor
April 7-8	"Back to Iowa" Career Conference (Chicago)	Host/Participant
April 22	Vault Legal Diversity Job Fair	Large Firm Exhibitor Booth
May	LAMBDA Dinner (New York)	Participant
Summer 2006	AZ Bar Association/National Bar Ass'n Diversity Pipeline Program (Phoenix)	Host/Sponsor
Summer 2006	ABA Judicial Intern Opportunity Program (Phoenix)	Sponsor/Participant
Summer 2006	St. Louis Minority Clerkship Program	Participant
Summer 2006	ABCNY 2006 Summer Minority Fellowship Program	Participant
June 19	CLEO Job Fair (Council on Legal on Education Opportunity - Thurgood Marshall Program) (Detroit)	Participant
June 22-23	ABA National Conference for the Minority Lawyer	Sponsor and Participant
June 29	Maricopa County Bar Ass'n Minority Bar Summer Clerk Reception (Phoenix)	Sponsor/Participant
July 12	WALRAA Diversity Reception (D.C.)	Sponsor

Date	Event	Participation
July 24	New York Area Summer Associates of Color Round Table at the New York City Bar (for all New York City law firm and public interest summer interns)	Co-host and Sponsor
July 27	Arizona Women's Law Ass'n Summer Clerk Reception	Sponsor/Participant
August 5	National Bar Association - Annual Meeting	Participant
August 8	PALS Mock Interview/Resume Workshop for Law Students of Color	Participant
August 11	Cook County Job Fair (Chicago)	Participant
August 21	N.E. BLSA Job Fair	Participant
Fall 2006	UMKC Law School Minority Affairs Committee Welcome Reception	Sponsor
September 7	Lavender Law Career Fair	Participant
September 8	Harvard BLSA 2L/3L Job Fair	Participant
September 9	Heartland Diversity Job Fair (Kansas City)	Founding Sponsor
September 15	IMPACT Career Fair (Washington DC)	Participant
September 20	Vault Diversity Job Fair (Chicago)	Participant
September 23	Charting Your Own Course (Florida)	Participant

Date	Event	Participation
October 3	MCCA Western Region Diversity Dinner (Los Angeles)	Diamond Sponsor
October 6-8	Women Professionals' Networking Weekend (Phoenix)	Host
October 9	Minority Mentoring Program (kickoff reception) - St. Louis	Sponsor
October 11-13	Corporate Counsel Women of Color 2nd Annual Career Strategies Conference	Sponsor
October 19	Firm-wide Diversity Dinner at Cité in Chicago for Law School Students with Open Offers	Host
November 3	Maricopa County Bar/ASU Minority Writing Program (Phoenix)	Sponsor and Participant
November 8	MCCA 7th Annual Creating Pathways to Diversity® Conference: Diverse Backgrounds, Complementary Ideas, One Focus	Sponsor
November 9	Mid-level Associate Diversity Panel (Part II) at Le Parker Meridien	Co-host with Corporate Counsel Women of Color
November 28	PALS Law School Exam Writing Workshop	Host & Sponsor

2007		
January 27	Sixth Annual APALSA Conference at the University of Pennsylvania	Benefactor Sponsor
February 3	Washington University BLSA Annual Dinner	Platinum Sponsor
February 22-25	Northeast BLSA Regional Convention	Silver Sponsor
March 2-3	Harvard APALSA's 13 th National Asian Pacific American Conference on Law and Public Policy	Friend Sponsor
March 8	Howard Law School Panel Presentation: "Selecting a Practice Area within a Law Firm"	Host
March 16 - 18	Harvard BLSA 24 th Annual Spring Conference	Platinum Sponsor
March 24	HRC Dinner	Presenting Sponsor
March 29	The Columbia Law Women's Association Annual Myra Bradwell Dinner	Donor Level Sponsor
April 12	Fordham BLSA's 29 th Annual Ruth Whitehead Whaley Award Dinner Honoring Kira Watson	Platinum Sponsor
April 19	LeGal Foundation's 2007 NYC Metro Area LGBT Legal Career Fair	Participant
May 3	Mid-level Associate Diversity Panel (Part III) at Sea Grill	Co-host
Summer 2007	ABCNY 2007 Summer Minority Fellowship	Participant



BRYAN CAVE

Summer
Intern Program



Discovering Opportunities

Message from the Chairman



Don Lents

How do you distinguish one law firm from another, particularly when the firms have global reach and enjoy strong reputations? At Bryan Cave, we excel through exceptional, relationship-driven work for clients; smart investment in our people and in technology; and our distinctive "One Firm" culture, which avoids the imposition of internal barriers in bringing to our clients the benefits of our depth and reach of experience. As a summer intern at Bryan Cave, you'll experience what sets us apart.

Bryan Cave is a leading global commercial law firm where success is measured by the outcomes we achieve for our clients. For more than 130 years we have acted as trusted advisors to and advocates for our clients, roles we take very seriously. Our attorneys work within Client Service Groups, which offer legal counsel in major areas of interest to clients. Aided by our use of technology, we regularly assemble teams to serve our clients with members from various practice disciplines and from offices around the globe. We don't limit ourselves by geographic or practice boundaries, and neither will you.

Bryan Cave has embraced a set of core values that define who we are and who we want to be. We have many ethical, professional and legal obligations that provide a baseline for our actions; we take great pride in satisfying these. But we also have special attributes that distinguish us. While these values help foster financial success, our commitment to them rests upon our conviction that these qualities lead to both personal enrichment and professional happiness.

- We have a passionate, long-term commitment to our clients' success. We care deeply about their goals, their business and their culture, and we cultivate long-term relationships with them.
- We are "One Firm" and operate effectively across practice groups and geographic boundaries. Our clients are clients of the firm, not of individual lawyers. We reward collaboration and those who put the interests of the client and the firm ahead of a personal agenda.
- We treat our colleagues as we would our best client. This is the Bryan Cave golden rule. We do not accept any conduct that is less than respectful of others.
- We continuously pursue individual growth. We are willing to coach others, and are open to being coached, on how to develop and grow.
- We promote diversity in all dimensions, and differences at all levels. Our differences bring richness to our professional experiences and enable us to better serve our clients. The only sameness we require is that our colleagues share the Bryan Cave core values.

Please take the time to learn more about Bryan Cave, then contact the recruiting and professional development manager in your area. I look forward to working with you.

– **Don Lents**
Chairman

Firm Profile

Our Practice

Our Practice

Bryan Cave lawyers practice in Client Service Groups (CSGs), or Industry Practice Teams, which offer legal counsel and advice in virtually every area of interest to business and entrepreneurial clients.

Agribusiness, Ag Biotechnology and Food Processing
Antitrust/U.S. Trade

Appellate

Audit Committee Counseling

Banking, Business and Public Finance

Bankruptcy, Restructuring and Creditors' Rights

Class and Derivative Actions

Commercial Litigation

Commercial Practice Rapid Response

Corporate Compliance and Defense

Corporate Finance and Securities

Employee Benefits

Entertainment and Media

Entrepreneurial, Technology and Commercial Practice

Environmental

Financial Institutions

Financial Institutions Regulatory

Franchise and Distributor Law

Health Care

Hedge Fund

Information Technology

Insurance

Intellectual Property

International

International Trade

Labor and Employment

Land Use

Latin America

Outsourcing

Noncompetition

Private Client

Private Equities

Product Liability

Real Estate Development, Construction and
Project Finance

Regulatory Affairs, Public Policy and Legislation

Risk Management

Securities Enforcement, Compliance and Litigation

Tax Advice and Controversy

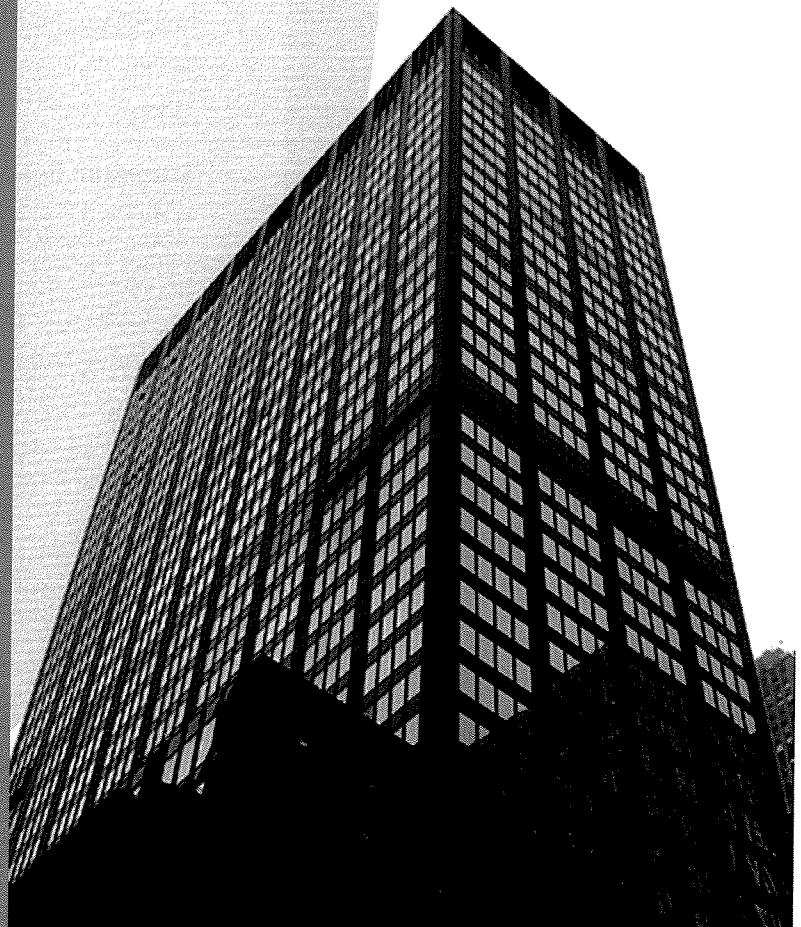
Transactions

Venture Capital

A leading international law firm, Bryan Cave ranks among the 35 largest law firms in the world. Our practice is built on more than 130 years of solid performance and dedication to our many clients – a wide array of businesses, financial institutions, not-for-profit organizations, government entities and individual clients.

With nine U.S. offices (Chicago, Irvine, Jefferson City (Missouri), Kansas City, Los Angeles, New York, Phoenix, St. Louis and Washington), six overseas offices (London, Riyadh, Kuwait City, Dubai, Hong Kong and Shanghai) and our use of advanced computer and communication technology, Bryan Cave efficiently and cost-effectively serves the needs of our clients locally, regionally and internationally.

Bryan Cave's lawyers practice in Client Service Groups which are either specific to an area of law or are directed toward industry groups. Members of these groups are drawn from various disciplines and offices located around the globe.

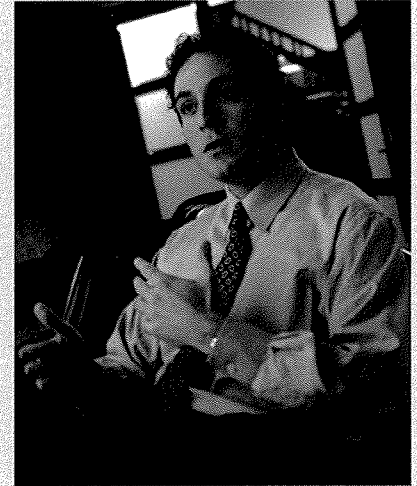


Associate Development

Investing in Your Future

At Bryan Cave, we believe that the best attorneys never stop learning. Our firm offers a comprehensive associate professional development program to help ensure that every attorney reaches his or her full potential, and our commitment to this goal includes the appointment of three partners in the Professional Resources Group with the responsibility of overseeing the career progression of all associates. Partner involvement in associate development doesn't end there: firmwide, they provide their experience and insight as instructors and panelists for all of our programs. In addition, partners and counsel who act as associate mentors attend training sessions themselves, so that they can provide guidance our associates want and need. Bryan Cave has a comprehensive evaluation process that identifies the skills needed for success in your practice.

As a CLE-accredited provider, Bryan Cave has developed an extensive array of professional development offerings, examples of which are listed below. In addition, each of our Client Service Groups offers seminars and workshops focused on its practice area.



"Bryan Cave is committed to the success of all of its attorneys – not just those who started as summer associates. From the moment I joined as a mid-level lateral associate, I was involved in complex litigation assignments and I was encouraged to participate in firm-sponsored seminars, training programs and the mentoring program. Such opportunities demonstrate Bryan Cave's commitment to the professional development of its lawyers."

– **Kira P. Watson,**
Partner
Fordham School of Law

- **New Associate Professional Development Conference:** Our orientation for first-year associates uses business case scenarios (focusing on an actual firm client), as well as panel discussions and lectures, to develop areas of core expertise such as project management and effective presentation.
- **Effective Legal Research:** Recognizing that approaching a research project thoroughly and efficiently in the "real world" is very different than at law school, our associates are provided with advice and tips on how to better communicate with the assigning attorney, to focus their research on the best sources and to effectively analyze and present results.
- **Litigation Curriculum:** We offer extensive programs on fundamental skills (including oral argument, deposition, and trial advocacy) designed around exercises and simulations that allow associates to hone their technique using actual cases.
- **Effective Legal Writing:** Our program consists of two seminars, each targeted to the specific structuring, editing and persuasive writing skills required of junior and senior associates. In addition, each Bryan Cave office has designated writing mentors who have volunteered ongoing one-on-one guidance.
- **Corporate and Transactional Law Seminar Program:** Comprised of more than 20 topics, this multi-session course focuses on both general legal areas as they apply to a corporate practice (accounting, ethics, client service) and specific transactional skills such as closing mechanics, corporate governance and debt and bank financings.
- **Business Development Curriculum:** Based on a methodology of sustainable business development, this series of programs targets specific marketing and client relationship skills needed at each stage of an associate's career progression.

Pro Bono Work

Bryan Cave strongly encourages all of its lawyers to engage in *pro bono* work. These matters are treated with the same care as any other we take on, and the service provided to our *pro bono* clients is of the same quality delivered to all firm clients. *Pro bono* work at Bryan Cave often includes poverty law; civil rights and public rights law; representation of charitable organizations; and administration of justice. Referrals from local legal services agencies and work for non-profit organizations make up much of the firm's *pro bono* time.

Regardless of one's professional experience or workload, *pro bono* work is a professional responsibility, and can be one of the most rewarding experiences in a lawyer's life. Moreover, we recognize *pro bono* assignments with billable hour credit. Recent *pro bono* work from across the firm has included representations through:

- Brooklyn Legal Services
- New York Lawyers for Public Interest
- Legal Advocates for Abused Women
- Legal Aid Office for the Aging
- Legal Services of Eastern Missouri
- Sanctuary for Families Courtroom Advocate Program
- St. Louis Volunteer Lawyers and Accountants for the Arts
- The Missouri Botanical Garden
- The Magic House
- The Jackie Joyner-Kersey Youth Foundation
- Volunteer Lawyers Program

Bryan Cave Is . . .

Vault Top 100 Law Firms
Part-Time/Flex-Time, ranked No. 1

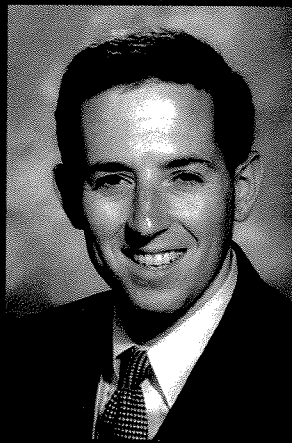
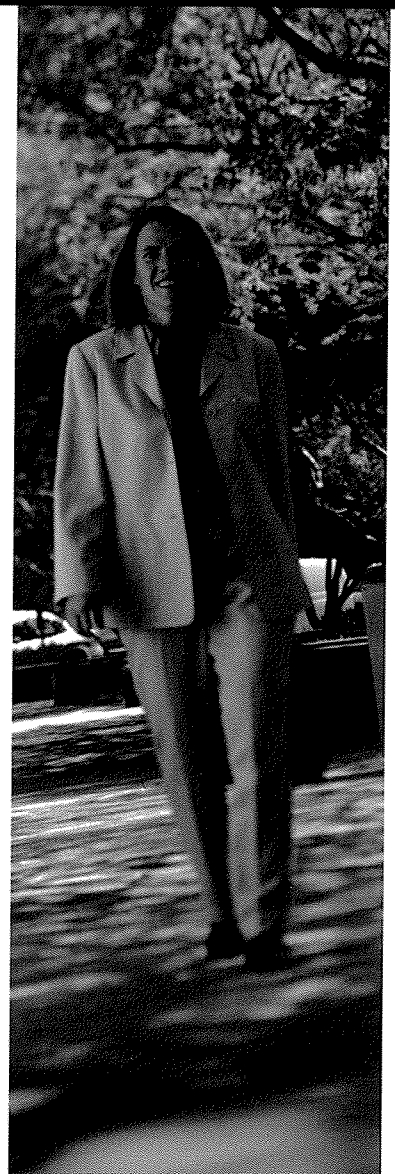
Vault Top 100 Law Firms
Quality of Life, ranked No. 20

The American Lawyer
The firm's summer program ranked among the top 4 in all the cities surveyed

The American Lawyer
National Summer Associate Survey, 12th for overall satisfaction

Chambers & Partners: USA
No. 1 for corporate work and general commercial litigation in Missouri, and for corporate work among mid-sized firms in New York; in the top four for employment, environmental or real estate work in Arizona, Illinois, Missouri or New York

Thomson Financial
15th among law firms in total number of U.S. completed mergers and acquisitions (2004 year-end rankings)



"I came to Bryan Cave looking for a place to grow as an attorney and as a person. The combination of a world-class legal practice, which affords me the opportunity to assist some of the world's most dynamic companies with some of their most interesting business transactions and challenges, and a collegial atmosphere in which friendships can flourish has made the start of my career more than I could have imagined."

— **Ryan Davis**
Associate
University of Virginia

Summer Program

Becoming Part of the Team

No matter where you "summer," we've designed our summer intern program with one overriding goal in mind – to give you a realistic view of what it's like to be an associate at Bryan Cave. You will truly become part of a firmwide team. At Bryan Cave, our "One Firm" approach and our core values serve as the foundation for firm life. During your summer, you will see both reflected in daily interaction with lawyers and staff at all levels.

A summer at Bryan Cave gives you the chance to tackle real work, alongside accomplished lawyers, while being exposed to a number of different Client Service Groups firmwide. Such exposure to a diverse group of attorneys provides excellent opportunities to network and learn from a broad cross-section of individuals with varying experience.

Over the course of the summer we strive to introduce you to our prominent clients and to provide challenging work. Summer interns are given a variety of substantive work from an assortment of practice areas. Workflow coordinators distribute assignments, keeping your Client Service Group preferences in mind.

In addition to having the chance to do real work, summer interns are given opportunities to attend client meetings, depositions, oral arguments, closings, board meetings and observe courtroom and discovery procedures. We believe that getting you out from behind your desk gives you a better sense of our practice and gives you learning opportunities not provided in law school. Further, we consider feedback to be a critical part of your summer experience. To that end, we ensure that you are provided with both formal and informal feedback once assignments are completed. This is done through one-on-one meetings with the assigning lawyer and through formal reviews conducted during the summer. Offers of full-time employment generally are made at the end of the summer.



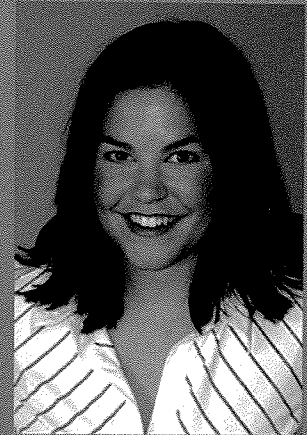
Associate Benefits

- Shared fee program
- 401(k) investment plan
- Domestic partner benefits
- Laptop computer option or paid Blackberry service
- Complimentary private banking
- Paid cell phones
- Firm-sponsored life insurance, short-term and long-term disability insurance and health, dental and vision coverage
- Reimbursement of moving and transportation expenses
- Reimbursement of Bar Association fees and review courses
- Paid maternity leave following the birth or adoption of a child
- Discounts at retail stores
- Extensive education and training programs
- Take a new lawyer to lunch program
- Dinner reimbursement program



"Bryan Cave values the importance of mentor relationships. From the time you are a summer intern, you are given an associate mentor as well as a partner mentor. This creates a safe space to explore both professional and personal goals. My associate mentor was great! She played a huge role in my decision to join Bryan Cave."

– **Anna Ursano**
Associate
Notre Dame



A key aspect of our summer intern program is the comprehensive and sophisticated training program. We are proud to offer a curriculum that includes training sessions on writing and research as well as a deposition workshop. We also offer training in a variety of transactional areas.

Bryan Cave supports its lawyers and staff in their civic pursuits, encouraging involvement with local non-profit organizations and with charitable endeavors. Summer interns also are provided the opportunity to work with public interest organizations such as the Sanctuary for Families Courtroom Advocate Program and Legal Aid Office for the Aging.

One of the most impressive aspects of our summer program is the people with whom you will work and socialize – that's no accident. Your future colleagues were hand-selected from among the best and brightest law students. As an intern, you'll have numerous opportunities throughout the summer to enjoy your co-workers' camaraderie as you see the sights, participate in fun outings, enjoy local restaurants and get to know one of the cities we call home.

Depending on where you summer, the size of the Bryan Cave summer program ranges from three to 18 interns. With a class of that size you are guaranteed to receive important assignments, training and mentoring, all of which will have a positive impact on your career growth and development. Over the course of the summer you are assigned both a partner and an associate mentor who provide you with guidance.

Our summer intern program is a great way to find out if you and Bryan Cave are a compatible match. We take pride in our profession, and in the way we practice law. We know, from experience, that this approach provides an exciting beginning

"When I decided to come to Bryan Cave, I knew nothing about life in a law firm or life in California for that matter. But that didn't stop me from having high expectations. Bryan Cave has exceeded every one of them. I was given a mentor who has already become a dear friend of mine and a very selfless guide through this experience. I have worked with many incredible attorneys, all of whom have been kind and constructive. I've been given work that I find both intellectually stimulating and yet very manageable. To top it all off, Bryan Cave has introduced me to California in a way that's already starting to make it feel like home. I've heard law firms described as being collegial, supportive and simultaneously challenging, but I was never certain how true that could be until I started working here. While I have no experience at other firms, I can say with certainty that those three words describe Bryan Cave."

— **Heather Orr**
Summer Intern '04
University of Pennsylvania

Calendar of Events

A Rewarding Experience

Bryan Cave sponsors a variety of cultural, educational and recreational activities for summer interns to make their experience more rewarding.

Supreme Court Tour and Private Visit with Justice O'Connor
Public Interest Organization Training Luncheon
Cooking Class
Hawaiian Barbeque at the Hudson Hotel
Broadway Shows – *Wicked*, *Spamalot*, *Dirty Rotten Scoundrels* and *Mamma Mia*

May

Day at the Races Hollywood Park
Go Kart Racing
Catalina Island
Sedona Resort Weekend Retreat
Deposition Training Workshop
Class Action Presentation
Annual Golf Event
Attend Taping of CNN's "Crossfire"
Ethics Presentation
A Night at the DC Improv

Santa Barbara Wine Country Weekend
Legal Writing/Oral Presentation of Legal Research
Yacht Cruise Newport Harbor
Museum of Natural History Tour
City Bar *Pro Bono* Event
ACLU Lesbian and Gay Rights Cocktail Party
Boat Cruise on the Potomac River
Metropolitan Museum of Art Tour
Little Italy Tour and Wine Tasting
Cardinals, Diamondbacks, Mets and Yankees Baseball Games

June

Midwestern Mock Trial Presentation
The Producers at the Kennedy Center
Firm Picnic
Research Training
Annapolis Sailing Event
Golf Tournament at Prairie Highlands
Sting Concert at Verizon
Western Region NITA Program
Summer Intern Diversity Roundtable Reception
Bowling Event at Bowlmor Lanes
Laguna Beach, Festival of Arts / Pageant of the Masters

Harlem Tour and Caribbean Fusion Night
Wine and Cheese Reception
Jazz and Blues Night
BC Summer Games and BBQ
Elton John Concert
Summer Tiki Party
Summer Interns vs. Attorneys Basketball
and Softball Games
CSG Departmental Presentation Breakfast/Lunch Meetings
Negotiation Workshop
White Water Rafting on the Kern River

July



Eric Clapton Concert
Knott's Berry Farm
Laser Tag
Farewell Dinners

August



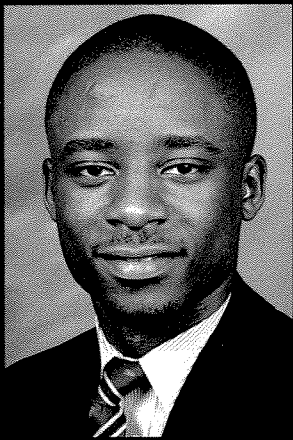
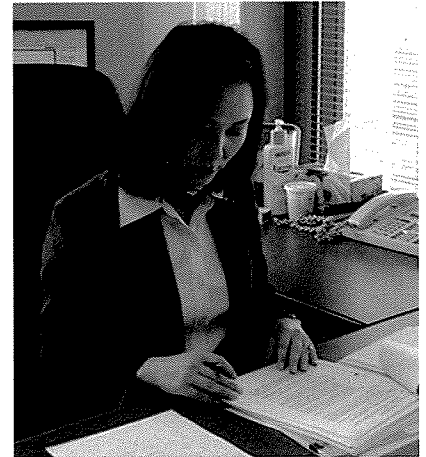
Diversity

A Core Value

Diversity is one of our five core values at Bryan Cave. We are committed to respect and equal opportunity for all of our lawyers and employees without regard to race, religion, color, national origin, age, gender, sexual orientation or disability. Our differences bring richness and insight to our professional experiences and enable us to better serve our clients.

At Bryan Cave, we strive to be a firm of diverse individuals where everyone reaches his or her full potential. This statement guides the firm's diversity initiative as well as our ongoing efforts to recruit and retain the best and brightest from law schools in the United States and worldwide. The commitment to diversity comes from the top. Don Lents, our chairman, has appointed three members of the Executive Committee to the Diversity Subcommittee, which is responsible for the firm's diversity plan.

- We have a formal mentoring program at Bryan Cave and we offer training to all mentors, including guidance about diversity issues. Mentors are encouraged to maintain a dialogue about diversity with associates.
- Women partners serve on both the Executive Committee and the Operating Group (our firm's day-to-day management). Women lead our Client Service Groups – the backbone of how we operate as a global firm. Minority partners have leadership roles in our training and mentoring programs.



"Bryan Cave understands that the firm's diversity – diversity of both lawyers and support staff – fosters an environment in which a variety of viewpoints on legal issues is available. It is our ability to draw on our varied experiences which enables us to represent our clients' interests much more effectively and successfully."

– **Rudyard Ceres,**
Associate
College of Law-York

- Bryan Cave supports involvement of our attorneys in professional activities with minority associations. The firm, for instance, has served as host and/or sponsor for several meetings of the Minority Corporate Counsel Association, the Metropolitan Black Bar Association and the National Women in Law Firms and Women Corporate Counsel Conferences.
- The firm keeps current on the rapidly evolving law concerning sexual orientation and maintains good contacts with gay and lesbian law student associations.
- Bryan Cave celebrates diversity at all levels. This carries over into firmwide support of attorneys' efforts to invest in their communities. New York is home for attorney Paul Williams, recently named one of the top African-American lawyers in the U.S. by *Black Enterprise* magazine, who is intensely involved with a number of civic groups. The firm has aided him in his work with One Hundred Black Men, a group Williams heads, and in his recent appointments to the Platform Drafting Committee of the Democratic National Committee and to New York Mayor Michael Bloomberg's influential Appointments Committee. In Kansas City, Bryan Cave supports attorney Wesley Fields as he serves numerous civic organizations, including Destination Kansas City – a non-profit Fields founded in 1999 to attract and retain professionals of color in the Kansas City area. In Washington, Curt Dombek, group leader of the firm's International Trade practice group, is active with the Human Rights Campaign and provides mentoring to the firm's gay and lesbian lawyers.

Recruiting Process

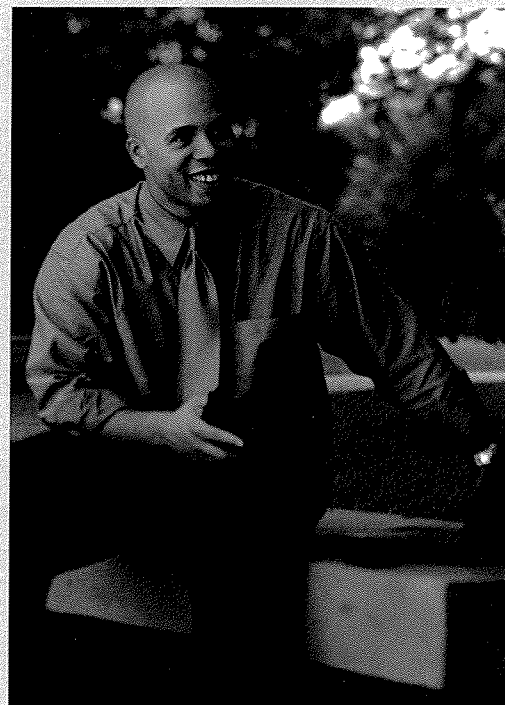
Getting Started

At Bryan Cave, we strive to make the interview process as enjoyable and seamless as possible for our candidates. No matter who you meet with on campus, they can provide you with information on any office and practice areas of interest to you around the world.

We accept summer intern applications through the on-campus process at more than 40 law schools, numerous job fairs, as well as through resume drops and write-ins. During the initial screening interview, we hope to give you a broad overview of the firm, our practice and clients, while at the same time gauging your interest in and compatibility with the firm.

Callback invitations are extended as quickly as possible after the screening interview, typically within two to five days. During your office visit, we make every effort to pair you with at least four attorneys, including a Recruiting Committee member, two partners and a junior associate. We prepare this schedule keeping in mind your Client Service Group preferences. In most offices, you also will receive an office tour to get a sense of the culture and environment. We endeavor to extend offers of employment within seven to 10 business days after your callback interview. Upon receipt of an offer, candidates are strongly encouraged to obtain additional information about the firm either by returning to the office or following up with our attorneys, who are always eager to speak with you.

To learn more about our summer intern program, lateral hiring needs and the firm, please visit our Web site at www.bryancave.com.



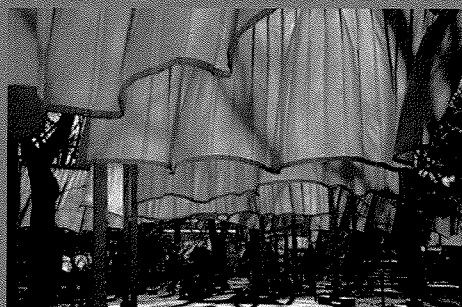
Representative Clients

Activision, Inc.
The Bank of New York
Barnes & Noble, Inc.
The Boeing Company
Cablevision Systems Corp.
Citibank, N.A.
Consolidated Edison, Inc.
DaimlerChrysler Corporation
Emerson
H&R Block, Inc.
JPMorgan Chase & Co.
Lucent Technologies Inc.
The McGraw-Hill Companies, Inc.
Monsanto Company
Sprint Corporation
Starwood Hotels & Resorts Worldwide, Inc.
State Farm Insurance Companies
Terex Corporation
Wells Fargo & Company



The Gates Reception

Nearly 500 clients, colleagues and friends of the firm from coast to coast gathered February 15, 2005 in New York's Central Park to celebrate the latest artwork of Christo and Jeanne-Claude, whom Bryan Cave Chicago Partner Scott Hodes has represented for many years. The official unfurling of *The Gates* took place when the exhibition's 7,503 "cocoon" of saffron-colored fabric opened with the dawn on February 12.



Christo and Jeanne-Claude
The Gates, Central Park, New York City, 1979-2005
Photos: Wolfgang Volz © Christo 2005

THOMPSON COBURN

*Thompson Coburn LLP
Attorneys at Law*

One US Bank Plaza
St. Louis, Missouri 63101
314-552-6000
FAX 314-552-7000
www.thompsoncoburn.com

April 2, 2007

Michelle A. Martin
Associate Development &
Diversity Manager
314-552-6397
FAX 314-552-7397
EMAIL mamartin@
thompsoncoburn.com

Ronda F. Williams
Fox Galvin
One Memorial Drive
Eighth Floor
St. Louis, MO 63102

Re: MCBA Survey

Dear Ronda:

Please find attached the completed MCBA Survey. Let me know if don't receive all the pages or attachments included. If you have any questions, please don't hesitate to call me at (314) 552-6397.

Very truly yours,

~~Thompson Coburn LLP~~

By


Michelle A. Martin
Associate Development & Diversity Manager

Enclosure

cc: Pamela Meanes

MCBA EMPLOYMENT COMMISSION
2007 Diversity Initiative
Recruitment/Hiring/Retention Survey

This survey covers the period of August 1, 2005 through January 31, 2007.

Firm Name: Thompson Coburn LLP
Person(s) preparing this survey: Michelle A. Martin, Associate Development and Diversity Manager

OBJECTIVE 1: RECRUITMENT

Current composition of the Firm (as of 1/31/07)

Please note: If your firm has offices in other cities, please limit your statistical responses to the St. Louis City and/or County office of your firm.

	Partner/ Member	Of Counsel	Associates	Staff or Contract Attys.	Summer 2006 Clerks	New Bar Admittees (2006)
Men	122	5	44	1	15	5
Women	24	1	48	4	11	9
Totals	146	6	92	5	26	14
Black	1	0	8	0	4	N/A
Hispanic	0	0	1	0	0	N/A
Asian	0	0	0	0	0	N/A
Other Minority <i>Please indicate:</i> <u>Two or more races</u>	N/A	N/A	N/A	N/A	1	N/A

OBJECTIVE 1: RECRUITMENT (continued)

Lateral Associates and Partners - As of 1/31/07

	Total Men & Women			African American Men			African American Women		
	2005	2006	2007	2005	2006	2007	2005	2006	2007
Number of Lateral Associate Hires	4	6	2	1	0	0	0	1	0
Number of Lateral Partner Hires (Equity and Non-Equity)	8	3	0	0	0	0	0	0	0
Number of New Partners (Equity and Non-Equity) Promoted from Associate Rank	4	3	5	0	0	0	1	0	0
Number of New Equity Partners	6	7	4	0	1	0	0	0	0

Since **August 1, 2005**, please respond to all that apply indicating the firm's actions in furtherance of the objective listed. For those items that are checked "completed", please attach a sample. **If N/A please feel free to attach statement for elaboration.**

	In Progress	Completed	N/A (please elaborate)
1. Adopt and/or publicize a commitment to racial and ethnic diversity within the firm		√	http://www.thompsoncoburn.com/Firm_Information/Our_Firm/Diversity.aspx (See attachment)
2. Evaluate criteria used to evaluate prospects (e.g. class rank requirements, law review membership) to determine whether such requirements serve to disproportionately screen out African American prospects		√	
3. Recruit at regional or national law schools with a significant number of African American law students.		√	
4. Recruit at Historically Black law schools.		√	



diversity

Consistent with Thompson Coburn LLP's core values, including our passion for excellence and commitment to treat each other with civility, respect, sensitivity and tolerance, the Firm is strongly committed to a diverse workforce. We are proud of our efforts to recruit, retain and develop careers of people from diverse backgrounds.

We recruit at more than 20 law schools nationwide with a special emphasis on recruiting at schools with significant numbers of women and minority students. We also participate in regional diversity hiring programs such as the Harvard Black Law Student Association (BLSA) Job Fair. The Firm corresponds regularly with BLSA chapters at other schools.

The Firm took a leadership role in developing and participating in the St. Louis Diversity Clerkship Program, which places first-year minority students in law firms' existing summer associate programs. We also support the St. Louis Internship Program, by hiring minority high school students for summer positions. This innovative program is now being replicated throughout the country. The Firm's internal Diversity Mentoring Program has helped to insure that our associates receive quality work assignments, valuable networking opportunities, and the tools necessary to succeed within the Firm.

The Firm has also been a leader in the St. Louis legal community, sponsoring Lawyers for Equality, a new bar association of Lesbian, Gay, Bisexual, and Transgendered (LGBT) attorneys and legal professionals. In addition, the Firm has supported Outlaw, a Washington University law student resource group for LGBT students.

Thompson Coburn has a broadly inclusive Diversity Committee consisting of members of the Firm's Management Committee and a cross-section of partners and associates. The committee, led by Roman Wuller, Management Committee Member and Chair of the Firm's Class Action practice group, is charged with overseeing diversity initiatives and ensuring an inclusive, positive and supportive work environment at Thompson Coburn. The Firm has retained a seasoned diversity consultant to train and guide the committee in its mission. With the guidance of this consultant, the Firm has completed a comprehensive cultural survey and attorneys of the Firm have participated in diversity training.

The Firm's Associates Committee has long been instrumental in helping the Firm craft family and employee friendly policies, such as a part-time associate policy, Firm-sponsored back-up childcare arrangements, and domestic partner benefits. Thompson Coburn also proudly supports the Firm's women attorneys who meet

regularly for social and professional functions and networking.

Thompson Coburn is a proud leader in the community in its commitment to diversity and diversity initiatives. We will continue to provide our attorneys and staff with a diverse and professionally rewarding workplace, and develop programs and policies designed to ensure that Thompson Coburn remains inclusive for individuals of all backgrounds.

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	In Progress	Completed	N/A (please elaborate)
5. Identify and recruit students of color through law school placement administrators, faculty members, present or former summer clerks, organizations of law students.		√	
6. Recruit attorneys of color as lateral hires.		√	
7. Refer law students or attorney applicants of color for consideration to other firms, with the permission of the applicant.			N/A
8. Explore creating and/or supporting programs at St. Louis area secondary schools, colleges and universities offering tutorial assistance for standardized test-taking, and programs to provide African American students with intensive training in the kinds of skills needed in the law school and legal environment.			N/A
9. Other: The firm's recruiting efforts are inclusive and exercised on a continuing basis.			

OBJECTIVE 1: RECRUITMENT (continued)

Does your firm maintain statistics concerning the firm's recruitment of African American attorneys and law students?

Yes No .

Please report the number of **African American candidates** interviewed, called back, hired in **2005 and 2006**. (If the firm does not keep such statistics, please estimate and notate estimation with *):

	Partner/ Member		Of Counsel		Associates		Staff Attys.		Summer	
	2005	2006	2005	2006	2005	2006	2005	2006	2005	2006
Total Interviews at law schools, job fairs, etc.	N/A	N/A	N/A	N/A	13	33	N/A	N/A	N/A	N/A
Call back , i.e. half/full day interviews?	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	*13	*23
Offers extended	N/A	N/A	N/A	N/A	2	12	N/A	N/A	*6	*12
Offers accepted	N/A	N/A	N/A	N/A	2	7	N/A	N/A	*3	*4

The numbers provided are estimates, we do not track applicants using EEOC or any discriminatory categories. Nor do we request applicants to self-identify when applying for positions with our firm.

N/A Call backs apply only to summer associates recruiting. Partner/Member and Of Counsel recruiting are not handled by means of job fairs or law schools.

OBJECTIVE 2: HIRING INITIATIVES

Please identify any substantial hiring initiatives geared towards African Americans (*e.g., a minority law student summer employment program designed to attract and retain minority law graduates*). **If N/A please feel free to attach statement for elaboration.**

Respond to all that apply.

	N/A (please elaborate)
<p>1. Establish/contribute to a scholarship program dedicated to law students of color. If so, where:</p> <p><u>Lloyd Gaines Scholarship – University of Missouri</u></p> <p><u>Casino Night Scholarship – St. Louis University Black Law Students</u></p> <p><u>Scovel Richardson - Mound City Bar Scholarship</u></p>	
<p>2. Establish/maintain a program that awards a student of color a paid summer clerkship at the firm following the first year as well as a cash scholarship at the beginning of the second year; N/A</p>	<p>Gaines Scholarship – University of Missouri Casino Night Scholarship – St. Louis University Black Law Students Scovel Richardson - Mound City Bar Scholarship</p>
<p>3. Establish/maintain a winter clerkship position for a second or third year law student of color, for no more than 15 hours per week; Case by case basis.</p>	<p>The firm will do clerkships if the student is interested in working during the school year.</p>
<p>4. Participate in the Minority Clerkship Program. Yes.</p>	
<p>5. Other:</p>	

OBJECTIVE 2: HIRING INITIATIVES (continued). Please feel free to attach statement for elaboration.

With respect to the firm's substantial hiring initiative(s) geared towards African Americans, please briefly describe the initiative(s):

Thompson Coburn has a broadly exclusive Diversity Committee consisting of members of the Firm's Management Committee and a cross-section of partners and associates. The committee, led by a Management Committee Member and Chair of the Firm's Class Action practice groups, is charged with overseeing diversity initiatives and ensuring an inclusive, positive and supportive work environment at Thompson Coburn. The firm also has a diversity consultant to train and guide the committee in its mission.

If the firm participates in any clerkship/scholarship program targeted to recruit/hire law students of color, please describe:

The firm participates in regional hiring programs such as the Harvard Black Law Student Association (BLSA) Job Fair and corresponds regularly with BLSA chapters or other schools. Thompson Coburn took a leadership role in developing and participating in the St. Louis Diversity Clerkship Program, which places first-year minority students in law firms' existing summer associate programs. We also support the St. Louis Internship Program, by hiring minority high school students for summer positions. This innovative program is now being replicated throughout the country. The firm contributes to the Lloyd Gaines Scholarship, University of Missouri, St. Louis University (BLSA) Casino Night, Scovel Richardson, Mound City Bar Association Scholarship.

Did the firm participate in the 2006 (last year's) Minority Clerkship Program? Yes No

If yes, did the minority clerk receive an offer to return for Summer 2007 or Full-Time Permanent Position if graduating in 2007?

Yes No .

If No, please elaborate why?

OBJECTIVE 3: MENTORING AND RETENTION

Since **August 1, 2005**, please respond to all that apply indicating the firm's actions in furtherance of the objective list. For those items that are checked "completed", please attach a sample. **If N/A please feel free to attach statement for elaboration.**

	In Progress	Completed	N/A (please elaborate)
1. Develop, monitor and periodically evaluate mentoring programs for African American associates, which programs must go beyond pairing a new African American associate with a more senior associate or partner. The mentoring must be consistent and detailed, covering all aspects of firm culture and life, including, but not limited to:		√	
a. Assist each newly hired attorneys (regardless of race or level) in learning the firm's culture, history, practices and procedures;		√	
b. Ensure that the work environment and work-related social activities with clients are as hospitable and congenial for, and as inclusive of, attorneys of color as they are for all other attorneys;		√	
c. Include all new attorneys in programs that enhance their understanding of business concepts, client relations, client satisfaction, and their confidence in dealing with client matters;		√	

<p>d. Ensure that law clerks and attorneys of color have the same opportunity to (a) perform significant work assignments for important clients, (b) receive interesting and challenging legal work, and (c) receive training, guidance, mentoring, client contact, performance feedback, and other opportunities to grow and succeed; and</p>		<p>√</p>	
<p>e. Adopt mechanisms to monitor progress and compliance with these commitments, including, e.g., internal surveys, questionnaires, interviews, and other appropriate means for identifying problems and/or areas for improvement.</p>		<p>√</p>	
<p>2. Encourage attorney mentors to take on the assignment with the same commitment and vigor as other assignments with evaluation ramifications.</p>		<p>√</p>	
<p>3. Encourage associates, and particularly African American associates, to participate in bar association or community mentoring, networking and leadership training programs developed in conjunction with minority attorney associations.</p>		<p>√</p>	
<p>4. Other:</p>			

What is the total number of attorneys who voluntarily or involuntarily left your firm's employ during the reporting period? 47

Of this total:

- a. How many were African American women? 1
- b. How many were African American men? 2

Please report the number of **African American attorneys** who left the firm between **8/1/05 - 1/31/07**

Attrition	Partner/Member	Of Counsel	Associates	Staff Attys.
2005-2007	1	0	1	1

Please elaborate

OBJECTIVE 3: MENTORING AND RETENTION (Continued)

Exit Interviews

1. Does your firm conduct exit interviews? Yes No

2. If no, why not?

3. If yes, how are the interviews done and what have you learned?

Individual interviews are conducted that consist of questions designed to determine why an attorney is leaving the firm. Over the last 5 years attorneys have left for personal interests, relocation, in house/public interest service and in market competitors.

	2006	2005
Personal Interest	21.7%	27.3%
Relocation	21.7%	22.7%
In House/Public Service	39.2%	13.6%
In Market Competitor	17.4%	36.4%

Please identify the specific steps you are taking to reduce the attrition rate of African American attorneys:

- Develop and/or support internal employee affinity groups (e.g., minority networks within the firm)
- Increase/review compensation relative to competition
- Increase/improve current work/life programs
- Adopt dispute resolution process
- Succession plan includes emphasis on diversity
- Work with attorneys of color to develop career advancement plans
- Introduce attorneys of color to key clients, including to lead engagements
- Review work assignments and hours billed to key client matters to make sure attorneys of color are not being excluded
- Strengthen mentoring program for all attorneys, including attorneys of color
- Professional skills development program, including attorneys of color

Other, please specify _____

OBJECTIVE 4: DIVERSITY LEADERSHIP AND STRATEGIC PLAN

How has the firm communicated to partners the link between diversity and business success?

Yes, through diversity training, development of a diversity committee consisting of both equity and non-equity partners, management committee partner, associates and diversity task teams. Working on diversity business case, recruitment and retention, professional development and high performance management.

Since **August 1, 2005**, please describe the firm's actions in furtherance of the objective listed below. **If N/A please feel free to attach statement for elaboration.**

	2005	2006	N/A (please elaborate)
1. Create a mechanism for promoting diversity within the firm, such as the creation of a standing Diversity Committee that will meet regularly throughout the year for the purposes of devising, promoting and guiding the firm's diversity programs.	Standing Diversity Committee formed.	The committee meets regularly.	

	2005	2006	N/A (please elaborate)
<p>2. Implement and participate in programs, including, but not limited to,</p> <ul style="list-style-type: none"> a. the Minority Clerkship Program, b. socials and/or luncheons with minority law student groups c. recruiting visits dedicated to the recruitment of minority law students at Missouri law schools, d. development of an intra-firm strategic plan intended to increase African American representation within the firm, 	<p>Participated in and established before this survey items a-d.</p>	<p>Participated in and established before this survey items a-d</p>	
<p>3. Include African American representation on the hiring and associate evaluation committees.</p>	<p>Eric Banks and Pamela Meanes.</p>	<p>Pamela Meanes on Employment Committee and Associate Evaluation Committee.</p>	

	2005	2006	N/A (please elaborate)
4. Partner with African American-owned law firms	Greene & Letts, Chicago, IL White-Coleman & Associates, St. Louis Haverstock, Garrett & Roberts (Veo Peoples), St. Louis The Hardwick Firm, KC	Greene & Letts, Chicago, IL Saulsberry & Associates, St. Louis Lewis & Munday, Detroit, MI	

Identify the partner(s) who serves as the primary mechanism for promoting diversity within the firm:

Thomas Minogue, Managing Partner, Roman Wuller, Member, Management Committee and Chair Diversity Committee, Pamela Meanes, Anthony Anderson, Evan Raskas Goldfarb, Dudley Von Holt, David Lander, Catherine Schroeder, Steven Sherman, Susan Werstak.

Identify any other person(s) (i.e. diversity coordinator, diversity committee chair) who serves as the primary mechanism for promoting diversity within the firm: (please identify title)

Andy Harber, Director of Human Resources, Legal Recruitment & Associate Development, Michelle A. Martin, Associate Development and Diversity Manager.

	YES	N/A (please elaborate)
1. Does your firm have a Diversity Committee or Task Force charged with responsibility for monitoring or promoting diversity efforts and results?	√	
2. Is diversity (male/female, ethnic, racial, age, practice groups, etc.) one of the considerations in composing committees within the firm?	√	
3. Are attorneys of color on the hiring/recruiting committee?	√	
4. Are attorneys of color a part of the management committee?		Not at this time.

OBJECTIVE 5: MARKETING

Since **August 1, 2005**, please describe the firm’s actions in furtherance of the objective listed below: (Respond to all that apply.) **If N/A please feel free to attach statement for elaboration.**

	ACTION	N/A (please elaborate)
1. If applicable, make concerted efforts to publicize the presence of African American personnel in the firms’ recruiting and marketing materials, and, where appropriate to the message, the materials may express a commitment to diversity.	Consistent with Thompson Coburn LLP’s core values, including our passion for excellence and commitment to treat each other with civility, respect, sensitivity and tolerance, the Firm is strongly committed to a diverse workforce. We are proud of our efforts to recruit, retain and develop careers of people from diverse backgrounds.	
2. Explore creating a navigation link on their respective web sites which discusses the firm’s efforts at increasing diversity, highlight the accomplishments of African American associates and partners, and actively solicit the resumes of African American law students and practitioners.	<p>http://www.thompsoncoburn.com/Firm_Information/Our_Firm/Diversity.aspx</p> <p>The Firm took a leadership role in developing and participating in the St. Louis Diversity Clerkship Program, which places first-year minority students in law firms’ existing summer associate programs. We also support the St. Louis Internship Program, by hiring minority high school students for summer positions. This innovative program is now being replicated throughout the country. The Firm’s internal Diversity Mentoring Program has helped to insure that our associates receive quality work assignments, valuable networking opportunities, and the tools necessary to succeed within the Firm.</p>	

	ACTION	N/A (please elaborate)
<p>3. Contact the leaders of the African American law student organizations at law schools where the firms recruit to inform them of the firm's efforts toward increasing diversity, to invite African American law students to submit resumes, and to identify and, where appropriate, to interview selected applicants.</p>	<p>We recruit at more than 20 law schools nationwide with a special emphasis on recruiting at schools with significant numbers of women and minority students. We also participate in regional diversity hiring programs such as the Harvard Black Law Student Association (BLSA) Job Fair. The Firm corresponds regularly with BLSA chapters at other schools.</p> <p>The Firm took a leadership role in developing and participating in the St. Louis Diversity Clerkship Program, which places first-year minority students in law firms' existing summer associate programs. We also support the St. Louis Internship Program, by hiring minority high school students for summer positions. This innovative program is now being replicated throughout the country. The Firm's internal Diversity Mentoring Program has helped to insure that our associates receive quality work assignments, valuable networking opportunities, and the tools necessary to succeed within the Firm.</p>	

<p>4. Review your marketing and recruiting materials and discuss its diversity efforts and its commitment to increasing diversity within the firm in its marketing and recruiting materials.</p>	<p>Our core values and commitment to diversity are accessible via the internet, printed materials, and RFPs. We invest a great deal of resources in local minority publications and mainstream media to spotlight and broaden diversity awareness.</p> <p>http://www.thompsoncoburn.com/Articles/bhm_kmox_tc.aspx (See attachment)</p> <p>http://www.thompsoncoburn.com/Articles/spotlight_leader2006.aspx (See attachment)</p>	
<p>5. *Other:</p>		

*Please describe (or attach a copy of) the firm's actions in furtherance of this objective:



Thompson Coburn, KMOX Radio Celebrate Black History Month

Thompson Coburn LLP is celebrating Black History Month with a series of inspirational vignettes being aired on St. Louis radio station KMOX 1120 AM. Produced by the Missouri Historical Society, these one-minute spots salute the heroic and often history-changing achievements of St. Louis and Missouri African-Americans, past and present.

The spots are airing at the following times through the month of February:

Monday-Friday at 5:35 a.m., 6:25 a.m. and 6:25 p.m.
Saturday at 5:35 a.m.
Sunday at 7:35 a.m.

The spots are voiced by Donn Johnson, director of communications for the Missouri Historical Society, and former St. Louis television news anchor.

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Thompson Coburn Radio Campaign Spotlights Area Leaders

Thompson Coburn's latest radio campaign salutes St. Louis-area women and minority leaders. This is the third installment of the firm's highly successful "spotlight" series. Previous campaigns focused on the overall contributions and specific innovations of area businesses and organizations.

The new "Spotlight on Women and Minority Leaders" campaign features 60-second spots on KMOX 1120 AM on Tuesdays and Thursdays during morning drive. Segments air in conjunction with the *St. Louis Business Journal* Report between 7:15 and 7:20 a.m. The program runs through January 2007.

Spotlight on Women and Minority Leaders:

- | | |
|---|--|
| Lauri Taner
Ranken Jordan | Anette Eckerle
Magnet LLC |
| Lorenzo Boyd
A.G. Edwards | Rhonda Spencer
Barry-Wehmiller |
| Sandy Stoner
LaSalle Bank | Ellen Theroff
Laclede Gas |
| Allison Collinger
St. Louis Rams | Elane Conway
A.G. Edwards |
| Marie Kienker
Lutheran Church Mo.
Synod | Christine Chadwick
Focus St. Louis |
| Mark Darrell
Laclede Gas | Dorothy McMurtry
U.S. Assistant
Attorney/United Way
Volunteer |
| Gayle Stratmann
Energizer | Rev. Yohannes Mengsteab
Lutheran Church Mo.
Synod |
| Linda Locke
Mastercard/UnitedWay | Pat Hall
Metro |
| Homer Carter
Metro | Christine Duffy
Maritz |
| Cynthia Provance
Sigma-Aldrich | Rhoda Banks
St. Louis University |
| Sharon Fleming | |

Stifel, Nicolaus &
Company

 Pat Peverly
Anderson Hospital

 Pat Kapsar
Bethesda Health Group

All files are in MP3 Format

School of Medicine

 Glen Cope
UM - St. Louis

 Ellen Harshman
Saint Louis University

 Barb Enneking
Center for Emerging
Technologies

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OBJECTIVE 6: CULTURAL SENSITIVITY AND TRAINING

Since **August 1, 2005**, has your firm arranged other diversity training/program conducted by an outside consultant for the management group attorneys and committee chairs?

Yes No

If yes, please identify the facilitator/trainer and describe the length/cost of training:

Innovations International coordinated a firm wide cultural survey, conducted the training and continue to be available to consult on as needed basis. Over 90% of our attorneys participated in 4 hours of training. The Diversity Committee participated in 8 hours of training plus the additional 4 hours with the entire attorney population. Subgroups were formed to strategize and implement the diversity initiatives. Approximate cost \$55,000.

Did the firm encourage its attorneys and legal professionals to attend diversity training seminars and/or continuing legal education programs on the topics of racial and ethnic sensitivity and diversity?

Yes No

Partners attended various diversity seminars, not just the training received in-house.

If No, please elaborate:

ASSESSING PROGRESS IN YOUR FIRM (attach additional sheet if necessary)

1. As you plan the upcoming year's activities related to diversity, what do you see as the:

Strengths to build on

Thompson Coburn has a broadly inclusive Diversity Committee consisting of member's of the Firm's Management Committee and a cross-section of partners and associates. The committee, led by a Management Committee Member and Chair of the Firm's Class Action practice group. The firm has a diversity consultant to train and guide the committee in its mission. The firm participates in regional diversity hiring programs. Thompson Coburn took a leadership role in developing and participating in the St. Louis Diversity Clerkship Program. We support the St. Louis Internship Program. The Firm's internal Diversity Mentoring Program has helped to insure that our associates receive quality work assignments, valuable networking opportunities, and the tools necessary to succeed within the Firm.

Barriers to overcome

Maintaining the level of focus on all the firm initiatives.

Opportunities to take advantage of

Addition of Manager of Associate Development and Diversity will allow firm to increase our focus on diversity initiative.
Formal diversity committee and consultant on a continued basis. Subgroups that are working on strategic planning and implementation.

2. What kind and level of assistance do you need from the Mound City Bar Association?

Share best practices, continued open dialogue and inclusion in MCBA initiatives.

OTHER INFORMATION NOT COVERED BY SURVEY: (attach additional sheet if necessary)

- If you have any initiatives or any other information relating to your firm's commitment to diversity, that is otherwise not covered by this survey, please feel free to describe here.

MCBA EMPLOYMENT COMMISSION
2007 Diversity Initiative
Recruitment/Hiring/Retention Survey

This survey covers the period of August 1, 2005 through January 31, 2007.

Firm Name: Armstrong Teasdale LLP
Person(s) preparing this survey: Amit B. Shah/Debra S. Bollinger

OBJECTIVE 1: RECRUITMENT

Current composition of the Firm (as of 1/31/07)

Please note: If your firm has offices in other cities, please limit your statistical responses to the St. Louis City and/or County office of your firm.

	Partner/ Member	Of Counsel	Associates	Staff or Contract Attys.	Summer 2006 Clerks	New Bar Admittees (2006)
Men	79	17	36	N/A	6	3
Women	15	6	27	N/A	7	4
Totals	94	23	63	N/A	13	7
Black	2	1	3	N/A	0	0
Hispanic	0	1	0	N/A	0	0
Asian	1	0	3	N/A	2	1
Other Minority <i>Please indicate:</i> <hr style="width: 100%; border: 0.5px solid black; margin-top: 5px;"/>						

OBJECTIVE 1: RECRUITMENT (continued)

Lateral Associates and Partners - As of 1/31/07

	Total Men & Women			African American Men			African American Women		
	2005	2006	2007	2005	2006	2007	2005	2006	2007
Number of Lateral Associate Hires	10	7	1	0	0	0	0	0	0
Number of Lateral Partner Hires (Equity and Non-Equity)	2	1	2	0	0	0	0	0	0
Number of New Partners (Equity and Non-Equity) Promoted from Associate Rank	5	10	7	0	0	0	1	0	0
Number of New Equity Partners	3	1	3	0	0	0	0	0	0

Since **August 1, 2005**, please respond to all that apply indicating the firm's actions in furtherance of the objective listed. For those items that are checked "completed", please attach a sample. **If N/A please feel free to attach statement for elaboration.**

	In Progress	Completed	N/A (please elaborate)
1. Adopt and/or publicize a commitment to racial and ethnic diversity within the firm		X	
2. Evaluate criteria used to evaluate prospects (e.g. class rank requirements, law review membership) to determine whether such requirements serve to disproportionately screen out African American prospects		X	
3. Recruit at regional or national law schools with a significant number of African American law students.	X		The firm intends to implement a formal Diversity Plan in 2007. That Diversity Plan will include a proposal to recruit at law schools with significant numbers of African-American students and at historically Black law schools.
4. Recruit at Historically Black law schools.	X		An asterisk (*) set forth in the "N/A" box below indicates that the item is intended to be included in the Firm's Diversity Plan.

	In Progress	Completed	N/A (please elaborate)
5. Identify and recruit students of color through law school placement administrators, faculty members, present or former summer clerks, organizations of law students.		X	
6. Recruit attorneys of color as lateral hires.	X		*
7. Refer law students or attorney applicants of color for consideration to other firms, with the permission of the applicant.	X		*
8. Explore creating and/or supporting programs at St. Louis area secondary schools, colleges and universities offering tutorial assistance for standardized test-taking, and programs to provide African American students with intensive training in the kinds of skills needed in the law school and legal environment.	X		*
9. Other:			

OBJECTIVE 1: RECRUITMENT (continued)

Does your firm maintain statistics concerning the firm's recruitment of African American attorneys and law students?

Yes No .

Please report the number of **African American candidates** interviewed, called back, hired in **2005 and 2006**. (If the firm does not keep such statistics, please estimate and notate estimation with *):

	Partner/ Member		Of Counsel		Associates		Staff Attys.		Summer	
	2005	2006	2005	2006	2005	2006	2005	2006	2005	2006
Interviews at law schools, job fairs, etc.	0	0	0	0	0	0	N/A	N/A	*20	*24
Call back , i.e. half/full day interviews?	0	0	0	0	0	1	N/A	N/A	7	5
Offers extended	0	0	0	0	0	0	N/A	N/A	1	3
Offers accepted	0	0	0	0	0	0	N/A	N/A	1	1

OBJECTIVE 2: HIRING INITIATIVES

Please identify any substantial hiring initiatives geared towards African Americans (*e.g., a minority law student summer employment program designed to attract and retain minority law graduates*). **If N/A please feel free to attach statement for elaboration.**

Respond to all that apply.

	N/A (please elaborate)
1. Establish/contribute to a scholarship program dedicated to law students of color. If so, where:	The Armstrong Teasdale Michael C. Tramble Scholarship Fund University of Missouri – College of Law
2. Establish/maintain a program that awards a student of color a paid summer clerkship at the firm following the first year as well as a cash scholarship at the beginning of the second year;	N/A
3. Establish/maintain a winter clerkship position for a second or third year law student of color, for no more than 15 hours per week;	N/A
4. Participate in the Minority Clerkship Program.	Active participant in St. Louis Diversity Clerkship Program for 16 years.
5. Other:	

OBJECTIVE 2: HIRING INITIATIVES (continued). Please feel free to attach statement for elaboration.

With respect to the firm's substantial hiring initiative(s) geared towards African Americans, please briefly describe the initiative(s):

Participation in St. Louis Diversity Clerkship Program for 16 years. The Firm's Hiring Committee is active in seeking out and making offers to law students of color and, in particular, African-American law students

If the firm participates in any clerkship/scholarship program targeted to recruit/hire law students of color, please describe:

St. Louis Diversity Clerkship Program

Did the firm participate in the 2006 (last year's) Minority Clerkship Program? Yes No

If yes, did the minority clerk receive an offer to return for Summer 2007 or Full-Time Permanent Position if graduating in 2007?

Yes _____ No _____

If No, please elaborate why?

The initial offer for a summer clerkship was declined.

OBJECTIVE 3: MENTORING AND RETENTION

Since **August 1, 2005**, please respond to all that apply indicating the firm's actions in furtherance of the objective list. For those items that are checked "completed", please attach a sample. **If N/A please feel free to attach statement for elaboration.**

	In Progress	Complete	N/A (please elaborate)
1. Develop, monitor and periodically evaluate mentoring programs for African American associates, which programs must go beyond pairing a new African American associate with a more senior associate or partner. The mentoring must be consistent and detailed, covering all aspects of firm culture and life, including, but not limited to:			
a. Assist each newly hired attorneys (regardless of race or level) in learning the firm's culture, history, practices and procedures;	X		*
b. Ensure that the work environment and work-related social activities with clients are as hospitable and congenial for, and as inclusive of, attorneys of color as they are for all other attorneys;	X		*
c. Include all new attorneys in programs that enhance their understanding of business concepts, client relations, client satisfaction, and their confidence in dealing with client matters;	X		*

<p>d. Ensure that law clerks and attorneys of color have the same opportunity to (a) perform significant work assignments for important clients, (b) receive interesting and challenging legal work, and (c) receive training, guidance, mentoring, client contact, performance feedback, and other opportunities to grow and succeed; and</p>	<p>X</p>		<p>*</p>
<p>e. Adopt mechanisms to monitor progress and compliance with these commitments, including, e.g., internal surveys, questionnaires, interviews, and other appropriate means for identifying problems and/or areas for improvement.</p>	<p>X</p>		<p>*</p>
<p>2. Encourage attorney mentors to take on the assignment with the same commitment and vigor as other assignments with evaluation ramifications.</p>	<p>X</p>		<p>*</p>
<p>3. Encourage associates, and particularly African American associates, to participate in bar association or community mentoring, networking and leadership training programs developed in conjunction with minority attorney associations.</p>	<p>X</p>		<p>*</p>
<p>4. Other:</p>			

What is the total number of attorneys who voluntarily or involuntarily left your firm's employ during the reporting period? 21

Of this total:

- a. How many were African American women? 1
- b. How many were African American men? 1

Please report the number of **African American attorneys** who left the firm between **8/1/05 – 1/31/07**

Attrition	Partner/Member	Of Counsel	Associates	Staff Attys.
2005-2007	0	0	2	N/A

Please elaborate

OBJECTIVE 3: MENTORING AND RETENTION (Continued)

Exit Interviews

1. Does your firm conduct exit interviews? Yes _____ No _____

2. If no, why not?

This is handled on a case by case basis by the respective Practice Group Leader.

3. If yes, how are the interviews done and what have you learned?

Please identify the specific steps you are taking to reduce the attrition rate of African American attorneys:

- Develop and/or support internal employee affinity groups (e.g., minority networks within the firm)
- Increase/review compensation relative to competition
- Increase/improve current work/life programs
- Adopt dispute resolution process
- Succession plan includes emphasis on diversity
- Work with attorneys of color to develop career advancement plans
- Introduce attorneys of color to key clients, including to lead engagements
- Review work assignments and hours billed to key client matters to make sure attorneys of color are not being excluded
- Strengthen mentoring program for all attorneys, including attorneys of color
- Professional skills development program, including attorneys of color

Other, please specify _____

OBJECTIVE 4: DIVERSITY LEADERSHIP AND STRATEGIC PLAN

How has the firm communicated to partners the link between diversity and business success?

*

Since **August 1, 2005**, please describe the firm's actions in furtherance of the objective listed below. **If N/A please feel free to attach statement for elaboration:**

	2005	2006	N/A (please elaborate)
1. Create a mechanism for promoting diversity within the firm, such as the creation of a standing Diversity Committee that will meet regularly throughout the year for the purposes of devising, promoting and guiding the firm's diversity programs.	Yes	Yes	*

	2005	2006	N/A (please elaborate)
<p>2. Implement and participate in programs, including, but not limited to,</p> <ul style="list-style-type: none"> a. the Minority Clerkship Program, b. socials and/or luncheons with minority law student groups c. recruiting visits dedicated the recruitment of minority law students at Missouri law schools, d. development of an intra-firm strategic plan intended to increase African American representation within the firm, 	<ul style="list-style-type: none"> - St. Louis Diversity Clerkship Program - Attend Washington University BLSA Networking reception - Attend Diversity Clerkship Program Networking event 	Same as 2005	
<p>3. Include African American representation on the hiring and associate evaluation committees.</p>	Yes/Hiring Committee	Yes/Hiring Committee	

	2005	2006	N/A (please elaborate)
4. Partner with African American-owned law firms			The Firm does not have any formal partnering arrangement with African-American owned law firms.

Identify the partner(s) who serves as the primary mechanism for promoting diversity within the firm:

Amit B. Shah, Byron E. Francis, Stephen Jones, Daniel Nelson

Identify any other person(s) (i.e. diversity coordinator, diversity committee chair) who serves as the primary mechanism for promoting diversity within the firm: (please identify title)

	YES	N/A (please elaborate)
1. Does your firm have a Diversity Committee or Task Force charged with responsibility for monitoring or promoting diversity efforts and results?		*
2. Is diversity (male/female, ethnic, racial, age, practice groups, etc.) one of the considerations in composing committees within the firm?	Yes (on an informal basis)	
3. Are attorneys of color on the hiring/recruiting committee?	Yes	
4. Are attorneys of color a part of the management committee?	Yes	

OBJECTIVE 5: MARKETING

Since **August 1, 2005**, please describe the firm's actions in furtherance of the objective listed below: (Respond to all that apply.) **If N/A please feel free to attach statement for elaboration.**

	ACTION	N/A (please elaborate)
1. If applicable, make concerted efforts to publicize the presence of African American personnel in the firms' recruiting and marketing materials, and, where appropriate to the message, the materials may express a commitment to diversity.		*
2. Explore creating a navigation link on their respective web sites which discusses the firm's efforts at increasing diversity, highlight the accomplishments of African American associates and partners, and actively solicit the resumes of African American law students and practitioners.	Established and currently existing	
3. Contact the leaders of the African American law student organizations at law schools where the firms recruit to inform them of the firm's efforts toward increasing diversity, to invite African American law students to submit resumes, and to identify and, where appropriate, to interview selected applicants.	The Firm employs an informal process to recruit diversity candidates through the law placement/career services offices of law schools.	*

<p>4. Review your marketing and recruiting materials and discuss its diversity efforts and its commitment to increasing diversity within the firm in its marketing and recruiting materials.</p>		<p>*</p>
<p>5. *Other:</p>		

*Please describe (or attach a copy of) the firm's actions in furtherance of this objective:

OBJECTIVE 6: CULTURAL SENSITIVITY AND TRAINING

Since **August 1, 2005**, has your firm arranged other diversity training/program conducted by an outside consultant for the management group attorneys and committee chairs?

Yes _____ No _____

If yes, please identify the facilitator/trainer and describe the length/cost of training:

Did the firm encourage its attorneys and legal professionals to attend diversity training seminars and/or continuing legal education programs on the topics of racial and ethnic sensitivity and diversity?

Yes _____ No _____

If No, please elaborate:

The matters noted are not encouraged on a formal, firm-wide basis, but occur on a case-by-case basis. Diversity training seminars and continuing legal education programs are intended to be part of the proposed Diversity Plan.

ASSESSING PROGRESS IN YOUR FIRM (attach additional sheet if necessary)

1. As you plan the upcoming year's activities related to diversity, what do you see as the:

Strengths to build on

1. Existing group of ambitious, intelligent and motivated minority partners and associates. _____
2. Top level support of 2007 Diversity Plan _____
3. Existing network of relationships with minority leaders and law school placement personnel. _____

Barriers to overcome

1. Keeping minority attorneys in St. Louis. _____
2. Drawing minority attorneys from outside St. Louis. _____
3. Strengthening the pipeline of minority attorneys (increasing enrollment in law schools). _____

Opportunities to take advantage of

1. The existence of two local law schools (Washington University and St. Louis University) committed to diversity. _____
 2. The revitalization of St. Louis and the resultant growth of a young professional market. _____
-

2. What kind and level of assistance do you need from the Mound City Bar Association?

To be determined as the 2007 Diversity Plan is finalized.

OTHER INFORMATION NOT COVERED BY SURVEY: (attach additional sheet if necessary)

- If you have any initiatives or any other information relating to your firm's commitment to diversity, that is otherwise not covered by this survey, please feel free to describe here.

MCBA EMPLOYMENT COMMISSION
2007 Diversity Initiative
Recruitment/Hiring/Retention Survey

This survey covers the period of August 1, 2005 through January 31, 2007.

Firm Name: <i>Husch & Eppenberger, LLC</i>
Person(s) preparing this survey: <i>Niana LaGrone</i>

OBJECTIVE 1: RECRUITMENT

Current composition of the Firm (as of 1/31/07)

Please note: If your firm has offices in other cities, please limit your statistical responses to the St. Louis City and/or County office of your firm.

	Partner/ Member	Of Counsel	Associates	Staff or Contract Attys.	Summer 2006 Clerks	New Bar Admittees (2006)
Men	73	9	41	0	8	7
Women	19	3	24	0	11	2
Totals	92	12	65	0	19	9
Black	2	0	6	0	2	0
Hispanic	2	0	0	0	1	0
Asian	1	0	0	0	0	0
Other Minority <i>Please indicate:</i>						

OBJECTIVE 1: RECRUITMENT (continued)

Lateral Associates and Partners - As of 1/31/07

	Total Men & Women			African American Men			African American Women		
	2005	2006	2007	2005	2006	2007	2005	2006	2007
Number of Lateral Associate Hires	7	2	2	0	0	1	0	0	0
Number of Lateral Partner Hires (Equity and Non-Equity)	0	0	0	0	0	0	0	0	0
Number of New Partners (Equity and Non-Equity) Promoted from Associate Rank	4	3	8	0	0	0	0	0	0
Number of New Equity Partners	0	0	0	0	0	0	0	0	0

Since **August 1, 2005**, please respond to all that apply indicating the firm's actions in furtherance of the objective listed. For those items that are checked "completed", please attach a sample. **If N/A please feel free to attach statement for elaboration.**

	In Progress	Completed	N/A (please elaborate)
1. Adopt and/or publicize a commitment to racial and ethnic diversity within the firm			
2. Evaluate criteria used to evaluate prospects (e.g. class rank requirements, law review membership) to determine whether such requirements serve to disproportionately screen out African American prospects			
3. Recruit at regional or national law schools with a significant number of African American law students.			
4. Recruit at Historically Black law schools.			We do a resume drop at Howard University

	In Progress	Completed	N/A (please elaborate)
5. Identify and recruit students of color through law school placement administrators, faculty members, present or former summer clerks, organizations of law students.			
6. Recruit attorneys of color as lateral hires.			
7. Refer law students or attorney applicants of color for consideration to other firms, with the permission of the applicant.			
8. Explore creating and/or supporting programs at St. Louis area secondary schools, colleges and universities offering tutorial assistance for standardized test-taking, and programs to provide African American students with intensive training in the kinds of skills needed in the law school and legal environment.			
9. Other:			

OBJECTIVE 1: RECRUITMENT (continued)

Does your firm maintain statistics concerning the firm's recruitment of African American attorneys and law students?

Yes _____ No .

Please report the number of **African American candidates** interviewed, called back, hired in **2005 and 2006**. (If the firm does not keep such statistics, please estimate and notate estimation with *):

	Partner/ Member		Of Counsel		Associates		Staff Attys.		Summer	
	2005	2006	2005	2006	2005	2006	2005	2006	2005	2006
Interviews at law schools, job fairs, etc. <i>-all interviews</i>	-	-	-	-	-	-	-	-	10*	20*
Call back , i.e. half/full day interviews?	-	-	-	-	-	-	-	-	6*	6
Offers extended	-	-	-	-	-	-	-	-	-	3
Offers accepted	-	-	-	-	-	-	-	-	-	2

In 2006 we interviewed approx. 8 African American candidates in the office and approx. 12 on-campus or job fairs. Of those 12 that interviewed on campus or job fairs, 6 were called back. Overall, three offers were extended and two were accepted.

OBJECTIVE 2: HIRING INITIATIVES

Please identify any substantial hiring initiatives geared towards African Americans (e.g., a minority law student summer employment program designed to attract and retain minority law graduates). **If N/A please feel free to attach statement for elaboration.**

Respond to all that apply.

<p>1. Establish/contribute to a scholarship program dedicated to law students of color. If so, where:</p> <p>_____</p> <p>_____</p>	<p>N/A (please elaborate)</p>
<p>2. Establish/maintain a program that awards a student of color a paid summer clerkship at the firm following the first year as well as a cash scholarship at the beginning of the second year;</p>	<p>Yes, in part - MCP for 1st year However, there is no cash scholarship</p>
<p>3. Establish/maintain a winter clerkship position for a second or third year law student of color, for no more than 15 hours per week;</p>	
<p>4. Participate in the Minority Clerkship Program.</p>	<p>yes</p>
<p>5. Other: We currently participate, or have participated in a few other Diversity Programs:</p> <ul style="list-style-type: none"> 1) Cook County Minority Job Fair 2) Council on Legal Education Opportunity (CLEO) 3) Heartland Diversity Job Fair 4) Midwest Region Minority Recruitment Fair 	

OBJECTIVE 2: HIRING INITIATIVES (continued). Please feel free to attach statement for elaboration.

With respect to the firm's substantial hiring initiative(s) geared towards African Americans, please briefly describe the initiative(s):

None specifically geared toward African American

If the firm participates in any clerkship/scholarship program targeted to recruit/hire law students of color, please describe:

Minority Clerkship Program

Did the firm participate in the 2006 (last year's) Minority Clerkship Program? Yes No

If yes, did the minority clerk receive an offer to return for Summer 2007 or Full-Time Permanent Position if graduating in 2007?

Yes No

If No, please elaborate why?

The candidate we hired through the 2006 Diversity Clerkship program was not african american, however, we did extend an offer for 2nd summer + permanently after he graduates

OBJECTIVE 3: MENTORING AND RETENTION

Since **August 1, 2005**, please respond to all that apply indicating the firm's actions in furtherance of the objective list. For those items that are checked "completed", please attach a sample. **If N/A please feel free to attach statement for elaboration.**

	In Progress	Complete	N/A (please elaborate)
1. Develop, monitor and periodically evaluate mentoring programs for African American associates, which programs must go beyond pairing a new African American associate with a more senior associate or partner. The mentoring must be consistent and detailed, covering all aspects of firm culture and life, including, but not limited to:			
a. Assist each newly hired attorneys (regardless of race or level) in learning the firm's culture, history, practices and procedures;	✓		The litigation department conduct CLEs for new hires (specifically 1st - 4th year associates). The litigation department has also started to implement a peer mentoring program
b. Ensure that the work environment and work-related social activities with clients are as hospitable and congenial for, and as inclusive of, attorneys of color as they are for all other attorneys;	✓		Our program is not targeted at African American attorneys only
c. Include all new attorneys in programs that enhance their understanding of business concepts, client relations, client satisfaction, and their confidence in dealing with client matters;	✓		Peer mentoring program

<p>d. Ensure that law clerks and attorneys of color have the same opportunity to (a) perform significant work assignments for important clients, (b) receive interesting and challenging legal work, and (c) receive training, guidance, mentoring, client contact, performance feedback, and other opportunities to grow and succeed; and</p>	<p>✓</p>		<p>Same as above, but not directed towards lawyers of color exclusively.</p>
<p>e. Adopt mechanisms to monitor progress and compliance with these commitments, including, e.g., internal surveys, questionnaires, interviews, and other appropriate means for identifying problems and/or areas for improvement.</p>	<p>✓</p>		<p>The litigation department has implemented a goals memo + goals meeting. The objective is to identify goals + areas of improvements followed by a one-on-one meeting w/ each associate to discuss goals, priorities, etc. (attached)</p>
<p>2. Encourage attorney mentors to take on the assignment with the same commitment and vigor as other assignments with evaluation ramifications.</p>			<p>We do this informally</p>
<p>3. Encourage associates, and particularly African American associates, to participate in bar association or community mentoring, networking and leadership training programs developed in conjunction with minority attorney associations.</p>			
<p>4. Other:</p>			

What is the total number of attorneys who voluntarily or involuntarily left your firm's employ during the reporting period? 13

Of this total:

- a. How many were African American women? 2
- b. How many were African American men? 0

Please report the number of **African American attorneys** who left the firm between **8/1/05 – 1/31/07**

Attrition	Partner/Member	Of Counsel	Associates	Staff Attys.
2005-2007	0	0	0	0

Please elaborate

OBJECTIVE 3: MENTORING AND RETENTION (Continued)

Exit Interviews

1. Does your firm conduct exit interviews? Yes _____ No

2. If no, why not?

Information concerning the reason for the departure is usually exchanged on a more informal basis when they give notice of their departure

3. If yes, how are the interviews done and what have you learned?

Please identify the specific steps you are taking to reduce the attrition rate of African American attorneys:

- Develop and/or support internal employee affinity groups (e.g., minority networks within the firm)
- Increase/review compensation relative to competition
- Increase/improve current work/life programs
- Adopt dispute resolution process
- Succession plan includes emphasis on diversity
- Work with attorneys ~~of color~~ to develop career advancement plans *(we work w/all attorneys)*
- Introduce attorneys of color to key clients, including to lead engagements
- Review work assignments and hours billed to key client matters to make sure attorneys of color are not being excluded
- Strengthen mentoring program for all attorneys, including attorneys of color
- Professional skills development program, including attorneys of color
- Other, please specify _____

OBJECTIVE 4: DIVERSITY LEADERSHIP AND STRATEGIC PLAN

How has the firm communicated to partners the link between diversity and business success?

Hiring Committee reports to the management committee twice a year on the subject of diversity

Since **August 1, 2005**, please describe the firm's actions in furtherance of the objective listed below. **If N/A please feel free to attach statement for elaboration:**

	2005	2006	N/A (please elaborate)
1. Create a mechanism for promoting diversity within the firm, such as the creation of a standing Diversity Committee that will meet regularly throughout the year for the purposes of devising, promoting and guiding the firm's diversity programs.		Yes	

	2005	2006	N/A (please elaborate)
<p>2. Implement and participate in programs, including, but not limited to,</p> <p>a. the Minority Clerkship Program,</p> <p>b. socials and/or luncheons with minority law student groups</p> <p>c. recruiting visits dedicated the recruitment of minority law students at Missouri law schools,</p> <p>d. development of an intra-firm strategic plan intended to increase African American representation within the firm,</p>	<p>yes</p> <p>yes</p> <p>sometimes</p>	<p>yes</p> <p>yes</p> <p>sometimes</p>	
<p>3. Include African American representation on the hiring and associate evaluation committees.</p>	<p>yes</p>	<p>yes</p>	

	2005	2006	N/A (please elaborate)
4. Partner with African American-owned law firms			The firm handles diversity recruitment internally

Identify the partner(s) who serves as the primary mechanism for promoting diversity within the firm:

Maury Poscover, Shirley Padmore-Mensah, Bruce Campbell, Christian Muegardt, Carrie Hermeling

Identify any other person(s) (i.e. diversity coordinator, diversity committee chair) who serves as the primary mechanism for promoting diversity within the firm: (please identify title)

Ciana LaGrone - Law Student Recruiter

	YES	N/A (please elaborate)
1. Does your firm have a Diversity Committee or Task Force charged with responsibility for monitoring or promoting diversity efforts and results?		Not a formal committee but several individuals in place continue to monitor this issue - See page 15 for list of individuals
2. Is diversity (male/female, ethnic, racial, age, practice groups, etc.) one of the considerations in composing committees within the firm?	Yes	
3. Are attorneys of color on the hiring/recruiting committee?	Yes, on both committees	
4. Are attorneys of color a part of the management committee?		Attorney of color manage lateral hiring + associate management

OBJECTIVE 5: MARKETING

Since **August 1, 2005**, please describe the firm's actions in furtherance of the objective listed below: (Respond to all that apply.) **If N/A please feel free to attach statement for elaboration.**

	ACTION	N/A (please elaborate)
1. If applicable, make concerted efforts to publicize the presence of African American personnel in the firms' recruiting and marketing materials, and, where appropriate to the message, the materials may express a commitment to diversity.	We regularly include Husch's "Commitment to Diversity" Summary in our marketing proposals. We are proud to publicize our diversity efforts in our marketing materials.	
2. Explore creating a navigation link on their respective web sites which discusses the firm's efforts at increasing diversity, highlight the accomplishments of African American associates and partners, and actively solicit the resumes of African American law students and practitioners.	We have a link on the home page of our website to our "Commitment to Diversity" Summary. This summary discusses our efforts to increase diversity + highlights our African American attorneys' accomplishments.	
3. Contact the leaders of the African American law student organizations at law schools where the firms recruit to inform them of the firm's efforts toward increasing diversity, to invite African American law students to submit resumes, and to identify and, where appropriate, to interview selected applicants.	We support the African American law student organizations + our website shows our commitment to diversity.	

<p>4. Review your marketing and recruiting materials and discuss its diversity efforts and its commitment to increasing diversity within the firm in its marketing and recruiting materials.</p>	<p>We regularly review our marketing & recruiting materials to ensure our "Commitment to Diversity" summary is accurate and up to date</p>	
<p>5. *Other:</p>		

*Please describe (or attach a copy of) the firm's actions in furtherance of this objective:

OBJECTIVE 6: CULTURAL SENSITIVITY AND TRAINING

Since **August 1, 2005**, has your firm arranged other diversity training/program conducted by an outside consultant for the management group attorneys and committee chairs?

Yes _____ No

If yes, please identify the facilitator/trainer and describe the length/cost of training:

Did the firm encourage its attorneys and legal professionals to attend diversity training seminars and/or continuing legal education programs on the topics of racial and ethnic sensitivity and diversity?

Yes _____ No

If No, please elaborate:

All diversity training and racial and ethnic sensitivity and diversity programs is handled informally in house

ASSESSING PROGRESS IN YOUR FIRM (attach additional sheet if necessary)

1. As you plan the upcoming year's activities related to diversity, what do you see as the:

Strengths to build on

Continue firm's efforts to hire and retain minority
Candidates

Barriers to overcome

Difficulty in selling St. Louis to minority candidates

Opportunities to take advantage of

Participation in diversity initiative programs in
St. Louis area

2. What kind and level of assistance do you need from the Mound City Bar Association?

The firm would welcome any information from
Mound City Bar Association concerning diversity initiatives

OTHER INFORMATION NOT COVERED BY SURVEY: (attach additional sheet if necessary)

- If you have any initiatives or any other information relating to your firm's commitment to diversity, that is otherwise not covered by this survey, please feel free to describe here.

ANNUAL ST. LOUIS LITIGATION
ASSOCIATE SELF EVALUATION AND PRACTICE PLAN

Associate Name

Years Of Practice

Date

A. How did you spend your time last year? (please briefly describe (i) how you served clients that you billed in excess of 75 hours (*i.e.*, what role(s) you played in the matters you worked on for those clients) and (ii) the role(s) you played in non-billable matters for which you billed in excess of 30 hours)

B. What were your significant non-numeric achievements (work-related) last year?

C. What are your billable hour expectations and projections for this year?

D. What are your expected non-billable activities and associated hours for this year?

E. What are your non-numeric goals for this year?

F. What areas of your practice and professional growth do you plan to work on this year?

MCBA EMPLOYMENT COMMISSION
2007 Diversity Initiative
Recruitment/ Hiring/ Retention Survey

This survey covers the period of August 1, 2005 through January 31, 2007.

Firm Name: Blackwell Sanders LLP
Person(s) preparing this survey: Judi Gonzalez, Legal Recruiting Mgr.

OBJECTIVE 1: RECRUITMENT

Current composition of the Firm (as of 1/31/07)

Please note: If your firm has offices in other cities, please limit your statistical responses to the St. Louis City and/or County office of your firm.

	Partner/ Member	Of Counsel	Associates	Staff or Contract Attys.	Summer 2006 Clerks	New Bar Admittees (2006)
Men	48	7	13		7	2
Women	7	0	14	1	2	1
Totals	55	7	27	1		
Black	2		1	1		
Hispanic			3			
Asian	1		2		2	
Other Minority						
Native American	1					
Openly Gay			1			

OBJECTIVE 1: RECRUITMENT (continued)

Lateral Associates and Partners – As of 1/31/07

	Total Men & Women			African American Men			African American Women		
	2005	2006	2007	2005	2006	2007	2005	2006	2007
Number of Lateral Associate Hires	7	4	TBD			TBD			TBD
Number of Lateral Partner Hires (Equity and Non-Equity)	3	4	TBD		1	TBD			TBD
Number of New Partners (Equity and Non-Equity) Promoted from Associate Rank	3	4	5		1				
Number of New Equity Partners									

Since **August 1, 2005**, please respond to all that apply indicating the firm's actions in furtherance of the objective listed. For those items that are checked "completed", please attach a sample. **If N/A please feel free to attach statement for elaboration.**

	In Progress	Completed	N/A (please elaborate)
1. Adopt and/or publicize a commitment to racial and ethnic diversity within the firm		X	
2. Evaluate criteria used to evaluate prospects (e.g. class rank requirements, law review membership) to determine whether such requirements serve to disproportionately screen out African American prospects	X		
3. Recruit at regional or national law schools with a significant number of African American law students.	Ongoing		
4. Recruit at Historically Black law schools.	Ongoing		

	In Progress	Completed	N/A (please elaborate)
5. Identify and recruit students of color through law school placement administrators, faculty members, present or former summer clerks, organizations of law students.	X		
6. Recruit attorneys of color as lateral hires.	X		
7. Refer law students or attorney applicants of color for consideration to other firms, with the permission of the applicant.			
8. Explore creating and/or supporting programs at St. Louis area secondary schools, colleges and universities offering tutorial assistance for standardized test-taking, and programs to provide African American students with intensive training in the kinds of skills needed in the law school and legal environment.			
9. Other: Partnership with INROADS, Inc. since 1999. Please see attached for more information.			

OBJECTIVE 1: RECRUITMENT (continued)

Does your firm maintain statistics concerning the firm's recruitment of African American attorneys and law students?

Yes No .

Please report the number of **African American candidates** interviewed, called back, hired in **2005** and **2006**. (If the firm does not keep such statistics, please estimate and notate estimation with *):

	Partner/ Member		Of Counsel		Associates		Staff Attys.		Summer	
	2005	2006	2005	2006	2005	2006	2005	2006	2005	2006
Interviews at law schools, job fairs, etc.									6	4
Call back , i.e. half/full day interviews?		1							4	3
Offers extended		1							2	2
Offers accepted		1							0	0

OBJECTIVE 2: HIRING INITIATIVES

Please identify any substantial hiring initiatives geared toward African Americans (*e.g., a minority law student summer employment program designed to attract and retain minority law graduates*). **If N/A please feel free to attach statement for elaboration.**

Respond to all that apply.

	N/A (please elaborate)
<p>1. Establish/contribute to a scholarship program dedicated to law students of color.</p> <p>If so, where:</p> <p>University of Missouri-Columbia; University of Kansas; University of Nebraska; others to be determined.</p>	
<p>2. Establish/maintain a program that awards a student of color a paid summer clerkship at the firm following the first year as well as a cash scholarship at the beginning of the second year;</p>	
<p>3. Establish/maintain a winter clerkship position for a second or third year law student of color, for no more than 15 hours per week;</p>	
<p>4. Participate in the Minority Clerkship Program.</p> <p>Yes.</p>	
<p>5. Other:</p> <p>Partner with INROADS, Inc. – please see attached for details.</p>	

OBJECTIVE 2: HIRING INITIATIVES (continued). Please feel free to attach statement for elaboration.

With respect to the firm's substantial hiring initiative(s) geared toward African Americans, please briefly describe the initiative(s):

Please see attached information.

If the firm participates in any clerkship/scholarship program targeted to recruit/hire law students of color, please describe:

Ongoing participation in and financial support of the St. Louis Diversity Clerkship Program; partnership with INROADS, Inc. Please see attached for more information.

Did the firm participate in the 2006 (last year's) Minority Clerkship Program? Yes X__ No __

If yes, did the minority clerk receive an offer to return for Summer 2007 or Full-Time Permanent Position if graduating in 2007?

Yes X_____ No _____

If No, please elaborate why?

OBJECTIVE 3: MENTORING AND RETENTION

Since **August 1, 2005**, please respond to all that apply indicating the firm's actions in furtherance of the objective list. For those items that are checked "completed", please attach a sample. **If N/A please feel free to attach statement for elaboration.**

	In Progress	Complete	N/A (please elaborate)
1. Develop, monitor and periodically evaluate mentoring programs for African American associates, which programs must go beyond pairing a new African American associate with a more senior associate or partner. The mentoring must be consistent and detailed, covering all aspects of firm culture and life, including, but not limited to:	X		
a. Assist each newly hired attorneys (regardless of race or level) in learning the firm's culture, history, practices and procedures;	X		
b. Ensure that the work environment and work related social activities with clients are as hospitable and congenial for, and as inclusive of, attorneys of color as they are for all other attorneys;	X		
c. Include all new attorneys in programs that enhance their understanding of business concepts, client relations, client satisfaction, and their confidence in dealing with client matters;	X		

<p>d. Ensure that law clerks and attorneys of color have the same opportunity to (a) perform significant work assignments for important clients, (b) receive interesting and challenging legal work, and (c) receive training, guidance, mentoring, client contact, performance feedback, and other opportunities to grow and succeed; and</p>	<p>X</p>		
<p>e. Adopt mechanisms to monitor progress and compliance with these commitments, including, e.g., internal surveys, questionnaires, interviews, and other appropriate means for identifying problems and/or areas for improvement.</p>	<p>X</p>		
<p>2. Encourage attorney mentors to take on the assignment with the same commitment and vigor as other assignments with evaluation ramifications.</p>	<p>X</p>		
<p>3. Encourage associates, and particularly African American associates, to participate in bar association or community mentoring, networking and leadership training programs developed in conjunction with minority attorney associations.</p>	<p>X</p>		
<p>4. Other:</p>			

What is the total number of attorneys who voluntarily or involuntarily left your firm's employ during the reporting period? 8

Of this total:

- a. How many were African American women? 0
- b. How many were African American men? 0

Please report the number of **African American attorneys** who left the firm between **8/1/05 – 1/31/07**

Attrition	Partner/Member	Of Counsel	Associates	Staff Attys.
2005-2007	0	0	0	0

Please elaborate

OBJECTIVE 3: MENTORING AND RETENTION (continued)

Exit Interviews

1. Does your firm conduct exit interviews? Yes X_____ No _____

2. If no, why not?

3. If yes, how are the interviews done and what have you learned?

Please identify the specific steps you are taking to reduce the attrition rate of African American attorneys:

- X__ Develop and/or support internal employee affinity groups (e.g., minority networks within the firm)
- X__ Increase/review compensation relative to competition
- X__ Increase/improve current work/life programs
- X__ Adopt dispute resolution process
- X__ Succession plan includes emphasis on diversity
- X__ Work with attorneys of color to develop career advancement plans
- X__ Introduce attorneys of color to key clients, including to lead engagements
- X__ Review work assignments and hours billed to key client matters to make sure attorneys of color are not being excluded
- X__ Strengthen mentoring program for all attorneys, including attorneys of color
- X__ Professional skills development program, including attorneys of color

___ Other, please specify _____

OBJECTIVE 4: DIVERSITY LEADERSHIP AND STRATEGIC PLAN

How has the firm communicated to partners the link between diversity and business success?

Communication from the Chairman of the Firm

Communication from the Diversity Committee

Since **August 1, 2005**, please describe the firm's actions in furtherance of the objective listed below. **If N/A please feel free to attach statement for elaboration:**

	2005	2006	N/A (please elaborate)
1. Create a mechanism for promoting diversity within the firm, such as the creation of a standing Diversity Committee that will meet regularly throughout the year for the purposes of devising, promoting and guiding the firm's diversity programs.	Firmwide Diversity Committee	Firmwide Diversity Committee	

	2005	2006	N/A (please elaborate)
<p>2. Implement and participate in programs, including, but not limited to,</p> <p>a. the Minority Clerkship program,</p> <p>b. socials and/or luncheons with minority law student groups</p> <p>c. recruiting visits dedicated the recruitment of minority law students at Missouri law schools,</p> <p>d. development of an intra-firm strategic plan intended to increase African American representation within the firm,</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p>	
<p>3. Include African American representation on the hiring and associate evaluation committees.</p>	<p>X</p>	<p>X</p>	

	2005	2006	N/A (please elaborate)
4. Partner with African American-owned law firms			

Identify the partner(s) who serves as the primary mechanism for promoting diversity within the firm:

Chairman David A. Fenley

Identify any other person(s) (i.e. diversity coordinator, diversity committee chair) who serves as the primary mechanism for promoting diversity within the firm: (please identify title)

Please see attached – Diversity Committee

	YES	N/A (please elaborate)
1. Does your firm have a Diversity Committee or Task Force charged with responsibility for monitoring or promoting diversity efforts and results?	X	
2. Is diversity (male/female, ethnic, racial, age, practice groups, etc.) one of the considerations in composing committees within the firm?	X	
3. Are attorneys of color on the hiring/recruiting committee?	X	
4. Are attorneys of color a part of the management committee?	X	

OBJECTIVE 5: MARKETING

Since **August 1, 2005**, please describe the firm’s actions in furtherance of the objective listed below: (Respond to all that apply.) **If N/A please feel free to attach statement for elaboration.**

	ACTION	N/A (please elaborate)
1. If applicable, make concerted efforts to publicize the presence of African American personnel in the firms’ recruiting and marketing materials, and, where appropriate to the message, the materials may express a commitment to diversity.	Please see attached recruiting brochure entitled “Diversity at Blackwell Sanders”	
2. Explore creating a navigation link on their respective web sites which discusses the firm’s efforts at increasing diversity, highlight the accomplishments of African American associates and partners, and actively solicit the resumes of African American law students and practitioners.	Please see our firm’s website at www.blackwellsanders.com	
3. Contact the leaders of the African American law student organizations at law schools where the firms recruit to inform them of the firm’s efforts toward increasing diversity, to invite African American law students to submit resumes, and to identify and, where appropriate, to interview selected applicants.	In progress	

<p>4. Review your marketing and recruiting materials and discuss its diversity efforts and its commitment to increasing diversity within the firm in its marketing and recruiting materials.</p>	<p>Please see attached.</p>	
<p>5. *Other:</p>		

*Please describe (or attach a copy of) the firm's actions in furtherance of this objective:

OBJECTIVE 6: CULTURAL SENSITIVITY AND TRAINING

Since **August 1, 2005**, has your firm arranged other diversity training/program conducted by an outside consultant for the management group attorneys and committee chairs?

Yes _____ No _____

If yes, please identify the facilitator/trainer and describe the length/cost of training:

Diversity training workshops provided to all attorneys by Sharon Jones of Jones Diversity Group;

"Diversity Interviewing Skills for Lawyers" presented by Management Team Consultants, Inc., to all recruiting committee members

Did the firm encourage its attorneys and legal professionals to attend diversity training seminars and/or continuing legal education programs on the topics of racial and ethnic sensitivity and diversity?

Yes No _____

If No, please elaborate:

ASSESSING PROGRESS IN YOUR FIRM (attach additional sheet if necessary)

1. As you plan the upcoming year's activities related to diversity, what do you as the:

Strengths to build on

Ongoing presence and actions of firmwide Diversity Committee;

Continued participation in local diversity job fairs and clerkship programs

Ongoing emphasis on recruiting diverse lateral candidates

Continued partnership with INROADS, Inc.

Barriers to overcome

Loss of candidates who receive offers from Blackwell Sanders, as well as from other St. Louis firms, who accept positions in larger metropolitan areas.

Opportunities to take advantage of

Development/establishment of law school scholarships for minority students

Pipelines/connections established at law schools with a significant diverse student body

2. What kind and level of assistance do you need from the Mound City Bar Association?

OTHER INFORMATION NOT COVERED BY SURVEY: (attach additional sheet if necessary)

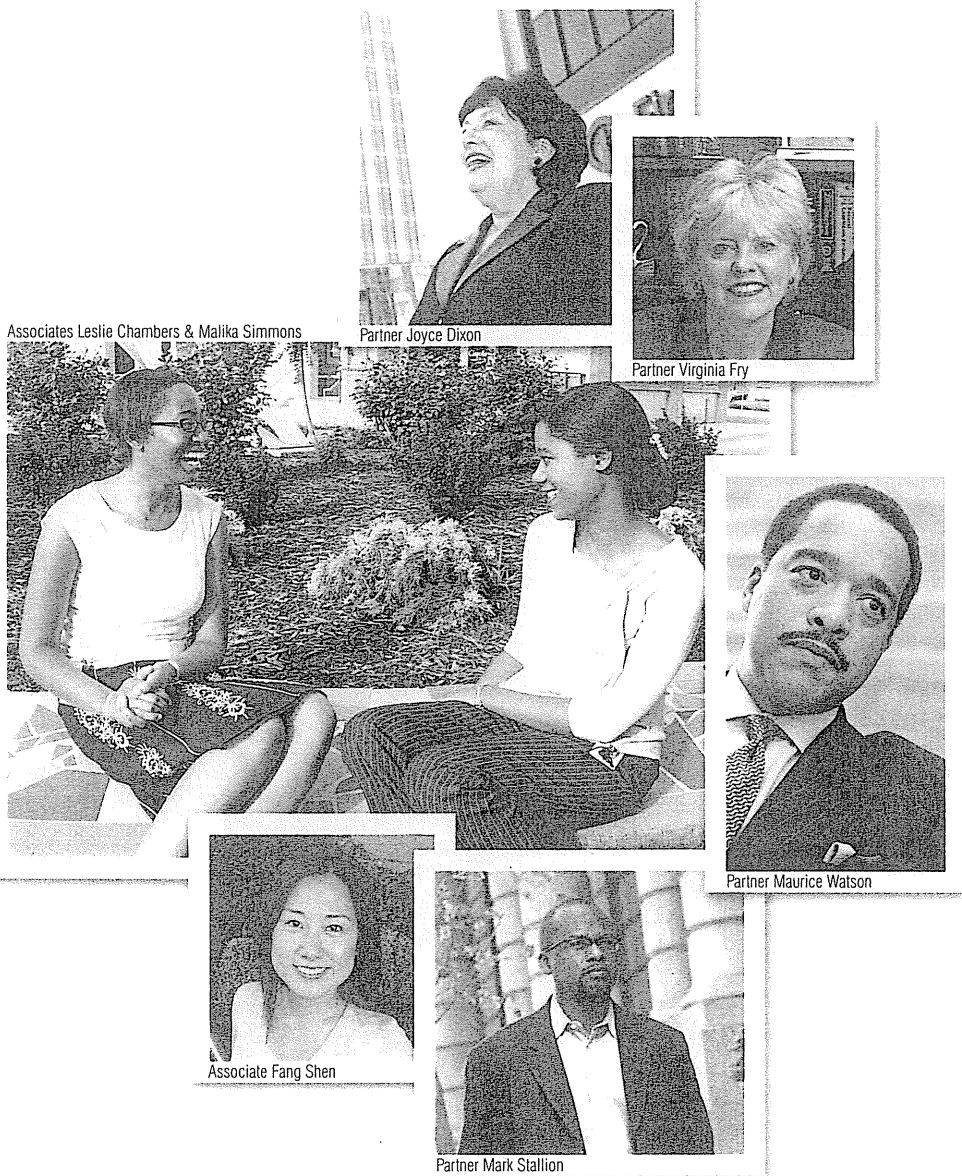
- If you have any initiatives or any other information relating to your firm's commitment to diversity, that is otherwise not covered by this survey, please feel free to describe here.

Please see attached information from our website for information on the following:

True North: Women with Direction

The Mamas and the Papas

Diversity at Blackwell Sanders



Associates Leslie Chambers & Malika Simmons

Partner Joyce Dixon

Partner Virginia Fry

Partner Maurice Watson

Associate Fang Shen

Partner Mark Stallion

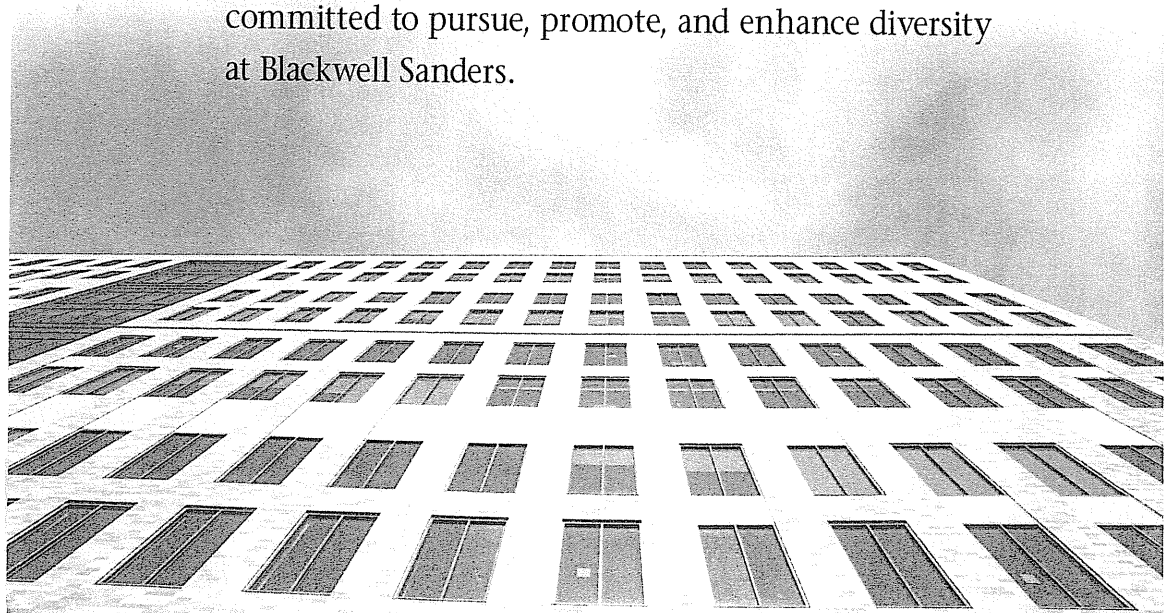
BLACKWELL
SANDERS

WHAT DIVERSITY MEANS TO US

Blackwell Sanders is committed to helping advance the success of women and minorities in the legal profession. Yet diversity transcends race, ethnicity, gender, and sexual orientation. True diversity means a welcoming of different backgrounds, different beliefs, and different experiences. That is why we are proud that our lawyers graduated from 62 different law schools across the United States. We enjoy practicing with our lawyers proficient in languages such as French, German, Greek, Italian, Japanese, Korean, Malayalam, Mandarin, Quichua, Russian, and Spanish. And we relish good natured, vigorous debates between lawyers of every political persuasion.

Diversity also means being flexible in accommodating our lawyers' needs. Fourteen of our lawyers currently work on a part-time basis, including one of our recently elected new partners. Blackwell Sanders is committed to working with our attorneys at all levels as they balance the needs of new and changing families.

Diversity makes us a stronger firm and better able to understand our clients' needs. That is why we are not satisfied with our status quo. We instead are committed to pursue, promote, and enhance diversity at Blackwell Sanders.



OUR COMMITMENT TO DIVERSITY

Blackwell Sanders values diversity and recognizes the importance of treating everyone fairly and with dignity and respect. We firmly believe that embracing diversity is right to do and also enriches our ability to serve our clients. We are therefore committed to recruit, develop, and retain talented female and minority lawyers at all levels of practice, and to encourage and support their efforts to become and remain successful partners at our Firm.

OUR DIVERSITY STEERING COMMITTEE

Management-level partners and associates comprise our Diversity Steering Committee, which reports to the firm's Chairman and manages Blackwell Sanders' diversity efforts. The monthly committee meetings serve as a forum to address diversity issues and monitor progress in recruiting, retaining, and developing talented female and minority attorneys.



Senior Counsel
Tessa Jacob

DIVERSITY INITIATIVES

KANSAS CITY METROPOLITAN BAR ASSOCIATION MANAGING PARTNERS DIVERSITY ACTION PLAN

Twenty-six Kansas City law firms work together with regional law schools to pursue the Plan's goal: to increase the diversity of lawyers recruited, hired, and promoted in Kansas City.

DIVERSITY TRAINING WORKSHOPS

In 2005, all Blackwell Sanders attorneys participated in diversity training workshops presented by Sharon Jones of Jones Diversity Group.

MENTORING AND COACHING PROGRAMS

Our mentoring and coaching programs provide structured support and guidance to every associate and new partner, taking special care to ensure that female and minority attorneys receive the guidance they need.

TRUE NORTH: WOMEN WITH DIRECTION

True North showcases dynamic women, enhances leadership potential, and establishes relationships for professional women through enrichment and social programs.

INROADS

In 1999, Blackwell Sanders partnered with INROADS, the nation's premier organization for leadership and professional development of outstanding students of color, to invite students to work with us over several summers. Our goal is to help them be successful in law school and subsequent legal careers, while also benefiting from the leadership training offered by INROADS.

THE MAMAS AND THE PAPAS

To support parenting lawyers and their families, our attorneys created this informal group to meet for monthly coffees, have Sunday afternoon gatherings, celebrate holidays, and come together for an annual dinner. These forums help parenting lawyers and their families to manage the unique, twin stresses of law practice and parenthood.

ST. LOUIS MINORITY CLERKSHIP PROGRAM

Our St. Louis office joins other St. Louis firms in partnering with the law schools of Washington University, St. Louis University, the University of Missouri-Columbia, and Southern Illinois University-Carbondale to place minority first-year law students in summer internships at participating firms.

SLIP

Sponsored by KCMBA and the Kansas City School District, this eight-week law firm internship program provides high school students professional attire, information on working in a professional environment, and several summer outings to area courts and law schools.

THE HEARTLAND DIVERSITY LEGAL JOB FAIR

Blackwell Sanders is proud to be a Platinum Sponsor of the Heartland Diversity Legal Job Fair, created under the KCMBA Diversity Action Plan.

OUR DIVERSITY AND RECRUITING CONTACTS

FIRMWIDE

Kimberly A. Jones
Diversity Committee Chair
Blackwell Sanders Peper Martin LLP
4801 Main Street, Suite 1000
Kansas City, MO 64112
Phone: 816.983.8279
Fax: 816.983.8080
Email: kjones@blackwellsanders.com

Peter Sloan
Career Development Partner
Blackwell Sanders Peper Martin LLP
4801 Main Street, Suite 1000
Kansas City, MO 64112
Phone: 816.983.8150
Fax: 816.983.8080
Email: psloan@blackwellsanders.com

KANSAS CITY AND LINCOLN, NEBRASKA

Stacie L. Cronberg
Manager of Legal Recruiting
Blackwell Sanders Peper Martin LLP
4801 Main Street, Suite 1000
Kansas City, MO 64112
Phone: 816.983.8782
Fax: 816.983.8080
Email: scronberg@blackwellsanders.com

Shelly Edwards
Legal Recruiting Coordinator
Blackwell Sanders Peper Martin LLP
4801 Main Street, Suite 1000
Kansas City, MO 64112
Phone: 816.983.8732
Fax: 816.983.8080
Email: sedwards@blackwellsanders.com

ST. LOUIS AND WASHINGTON, D.C.

Judith E. Gonzalez
Manager of Legal Recruiting
Blackwell Sanders Peper Martin LLP
720 Olive Street, Suite 2400
St. Louis, MO 63101
Phone: 314.345.6693
Fax: 314.345.6060
Email: jgonzalez@blackwellsanders.com

OMAHA
Trenten P. Bausch
Omaha Hiring Chair
Blackwell Sanders Peper Martin LLP
1620 Dodge Street, Suite 2100
Omaha, NE 68102
Phone: 402.964.5024
Fax: 402.964.5050
Email: tbausch@blackwellsanders.com

SPRINGFIELD

Randy P. Scheer
Springfield Hiring Chair
Blackwell Sanders Peper Martin LLP
901 St. Louis Street, Suite 1900
Springfield, MO 65805
Phone: 417.268.4056
Fax: 417.268.4040
Email: rscheer@blackwellsanders.com

LONDON

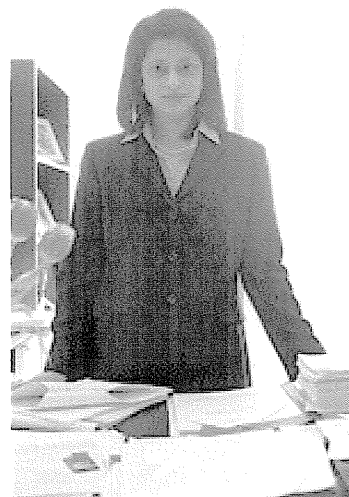
John D. Mandelbaum
London Hiring Chair
Blackwell Sanders Peper Martin LLP
150 Aldersgate Street
London EC1A 4EJ
Phone: 816.983.8166
Fax: 011-442-077885090
Email: jmandelbaum@blackwellsanders.com

DIVERSITY AT BLACKWELL SANDERS

Since the 1970's Blackwell Sanders has helped advance the success of women and minorities in the legal profession. We were the first leading law firm in Kansas City to hire a female associate and one of the first firms to promote a female associate to partnership. In the early 1980's we were the first such firm to hire an African-American associate and later to promote him into our partnership.

Today, our four person Advisory Board Committee includes a female partner, Joyce Dixon, and an African-American partner, Maurice Watson. Our Leadership Group also includes two female partners: Office Managing Partner Virginia Fry and World Services Group Liaison Linda Tiller.

On December 11, 2003, Blackwell Sanders' chairman David Fenley and the managing partners of 22 other firms signed a formal Commitment to pursue diversity in the Kansas City legal community. This collective initiative, sponsored by the Kansas City Metropolitan Bar Association, has the goal of significantly increasing diversity in the number of attorneys recruited, hired, and promoted by the signatory firms. We participated in the working group that laid the foundation for the initiative, and we continue to advance its objectives throughout our Firm.



Diversity transcends race, ethnicity, gender, and sexual orientation. True diversity means a welcoming of different backgrounds, different beliefs, and different experiences. That is why we are proud that our lawyers graduated from fifty different law schools across the United States. We enjoy practicing with our lawyers proficient in languages such as Cantonese, French, German, Italian, Japanese, Latin, Malayalam, Mandarin, Russian, Spanish, and Yoruba. We also relish good natured, vigorous debates between lawyers of every political persuasion.

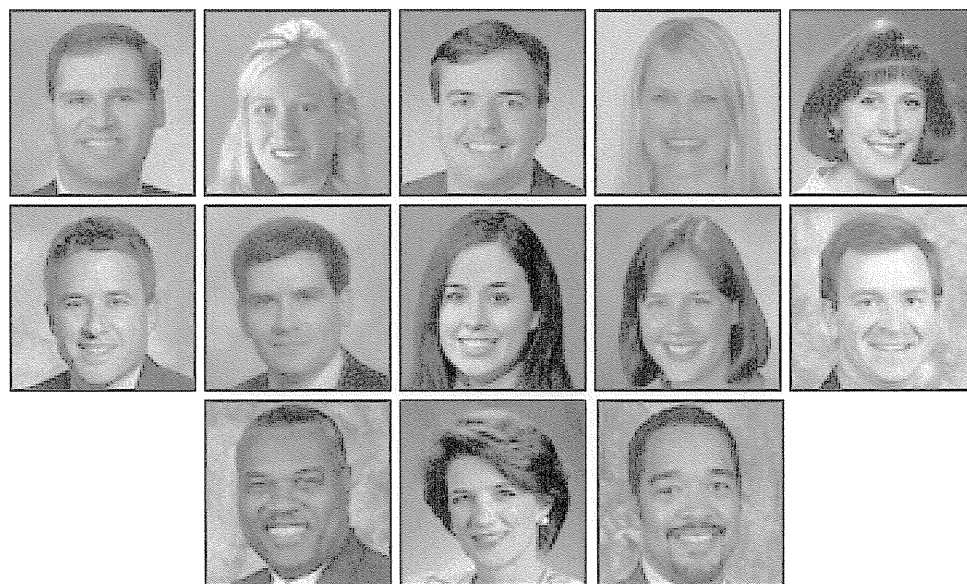
Diversity also means being flexible in accommodating our lawyers' needs. Fourteen of our lawyers currently work on a part-time basis, including one of our most recently elected new partners. Blackwell Sanders is also committed to working with our attorneys at all levels as they balance the needs of new and changing families.



Diversity makes us a stronger firm and better able to understand our clients' needs. That is why we are not satisfied with our status quo. We instead are committed to pursue, promote, and enhance diversity at Blackwell Sanders.

DIVERSITY STEERING COMMITTEE

Our Diversity Steering Committee is comprised of partner Trent Bausch, associate Sarah Carlson, partner Max Carr-Howard, Manager of Legal Recruiting Stacie Cronberg, partners Kim Jones (Chair), Mike Kahn, and Rick Kuhlman, associates Rebecca Kujawa and Jennifer Mueller, partner Peter Sloan, Director of Human Resources Levi Snow, and partners Linda Tiller and Maurice Watson.

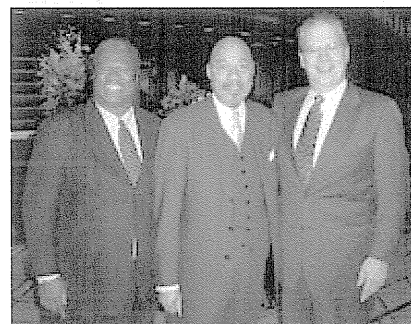


The Committee meets regularly to assess our diversity progress and to pursue and lead a variety of diversity initiatives at Blackwell Sanders in the areas of recruiting, retention, mentoring, coaching, career development, and client service.

DIVERSITY INITIATIVES

KCMBA Managing Partners Diversity Action Plan

After Blackwell Sanders and other Kansas City law firms signed the December 2003 KCMBA Diversity Commitment, the firms worked together to craft a diversity action plan. On December 9, 2004, our Chairman Dave Fenley joined managing partners of 26 other firms in adopting the KCMBA Diversity Action Plan. We continue to work with other firms and regional law schools to pursue the Plan's goal – to increase the diversity of lawyers recruited, hired, and promoted at the participating firms.



Diversity Training Workshops

By the end of 2005, all Blackwell Sanders lawyers will participate in diversity training workshops at our Firm, led by Sharon Jones of Jones Diversity Group.

Mentoring and Coaching Programs

The Firm has formalized its approach to mentoring and coaching, providing structured support and guidance to every associate at the Firm and also to lawyers during their first several years as partners. Extra attention is paid to help ensure that female and minority attorneys receive the mentoring and coaching they need at each stage of their career development.

True North: Women With Direction



True North is a Blackwell Sanders sponsored initiative that showcases dynamic women, enhances leadership potential, and establishes relationships for professional women in the community.

Blackwell Sanders lawyers and area businesswomen interact at events and also benefit from enrichment programs on leadership topics. This year's presentations include Women Don't Ask: Negotiation and the Gender Divide with Sara Laschever, and Anger Advantage with Dr. Deborah Cox. The initiative helps participants find and stay on the professional and personal path that best suits them, as they find focus in their own True North.

INROADS AT BLACKWELL SANDERS

In 1999, Blackwell Sanders Peper Martin LLP and INROADS created a process through which outstanding, ethnically diverse students can gain exposure to our firm's legal practice, helping them focus their interest in the law, prepare them for success in law school, and lay the groundwork for a rewarding legal career. We are proud to be affiliated with INROADS, and we are committed to the principles of integrity, leadership, and diversity embodied by the INROADS organization.

INROADS

INROADS is the nation's premier organization for the leadership development and professional training of outstanding students of color.

INROADS recruits and places talented minority students in internships with business and industry to prepare them for corporate and community leadership. Through more than 30 years of service, the INROADS internship process has earned the trust of hundreds of Fortune 500 corporations and global businesses eager to recruit superior leadership talent. INROADS provides training, coaching, and resources to assist its interns in developing leadership and career skills.



The founder of INROADS, Frank C. Carr, was inspired to create the organization after standing on the Mall in Washington, DC. in 1963, listening to the words of Martin Luther King.

The first INROADS office opened in Chicago in 1970 with 25 students and 17 corporate sponsors. It has grown to over 50 affiliates that place more than 7,000 students with over 900 client corporations and businesses across the United States, Mexico, and Canada. INROADS has received the U.S. Department of Labor LIFT Award in recognition of initiatives to enhance the quality of the American work force. It has also been selected as one of "America's Top 10 Internships" by the Princeton Review.

PROGRAM DESCRIPTION

The firm offers a two-summer INROADS internship process. Qualified students enter the program in the summer after their junior year in college (summer one) and continue the program during the summer after their senior year, prior to beginning law school (summer two). To progress to the following summer, each INROADS intern must demonstrate the key skills and competencies required under the program. Interns must also take the appropriate steps toward earning a law degree such as strong performance on the L.S.A.T., and acceptance at an accredited law school.

Successful INROADS interns are considered for the firm's summer associate program, with the expectation that, if the applicable criteria are met, the INROADS graduate will join the firm as an associate attorney after law school.

For more information about INROADS, visit www.inroads.org.

MCBA EMPLOYMENT COMMISSION
2007 Diversity Initiative
Recruitment/Hiring/Retention Survey

This survey covers the period of August 1, 2005 through January 31, 2007.

ORGANIZATION NAME:

Person(s) preparing this survey: Jennifer M. Joyce, with assistance from staff

OBJECTIVE 1: RECRUITMENT

Current composition of the Organization (as of 1/31/07)

	Attorneys w/less than five years experience in this office	Non-supervisory Attorneys w/more than five years experience	Supervisory Attorneys/ Division Heads	Other: _____	Spring 2006 Clerks	Summer 2006 Clerks	Fall 2006 Clerks
Men	19	5	7		5	5	3
Women	25	3	10		1	9	4
Totals					6	14	7
Black	4		2		1	2	1
Hispanic	1				0	0	0
Asian					0	0	0
Other Minority <i>Please indicate:</i> _____							

OBJECTIVE 1: RECRUITMENT (continued)

Lateral Attorneys - As of 1/31/07

	Total	African American Men			African American Women		
		2005	2006	2007	2005	2006	2007
Number of Lateral Attorney Hires	21	0	1	0	2	0	1

Since **August 1, 2005**, please respond to all that apply indicating the organization's actions in furtherance of this objective. Respond to all that apply, and for those items that are checked "completed", please attach a sample. **If N/A please feel free to attach statement for elaboration.**

	In Progress	Completed	N/A
1. Adopt and/or publicize a commitment to racial and ethnic diversity within the organization.	<ul style="list-style-type: none"> - Diversity strategy: Created a Diversity strategy in 2004. It has been modified each year to adapt to changing marketplace. - Recruit Black Law Students: The CAO targets regional law schools to recruit interns and generate enthusiasm regarding public service and the law. We have established strong relationships with black law school organizations and administration. Jennifer M. Joyce personally attends and speaks at events sponsored by these organizations. Joyce has also taken the lead to develop long-term relationships with schools to encourage people of all types to choose public service as a career. 	<ul style="list-style-type: none"> - In 2004 and 2005, the CAO conducted a diversity survey to determine if any obstacles were standing in the way of the success of African Americans at the office. African Americans in all categories of the office were interviewed and a summary of their comments were provided to the executive management team. Goals and objectives based on this survey data were included in the Diversity Strategy. - Annual employee surveys include questions regarding the value of diversity in the office. - Jennifer Joyce works to ensure that the topic of diversity is at the top of employee's agenda through conversation and 	

	<ul style="list-style-type: none"> - The CAO is a member of the Mound City Bar. Several members of the office are active in the organization. - Ongoing leadership training. 	<p>integration of the topic in office communications. She discusses the subject of diversity at employee meetings, during leadership meetings, through office correspondence.</p> <ul style="list-style-type: none"> - Improving diversity is also a goal for the office, with direct tactics associated with the goals and objectives. 	
2. Evaluate criteria used to evaluate prospects (e.g. class rank requirements, law review membership) to determine whether such requirements serve to disproportionately screen out African American prospects.		N/A	
3. Recruit at regional or national law schools with a significant number of African American law students.	The CAO diversity strategy primarily targets regional law schools due to the lack of funds and resources to address law schools on a national basis. The CAO has, however, contacted Florida A&M, North Carolina Central, Southern University, Texas Southern University and Howard University to establish relationships with administration.	Regional law schools with which the CAO has a recruiting relationship are: University of Missouri, St. Louis; Washington University; St Louis University; University of Missouri, Kansas City, University of Missouri, Columbia.	<ul style="list-style-type: none"> - The limited recruiting financial resources of the office are funneled into regional law schools. National law schools are a secondary effort.
4. Recruit at Historically Black law schools.	See answer to Question 3		

<p>5. Identify and recruit students of color through law school placement administrators, faculty members, present or former summer clerks, organizations of law students.</p>	<ul style="list-style-type: none"> - The CAO has a close relationship with administrators at regional law schools and within the black law community at these schools. The office sponsors and attends events that attract black law students. - The Office has an aggressive recruiting program targeting black law students, and Jennifer M. Joyce personally attends events and speaks directly to these organizations to demonstrate her commitment to hiring and recruiting African Americans in the office. 	<p>The CAO has been working with regional law schools and black law school associations for years.</p>	
<p>6. Recruit attorneys of color as lateral hires.</p>	<ul style="list-style-type: none"> - The Office works through networking in the community to attract African American attorneys. - Through membership with the Mound City Bar, the Office works to recruit attorneys of color. - The CAO is spearheading the development of a St. Louis Chapter of the National Black Prosecutors Association. 	<p>The CAO has been a member of the Mound City Bar for years.</p> <p>Jennifer Joyce and other attorneys have been networking in the St. Louis area, encouraging black law professionals to work for the CAO.</p>	
<p>Explore creating and/or supporting programs at St. Louis area secondary schools, colleges and universities offering tutorial assistance for standardized test-taking, and programs to provide African American students with intensive training in the kinds of skills needed in the law</p>			<p>Beyond the CAO financial resources.</p>

school and legal environment.			
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OBJECTIVE 1: RECRUITMENT (continued)

Does your organization maintain statistics concerning the recruitment of **African American** attorneys and law students?

Yes _____ No _____.

Please report the number of **candidates of color** interviewed, called back, hired in **2005 and 2006**. (If the organization does not keep such statistics, please estimate and notate estimation with *):

	Attorneys w/less than five years experience		Non-supervisory Attorneys w/more than five years experience		Supervisory Attorneys/ Division Heads		Other: _____		Spring 2006 Clerks		Summer 2006 Clerks		Fall 2006 Clerks	
	2005	2006	2005	2006	2005	2006	2005	2006	2005	2006	2005	2006	2005	2006
Interviews at law schools, job fairs, etc.														
Call back , i.e. half/full day interviews?														
Offers extended														
Offers accepted														

OBJECTIVE 2: HIRING INITIATIVES

Please identify any substantial hiring initiative geared towards persons of color (*e.g., a minority law student summer employment program designed to attract and retain minority law graduates*). **If N/A please feel free to attach statement for elaboration.**

Respond to all that apply.

	N/A
1. Establish/contribute to a scholarship programs dedicated to students of color. If so, where: <hr/> <hr/>	Beyond financial resources
2. Establish/maintain a program that awards a student of color a paid summer clerkship at the organization following the first year as well as a cash scholarship at the beginning of the second year;	Beyond financial resources
3. Establish/maintain a winter clerkship position for a second or third year law student of color, for no more than 15 hours per week;	Beyond financial resources
4. Other:	

OBJECTIVE 2: HIRING INITIATIVES (continued)

With respect to any substantial hiring initiative(s) geared towards persons of color the organization has, please briefly describe the initiative(s):
Please see diversity strategies outlined throughout this document.

If the organization participates in any clerkship/scholarship program targeted to recruit/hire law students of color, please describe:

The CAO has a very active and sought after internship program. Each year applications far exceed available positions. These internships provide excellent experience and provide the office a wonderful "farm team" of candidates who are regularly hired into the misdemeanor department of the office.

OBJECTIVE 3: MENTORING AND RETENTION

Since **August 1, 2005**, please respond to all that apply indicating the organization's actions in furtherance of this objective. Respond to all that apply, and for those items that are checked "completed", please attach a sample. **If N/A please feel free to attach statement for elaboration.**

	In Progress	Complete	N/A
1. Develop, monitor and periodically evaluate mentoring programs for African American attorneys, which go beyond pairing a new African American attorney with a more senior attorney. The mentoring should be consistent and detailed, covering all aspects of the organization's culture and life, including, but not limited to:	In 2004, the CAO implemented a Development, Performance and Rewards (DPR) system that is designed to help individuals achieve goals, career aspirations, skill development and rewards. This system focuses on professional development, personal achievement, feedback, coaching, mentoring and giving individuals the power to create the kind of career that fulfills each person and also serves the community. This is a system that involves all people in the organization regardless of level, and managers are rewarded based on their ability to develop and support the growth and achievement of their people.		

	In Progress	Complete	N/A
	<p>Regular focus groups are held to modify the DPR system to ensure it is meeting the needs of employees and the organization.</p> <ul style="list-style-type: none"> - Ongoing leadership training. 		
<p>a. Assist each newly hired attorneys (regardless of race or level) in learning the organization's culture, history, practices and procedures;</p>	<p>Each new attorney begins in the Misdemeanor Unit. This is a small unit designed to give new attorneys the opportunity to learn how to be a great trial lawyer, learn the court system, make mistakes and learn from them and also understand how the practices and procedures of the office work.</p> <p>In 2006, a dedicated training position was created to give new attorneys an added level of coaching, mentoring and training.</p>		
<p>b. Ensure that the work environment and work-related social activities are as hospitable and congenial for, and as inclusive of, attorneys of color as they are for all other attorneys;</p>	<ul style="list-style-type: none"> - An annual employee satisfaction survey is conducted. - A new diversity survey will be conducted in the summer of 07. - Ongoing 	<ul style="list-style-type: none"> - A diversity survey was conducted to determine if current practices and procedures were hospitable and congenial to people of all colors. 	

	In Progress	Complete	N/A
	leadership training.	- On-boarding practices have been reviewed to ensure they meet the needs of a diverse group of new hires.	
c. Include all new attorneys in programs that enhance their understanding of business concepts, client relations, client satisfaction, and their confidence in dealing with client matters;			N/A
d. Ensure that law clerks and attorneys of color have the same opportunity to (a) perform significant work assignments for important clients, (b) receive interesting and challenging legal work, and (c) receive training, guidance, mentoring, client contact, performance feed-back, and other opportunities to grow and succeed; and		- All people have access to all opportunities in the organization to professionally develop through DPR. Everyone is required to participate in DPR regardless of level or skin color in the organization. - A new promotion practice was implemented in 2005. Historically, people were promoted based	

	In Progress	Complete	N/A
		<p>on tenure in the organization. Under Jennifer Joyce's leadership, people are now promoted into management positions based upon their desire, qualifications and skill level.</p>	
<p>e. Adopt mechanisms to monitor progress and compliance with these commitments, including, e.g., internal surveys, questionnaires, interviews, and other appropriate means for identifying problems and/or areas for improvement.</p> <p>f.</p>		<ul style="list-style-type: none"> - Diversity survey - Diversity Strategy - CAO Goals - Employee satisfaction survey - DPR system - Three times each year, employees have the opportunity to provide feedback about their manager to the next level of management - Jennifer Joyce has an open door policy of management. - Jennifer Joyce monthly lunch meetings. Each year she has lunch with every 	

	In Progress	Complete	N/A
		employee. - All employee meetings.	

<p>2. Encourage attorney mentors to take on the assignment with the same commitment and vigor as other assignments with evaluation ramifications.</p>		<p>Through DPR, attorneys and managers are measured on how well they develop their employees, how well they support their colleagues. Rewards and promotions are tied to this commitment.</p>	
<p>3. Encourage young African American attorneys, to participate in bar association or community mentoring, networking and leadership training programs developed in conjunction with minority attorney associations.</p>	<p>The CAO is currently working to establish a Black Prosecutors Association in St. Louis.</p>	<p>Several members of the office participate in the Mound City Bar. Black and white attorneys participate in black law school organization. The CAO sponsors a table at events, conducts special events, etc.</p>	
<p>4. Other:</p>			

What is the total number of attorneys who voluntarily or involuntarily left your organization's employ during the reporting period? __17__

Of this total:

- a. How many were **African American** women? __2__
- b. How many were **African American** men? __0__

Please report the number of **attorneys of color** who left the organization between **8/1/05 – 1/31/07**

Attrition	Attorneys w/less than five years experience	Non-supervisory Attorneys w/more than five years experience	Supervisory Attorneys/ Division Heads	Other: _____
2005-2007	2	0	0	

OBJECTIVE 3: MENTORING AND RETENTION (Continued)

Exit Interviews

- Did your organization conduct exit interviews? Yes No

- If no, why not?

- If yes, how were the interviews done and what did you learn? Jennifer Joyce personally conducts these interviews to ensure that she understands exactly why people chose to leave the office. The main issues over the past five years have been
- Salary – the CAO went three years without salary raises. In 2005, the organization finally received a small amount for raises. Jennifer Joyce lobbied the city officials for an increase in her budget for salary parity between the CAO and the City Counselors Office. Despite small movement, low salaries remain the primary reason for departure for CAO attorneys.
- There were also several negative people in the office who were negatively influencing the morale of many attorneys and making it difficult for some people to enjoy their work. We have since removed these obstacles and employee satisfaction seems to be improving.

Please identify the specific steps you are taking to reduce the attrition rate of **African American** attorneys:

- Develop and/or support internal employee affinity groups (e.g., minority networks within the organization)
- Increase/review compensation relative to competition
- Increase/improve current work/life programs
- Adopt dispute resolution process
- Succession plan includes emphasis on diversity
- Work with **African American** attorneys to develop career advancement plans

- Review work assignments to make sure **African American** attorneys are not being excluded
- Strengthen mentoring program for all attorneys, including minorities
- Professional skills development program, including **African American** attorneys
- Other, please specify _____diversity survey_____

OBJECTIVE 4: DIVERSITY LEADERSHIP AND STRATEGIC PLAN

How has the organization communicated to supervisory attorneys the link between diversity and success?

Increasing diversity in the organization is an important goal. The CAO communicates this in employee surveys, goal communication, recruitment efforts, town hall meetings, DPR, promotion process, etc. Since the City of St. Louis is more than 50% African American, each day an attorney is in the courtroom, he/she understands the value of having a diverse attorney staff. There is a clear link in this organization, and survey results confirm, that all employees understand the value of diversity to the organization and to the community.

OBJECTIVE 4: DIVERSITY LEADERSHIP AND STRATEGIC PLAN (Continued)

Since **August 1, 2005**, please describe the organization's actions in furtherance of this objective. **If N/A please feel free to attach statement for elaboration:**

	2005	2006	2007
1. Create a mechanism for promoting diversity within the organization, such as the creation of a standing Diversity Committee that will meet regularly throughout the year for the purposes of devising, promoting and guiding the organization's diversity programs.			Currently two executive staff members focus on diversity for the entire organization; however, several members of the attorney staff have taken a personal interest helping to recruit more diverse attorneys.
2. Implement and participate in programs, including, but not limited to: <ul style="list-style-type: none"> a. socials and/or luncheons with African American law student groups; b. recruiting visits dedicated the recruitment of African American law students at Missouri law schools; c. development of an intra-organization strategic plan intended to increase African American representation within the organization. 	<p>For the last several years, the CAO has sponsored special events such as trivia nights, networking events, etc. at area law schools and in black attorney organizations specifically. This has been an ongoing practice that continues today and CAO attorneys attend these events as well.</p> <p>Jennifer Joyce speaks at and attends events that are directed towards black law school students throughout the region.</p> <p>There is a Diversity strategy in place that is currently being implemented successfully.</p>		

	2005	2006	2007
3. Include African American representation on the hiring and associate evaluation committees.		An African American Team Leader is involved in the interview process for any Team Leader vacancies.	

Identify the lead attorney(s) who serves as the primary mechanism for promoting diversity within the organization:

Jennifer M. Joyce, Pippa Barrett, Trent Mitchell.

Identify any other person(s) (i.e. diversity coordinator, diversity committee chair) who serves as the primary mechanism for promoting diversity within the organization: (please identify title)

Berlin Madison

If N/A please feel free to attach statement for elaboration.

		N/A
1. Does your organization have a Diversity Committee or Task Force charged with responsibility for monitoring or promoting diversity efforts and results?	No	
2. Is diversity (male/female, ethnic, racial, age, practice groups, etc.) one of the considerations in composing committees within the organization?	Yes	
3. Are attorneys of color on the hiring/recruiting committee?	Recruiting.	
4. Are attorneys of color a part of the management committee?	Attorneys of color are part of the leadership team but not part of the executive management team.	

OBJECTIVE 5: MARKETING

Since **August 1, 2005**, please describe the organization's actions in furtherance of this objective: (Respond to all that apply.) **If N/A please feel free to attach statement for elaboration.**

		N/A
1. If applicable, make concerted efforts to publicize the presence of African American personnel in the organization's recruiting and marketing materials, and, where appropriate to the message, the materials may express a commitment to diversity.	In the recruiting brochure, there are not photographs of attorneys. We did include quotes from former attorneys, including two African American attorneys who are now judges.	
2. Explore creating a navigation link on their respective web sites which discusses the organization's efforts at increasing diversity, highlight the accomplishments of African American attorneys, and actively solicit the resumes of African American law students and practitioners.	The CAO is in the process of building a new website that will promote diversity.	The CAO does not disclose attorney names on marketing materials or on the website for security reasons.
3. Contact the leaders of the African American law student organizations at law schools where the organization recruits to inform them of the organization's efforts toward increasing diversity, to invite African American law students to submit resumes, and to identify and, where appropriate, to interview selected applicants.	Yes, we have a strong relationship with African American law student organizations.	

<p>4. Review your marketing and recruiting materials and discuss its diversity efforts and its commitment to increasing diversity within the organization in its marketing and recruiting materials.</p>	<p>We have reviewed all of our recruiting materials to ensure they are supporting our diversity strategy. We also have included quotes from former African American Assistant Circuit Attorneys who have gone on to become judges.</p>	
<p>5. *Other:</p>		

***Please describe (or attach a copy of) the organization's actions in furtherance of this objective:**

OBJECTIVE 6: CULTURAL SENSITIVITY AND TRAINING

Since **August 1, 2005**, has your organization arranged other diversity training/program conducted by an outside consultant for any of its attorneys?

Yes No

If yes, please identify the facilitator/trainer and describe the length/cost of training: _____ We have a consultant who has been working with us to promote diversity in the organization and we are currently looking for external resources (that we can afford to conduct some diversity training for the staff this summer. We have already met with one group and we are seeking information regarding other resources. In certain areas of the office, in-house diversity training has been conducted by managers. Also, the International Institute has conducted office-wide cultural sensitivity training for our office in 2006

Did the organization encourage its attorneys and legal professionals to attend diversity training seminars and/or continuing legal education programs on the topics of racial and ethnic sensitivity and diversity?

Yes No

If No, please elaborate:

_____ When we conduct our diversity training this summer, attendance will be mandatory.

ASSESSING PROGRESS IN YOUR ORGANIZATION

1. As you plan the upcoming year's activities related to diversity, what do you see as the

Strengths to build on

- Teamwork
- Great work
- Work/life flexibility
- Strong mission
- Great training

Barriers to overcome

- Low salaries
- Resources to devote to rewards and recruiting
- Perception that private work is more prestigious than criminal legal work
- Organizations and individuals who discourage people from working in the CAO because of historical stories of discrimination. Working at the CAO is very different today than in the past and it's important that outsiders judge the office as is it and not as it used to be.

Opportunities to take advantage of

- Our new promotion system allows more opportunity for people to get promoted into management positions. A new organizational structure put in place over the years has also increased the number of managers in the organization, allowing more advancement in the office.
- Great work and the opportunity to for advancement both within the office, to judgeships, and to higher level private practice positions.

2. What kind and level of assistance do you need from the Mound City Bar Association?

- Minority recruiting could seriously benefit from support from the Mound City Bar. In the past, much of the dialogue of the MCB has been controlled by defense attorneys who appear to be angry at the legal system. It appears as though they discourage people from working at the CAO.

- We believe that the Mound City Bar could be a very valuable partner in our recruiting efforts, especially in the area of laterals. We would like to see members of the MCB encourage attorneys to pursue a career in criminal law on both the defense side and prosecution side.
- We would also like to see the MCB support the diversity efforts of the CAO.

MCBA EMPLOYMENT COMMISSION
2007 Diversity Initiative
Recruitment/Hiring/Retention Survey

This survey covers the period of August 1, 2005 through January 31, 2007.

<p>ORGANIZATION NAME:</p> <p align="center">City Counselor's Office</p> <p>Person(s) preparing this survey: Patricia Hageman, City Counselor</p>
--

OBJECTIVE 1: RECRUITMENT

Current composition of the Organization (as of 1/31/07)

	Attorneys w/less than five years experience	Non-supervisory Attorneys w/more than five years experience	Supervisory Attorneys/ Division Heads	Other: _____	Spring 2006 Clerks	Summer 2006 Clerks	Fall 2006 Clerks
Men	5	16	4		1	1	1
Women	1	7	4		3	5	1
Totals	6	23	8		4	6	2
Black	0	3	1		0	0	0
Hispanic	0	0	0		0	0	0
Asian	0	1	0		0	0	0
Other Minority <i>Please indicate:</i> _____ _____							

OBJECTIVE 1: RECRUITMENT (continued)

Lateral Attorneys - As of 1/31/07

Number of Lateral Attorney Hires	Total	African American Men		African American Women	
		2005	2006	2005	2006
		2007	2007	2007	2007
4	0	0	0	0	0

Since **August 1, 2005**, please respond to all that apply indicating the organization's actions in furtherance of the objective listed below. For those items that are checked "completed", please attach a sample. **If N/A please feel free to attach statement for elaboration.**

	In Progress	Completed	N/A (please elaborate)
1. Adopt and/or publicize a commitment to racial and ethnic diversity within the organization.		X	
2. Evaluate criteria used to evaluate prospects (e.g. class rank requirements, law review membership) to determine whether such requirements serve to disproportionately screen out African American prospects.		X	
3. Recruit at regional or national law schools with a significant number of African American law students.			DO NOT RECRUIT

<p>4. Recruit at Historically Black law schools.</p>			<p>Do not recruit</p>
<p>5. Identify and recruit students of color through law school placement administrators, faculty members, present or former summer clerks, organizations of law students.</p>			<p>Do not recruit</p>
<p>6. Recruit attorneys of color as lateral hires.</p>			<p>Do not recruit</p>
<p>7. Explore creating and/or supporting programs at St. Louis area secondary schools, colleges and universities offering tutorial assistance for standardized test-taking, and programs to provide African American students with intensive training in the kinds of skills needed in the law school and legal environment.</p>			<p>N/A</p>

OBJECTIVE 1: RECRUITMENT (continued)

Does your organization maintain statistics concerning the recruitment of **African American** attorneys and law students?

Yes _____ No _____

Please report the number of **African American** candidates interviewed, called back, hired in **2005 and 2006**. (If the organization does not keep such statistics, please estimate and notate estimation with *):

	Attorneys w/less than five years experience		Non-supervisory Attorneys w/more than five years experience		Supervisory Attorneys/ Division Heads		Other:		Spring 2006 Clerks		Summer 2006 Clerks		Fall 2006 Clerks	
	2005	2006	2005	2006	2005	2006	2005	2006	2005	2006	2005	2006	2005	2006
Interviews at law schools, job fairs, etc.														
Call back, i.e. half/full day interviews?														
Offers extended														
Offers accepted														

OBJECTIVE 2: HIRING INITIATIVES

Please identify any substantial hiring initiative geared towards African Americans (e.g., a minority law student summer employment program designed to attract and retain minority law graduates). **If N/A please feel free to attach statement for elaboration.**

Respond to all that apply.

	N/A (please elaborate)
1. Establish/contribute to a scholarship programs dedicated to students of color. If so, where: _____ _____	N/A
2. Establish/maintain a program that awards a student of color a paid summer clerkship at the organization following the first year as well as a cash scholarship at the beginning of the second year;	N/A
3. Establish/maintain a winter clerkship position for a second or third year law student of color, for no more than 15 hours per week;	N/A
4. Other:	

OBJECTIVE 2: HIRING INITIATIVES (continued)

With respect to any substantial hiring initiative(s) geared towards persons of color the organization has, please briefly describe the initiative(s):

N/A

If the organization participates in any clerkship/scholarship program targeted to recruit/hire law students of color, please describe:

N/A

OBJECTIVE 3: MENTORING AND RETENTION

Since **August 1, 2005**, please respond to all that apply indicating the organization's actions in furtherance of the objective listed below. For those items that are checked "completed", please attach a sample. **If N/A please feel free to attach statement for elaboration.**

	In Progress	Complete	N/A (please elaborate)
<p>1. Develop, monitor and periodically evaluate mentoring programs for African American attorneys, which go beyond pairing a new African American attorney with a more senior attorney. The mentoring should be consistent and detailed, covering all aspects of the organization's culture and life, including, but not limited to:</p>			N/A
<p>a. Assist each newly hired attorneys (regardless of race or level) in learning the organization's culture, history, practices and procedures;</p>			N/A
<p>b. Ensure that the work environment and work-related social activities are as hospitable and congenial for, and as inclusive of, attorneys of color as they are for all other attorneys;</p>			N/A

In Progress	Complete	N/A (please elaborate)
<p>c. Include all new attorneys in programs that enhance their understanding of business concepts, client relations, client satisfaction, and their confidence in dealing with client matters;</p>		N/A
<p>d. Ensure that law clerks and attorneys of color have the same opportunity to (a) perform significant work assignments for important clients, (b) receive interesting and challenging legal work, and (c) receive training, guidance, mentoring, client contact, performance feedback, and other opportunities to grow and succeed; and</p>		N/A
<p>e. Adopt mechanisms to monitor progress and compliance with these commitments, including, e.g., internal surveys, questionnaires, interviews, and other appropriate means for identifying problems and/or areas for improvement.</p>		N/A

<p>2. Encourage attorney mentors to take on the assignment with the same commitment and vigor as other assignments with evaluation ramifications.</p>			<p>N/A</p>
<p>3. Encourage young African American attorneys, to participate in bar association or community mentoring, networking and leadership training programs developed in conjunction with minority attorney associations.</p>			<p>N/A</p>
<p>4. Other:</p>			

What is the total number of attorneys who voluntarily or involuntarily left your organization's employ during the reporting period? 4

Of this total:

- a. How many were **African American** women? 0
- b. How many were **African American** men? 0

Please report the number of **African American attorneys** who left the organization between **8/1/05 – 1/31/07**

Attrition	Attorneys w/less than five years experience	Non-supervisory Attorneys w/more than five years experience	Supervisory Attorneys/ Division Heads	Other:
2005-2007				

Please elaborate

OBJECTIVE 3: MENTORING AND RETENTION (Continued)

Exit Interviews

1. Does your organization conduct exit interviews? Yes No

2. If no, why not?

3. If yes, how are the interviews done and what have you learned?

Such interviews are conducted by the City Counselor. Primarily, we have learned that our pay cannot compete with the private sector even though our nature and quality of work must compete with the private sector.

Please identify the specific steps you are taking to reduce the attrition rate of African American attorneys:

- ___ Develop and/or support internal employee affinity groups (e.g., minority networks within the organization)
- ___ Increase/review compensation relative to competition
- ___ Increase/improve current work/life programs
- ___ Adopt dispute resolution process
- ___ Succession plan includes emphasis on diversity
- ___ Work with **African American** attorneys to develop career advancement plans
- ___ Review work assignments to make sure **African American** attorneys are not being excluded
- ___ Strengthen mentoring program for all attorneys, including minorities
- ___ Professional skills development program, including **African American** attorneys
- ___ Other, please specify _____

OBJECTIVE 4: DIVERSITY LEADERSHIP AND STRATEGIC PLAN

How has the organization communicated to supervisory attorneys the link between diversity and success?

The organization has two diversity counselors and has participated in diversity training.

Since **August 1, 2005**, please describe the organization's actions in furtherance of the objective listed below. **If N/A please feel free to attach statement for elaboration:**

	2005	2006	2007
<p>1. Create a mechanism for promoting diversity within the organization, such as the creation of a standing Diversity Committee that will meet regularly throughout the year for the purposes of devising, promoting and guiding the organization's diversity programs.</p>			

	2005	2006	2007
<p>2. Implement and participate in programs, including, but not limited to:</p> <ul style="list-style-type: none"> a. socials and/or luncheons with African American law student groups; b. recruiting visits dedicated the recruitment of African American law students at Missouri law schools; c. development of an intra-organization strategic plan intended to increase African American representation within the organization. 			
<p>3. Include African American representation on the hiring and attorney evaluation committees.</p>			

Identify the lead attorney(s) who serves as the primary mechanism for promoting diversity within the organization:

Patricia Hageman

Identify any other person(s) (i.e. diversity coordinator, diversity committee chair) who serves as the primary mechanism for promoting diversity within the organization: (please identify title)

Judith Ronzio and Craig Higgins, Diversity Counselors

If N/A please feel free to attach statement for elaboration.

	YES	N/A (please elaborate)
<p>1. Does your organization have a Diversity Committee or Task Force charged with responsibility for monitoring or promoting diversity efforts and results?</p>		No
<p>2. Is diversity (male/female, ethnic, racial, age, practice groups, etc.) one of the considerations in composing committees within the organization?</p>		Yes
<p>3. Are attorneys of color on the hiring/recruiting committee?</p>		N/A
<p>4. Are attorneys of color a part of the management committee?</p>		N/A

OBJECTIVE 5: MARKETING

Since **August 1, 2005**, please describe the organization's actions in furtherance of the objective listed: (Respond to all that apply.) **If N/A please feel free to attach statement for elaboration.**

	ACTION	N/A (please elaborate)
<p>1. If applicable, make concerted efforts to publicize the presence of African American personnel in the organization's recruiting and marketing materials, and, where appropriate to the message, the materials may express a commitment to diversity.</p>		N/A
<p>2. Explore creating a navigation link on their respective web sites which discusses the organization's efforts at increasing diversity, highlight the accomplishments of African American attorneys, and actively solicit the resumes of African American law students and practitioners.</p>		N/A
<p>3. Contact the leaders of the African American law student organizations at law schools where the organization recruits to inform them of the organization's efforts toward increasing diversity, to invite African American law students to submit resumes, and to identify and, where appropriate, to interview selected applicants.</p>		N/A

4. Review your marketing and recruiting materials and discuss its diversity efforts and its commitment to increasing diversity within the organization in its marketing and recruiting materials.

N/A

5. *Other:

***Please describe (or attach a copy of) the organization's actions in furtherance of this objective:**

OBJECTIVE 6: CULTURAL SENSITIVITY AND TRAINING

Since **August 1, 2005**, has your organization arranged other diversity training/program conducted by an outside consultant for any of its attorneys?

Yes _____ No

If yes, please identify the facilitator/trainer and describe the length/cost of training:

Did the organization encourage its attorneys and legal professionals to attend diversity training seminars and/or continuing legal education programs on the topics of racial and ethnic sensitivity and diversity?

Yes No _____

If No, please elaborate:

ASSESSING PROGRESS IN YOUR ORGANIZATION

1. As you plan the upcoming year's activities related to diversity, what do you see as the:

Strengths to build on

For a small office, we offer a relatively collegial and gender diverse atmosphere with a pleasant working environment. While our attorney staff is not as racially diverse as we would like, it has grown in racial and ethnic diversity and is part of a larger City government and population which has greater diversity.

Barriers to overcome

Retention of highly qualified attorneys of all races and ethnicities.

Opportunities to take advantage of

Periodic openings for entry-level attorneys.

Location in a racially and ethnically diverse City.

2. What kind and level of assistance do you need from the Mound City Bar Association?

Publication of job openings

(We only formulate Attorney I lists once per year).

Also, it would be helpful if MCBA would team up with the other bar associations to offer diversity programs that include ethnic diversity; eg., we have hispanic attorneys on staff, etc.

OTHER INFORMATION NOT COVERED BY SURVEY: (attach additional sheet if necessary)

- If you have any initiatives or any other information relating to your organization's commitment to diversity, that is otherwise not covered by this survey, please feel free to describe here:

Much employment-related training is done through the Citywide Personnel Department rather than the law department. The City offers many programs to celebrate occasions such as Black History Month, offers workplace diversity training, etc.

St. Louis County Justice Center
100 S. Central Avenue
Clayton, MO 63105
(314) 615-2600
(314) 615-3895

**ST. LOUIS COUNTY
PROSECUTING
ATTORNEY**

Fax

To: Ms. Ronda F. Williams, Mound City Bar Assoc.

From: Bob McCulloch (Brenda)

Fax: 588-1965

Pages: 24 (including cover page)

Phone:

Date: 5-2-07

Re:

Phone:

Urgent

For Review

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**OFFICE OF PROSECUTING ATTORNEY**

ST. LOUIS COUNTY JUSTICE CENTER
100 SOUTH CENTRAL AVENUE
ST. LOUIS COUNTY, MO 63105

ROBERT P. McCULLOCH
PROSECUTING ATTORNEY

(314) 615-2600
TTY (314) 615-5267



April 30, 2007

Ms. Ronda F. Williams
Chairperson
MCBA Employment Commission
Mound City Bar Association
P. O. Box 1543
St. Louis, MO 63188

Dear Ms. Williams:

Sometime ago Circuit Attorney Jennifer Joyce provided me a copy of the Mound City Bar Association's survey regarding the recruiting, hiring, retaining and promoting of African American attorneys. This letter is a response to the survey. I apologize for not responding sooner but I have had a rather busy spring.

Some of the questions in the survey did not lend themselves to a coherent answer from a government agency so I thought I would include as much as possible in this letter. Of course, if you have any questions or desire any addition information I am more than happy to assist in any manner possible.

Regarding the current composition of the St. Louis County Prosecutor's Office, I have authorization for a total of 52 Assistant Prosecutors. I am currently at full strength. Of the attorneys with less than five years experience, six are men and 11 are women including one black woman. Of the 23 non-supervisory attorneys with more than five years experience, 17 are men, including two blacks, and six are women including one black. My ten supervisory attorneys include seven men and three women most with twenty plus years experience. None are black. Historically, I have very little turnover. The average is about two attorneys per year. During the time period of your survey one black male attorney left the trial staff of the office. He left for the same reason that almost all of the attorneys leave-limited financial opportunity compared to private practice. This we determine from both my conversation with the attorneys upon their resignation and the exit interviews conducted by the Division of Personnel.

Ms. Ronda F. Williams
Page 2
April 30, 2007

Although I have no specific program aimed at recruiting black attorneys, we regularly participate in "job fairs" at local law schools essentially advising law students of the procedure and opportunities in the Office of Prosecuting Attorney. Unlike law firms, I can only hire an attorney when I have an opening, i.e. when some other attorney leaves the office. Because I always promote from within, all of the attorneys I hire have less than five years and usually less than two years experience. Because my attorneys are immediately in courtroom situations I only hire licensed attorneys. That is, I don't hire recent law school graduates until they have passed the Bar. In a nutshell, the hiring process in St. Louis County is as follows: The Division of Personnel accepts applications from licensed attorneys and those who have taken the Bar but not yet received the results. When I have an opening in this office, the Division and a member of my senior staff interview all applicants. The interviews are standardized and are all conducted over a relatively short period of time-usually two days. The Division and my assistant score the applicants and the scores are averaged. The top five, and all those tied with number five are then certified to this office. I then interview all of the applicants and extend an offer. Those not extended an offer remain on the certification list for up to two years. Anytime I have an opening within the time period, those still on the list are re-contacted to determine their interest level and the list is supplemented as needed with additional applicants so there are at least five candidates for each opening. I usually hire several attorneys off a single list over a period of time if I have additional openings and the applicant is still interested. Rarely is an applicant hired the first time he or she makes the list. In 2005, the Division of Personnel interviewed a total of five black applicants at various times during the year. I ultimately interviewed three. None were hired during 2005. In 2006 I hired one black woman attorney. Starting in 1991, when I took office, the Division sent a notice of attorney openings to the Mound City Bar Association. In preparing this response I discovered that the practice ended several years ago when there was a change in the Division. I have asked the Division to again send such notice.

I do not have funding to hire any summer interns. I do accept volunteer interns during the summer after they have completed at least one year in law school. They are not paid and I work their hours here around the rest of their schedule. Many of the recent hires have been interns in this office although I have a lot more interns than new hires. Also, most of the interns I have during

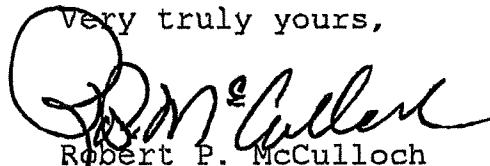
Ms. Ronda F. Williams
Page 3
April 30, 2007

the school year are placed through the local law schools. The students receive credit in most situations. I do not know how the law schools handle such situations.

All attorneys in my office begin in the Docket Division. The responsibility involves handling misdemeanor trials and preliminary hearings on felony cases. Each attorney receives extensive training and direction from a senior docket attorney and the Chief Attorney of the Docket Division closely supervises them. As the attorneys progress they receive additional responsibilities which may include representing the State in the Grand Jury and assisting a trial staff member in trying a major felony case. I also provide training for the attorneys commensurate with their level of experience. The training is conducted by the Missouri Office of Prosecution Services or the National District Attorneys Association. As my attorneys gain more experience many, both black and white, become instructors and help train other prosecutors and police officers. Eventually each attorney will begin to handle a felony caseload.

I hope this letter answers most of the questions raised by your survey. If you have any other questions please do not hesitate to call.

Very truly yours,



Robert P. McCulloch
Prosecuting Attorney
St. Louis County, Missouri

RPM:bb

Enclosure

**MCBA EMPLOYMENT COMMISSION
2007 Diversity Initiative
Recruitment/Hiring/Retention Survey**

This survey covers the period of August 1, 2005 through January 31, 2007.

ORGANIZATION NAME:

Person(s) preparing this survey:

OBJECTIVE 1: RECRUITMENT

Current composition of the Organization (as of 1/31/07)

57
57

	Attorneys w/less than five years experience	Non-supervisory Attorneys w/more than five years experience	Supervisory Attorneys/ Division Heads	Other:	Spring 2006 Clerks	Summer 2006 Clerks	Fall 2006 Clerks
Men	6	17	7	JD DPM DUPP			
Women	11	6	3	ALL PDS PUGA			
Totals	17	23	10				
Black	1 <i>white</i>	3 3	0				
Hispanic							
Asian							
Other Minority <i>Please indicate:</i>							

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OBJECTIVE 1: RECRUITMENT (continued)

Lateral Attorneys - As of 1/31/07

	Total	African American Men			African American Women		
		2005	2006	2007	2005	2006	2007
Number of Lateral Attorney Hires	N/A						

all entry level

Since **August 1, 2005**, please respond to all that apply indicating the organization's actions in furtherance of the objective listed below. For those items that are checked "completed", please attach a sample. **If N/A please feel free to attach statement for elaboration.**

	In Progress	Completed	N/A (please elaborate)
1. Adopt and/or publicize a commitment to racial and ethnic diversity within the organization.			✓
2. Evaluate criteria used to evaluate prospects (e.g. class rank requirements, law review membership) to determine whether such requirements serve to disproportionately screen out African American prospects.			✓
3. Recruit at regional or national law schools with a significant number of African American law students.			✓

4. Recruit at Historically Black law schools.			✓
5. Identify and recruit students of color through law school placement administrators, faculty members, present or former summer clerks, organizations of law students.			✓
6. Recruit attorneys of color as lateral hires.			✓
7. Explore creating and/or supporting programs at St. Louis area secondary schools, colleges and universities offering tutorial assistance for standardized test-taking, and programs to provide African American students with intensive training in the kinds of skills needed in the law school and legal environment.			✓


OBJECTIVE 1: RECRUITMENT (continued)

Does your organization maintain statistics concerning the recruitment of **African American** attorneys and law students?

Yes _____ No X

Please report the number of **African American candidates** interviewed, called back, hired in **2005 and 2006**. (If the organization does not keep such statistics, please estimate and notate estimation with *):

	Attorneys w/less than five years experience		Non-supervisory Attorneys w/more than five years experience		Supervisory Attorneys/ Division Heads		Other:		Spring 2006 Clerks		Summer 2006 Clerks		Fall 2006 Clerks	
	2005	2006	2005	2006	2005	2006	2005	2006	2005	2006	2005	2006	2005	2006
Interviews at law schools, job fairs, etc.	5	1	N/A		N/A									
Called back, i.e. half/full day interviews?	3	1												
Offers extended	0	1												
Offers accepted	0	1												

Personnel


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OBJECTIVE 2: HIRING INITIATIVES

Please identify any substantial hiring initiative geared towards African Americans (e.g., a minority law student summer employment program designed to attract and retain minority law graduates). **If N/A please feel free to attach statement for elaboration.**

Respond to all that apply.

	N/A (please elaborate)
1. Establish/contribute to a scholarship programs dedicated to students of color. If so, where: _____ _____	Government office
2. Establish/maintain a program that awards a student of color a paid summer clerkship at the organization following the first year as well as a cash scholarship at the beginning of the second year;	Interns are not paid
3. Establish/maintain a winter clerkship position for a second or third year law student of color, for no more than 15 hours per week;	Interns are arranged through law school (winter & summer)
4. Other:	

P. 09/24
314 615 3895
PROSECUTING ATTORNEY
MAY-02-2007 09:26

OBJECTIVE 2: HIRING INITIATIVES (continued)

With respect to any substantial hiring initiative(s) geared towards persons of color the organization has, please briefly describe the initiative(s):

Governed by Civil Service Rules

If the organization participates in any clerkship/scholarship program targeted to recruit/hire law students of color, please describe:

N/A

P.10/24
314 615 3895
PROSECUTING ATTORNEY
MAY-02-2007 09:26

OBJECTIVE 3: MENTORING AND RETENTION

Since **August 1, 2005**, please respond to all that apply indicating the organization's actions in furtherance of the objective listed below. For those items that are checked "completed", please attach a sample. **If N/A please feel free to attach statement for elaboration.**

	In Progress	Complete	N/A (please elaborate)
1. Develop, monitor and periodically evaluate mentoring programs for African American attorneys, which go beyond pairing a new African American attorney with a more senior attorney. The mentoring should be consistent and detailed, covering all aspects of the organization's culture and life, including, but not limited to:			<i>no mentoring program</i>
a. Assist each newly hired attorneys (regardless of race or level) in learning the organization's culture, history, practices and procedures;			<i>N/A</i>
b. Ensure that the work environment and work-related social activities are as hospitable and congenial for, and as inclusive of, attorneys of color as they are for all other attorneys;			<i>Civil Service rules</i>

P. 11/24
314 615 3895
PROSECUTING ATTORNEY
MAY-02-2007 09:27

	In Progress	Complete	N/A (please elaborate)
c. Include all new attorneys in programs that enhance their understanding of business concepts, client relations, client satisfaction, and their confidence in dealing with client matters;			Government office
d. Ensure that law clerks and attorneys of color have the same opportunity to (a) perform significant work assignments for important clients, (b) receive interesting and challenging legal work, and (c) receive training, guidance, mentoring, client contact, performance feed-back, and other opportunities to grow and succeed; and			no real clients
e. Adopt mechanisms to monitor progress and compliance with these commitments, including, e.g., internal surveys, questionnaires, interviews, and other appropriate means for identifying problems and/or areas for improvement.			Civil service rules govern

MAY-02-2007 09:27 PROSECUTING ATTORNEY 314 615 3895 P.13/24

2. Encourage attorney mentors to take on the assignment with the same commitment and vigor as other assignments with evaluation ramifications.			N/A
3. Encourage young African American attorneys, to participate in bar association or community mentoring, networking and leadership training programs developed in conjunction with minority attorney associations.			
4. Other:			

What is the total number of attorneys who voluntarily or involuntarily left your organization's employ during the reporting period? _____

Of this total:

- a. How many were **African American** women? _____
- b. How many were **African American** men? _____

Please report the number of **African American attorneys** who left the organization between **8/1/05 – 1/31/07**

Attrition	Attorneys w/less than five years experience	Non-supervisory Attorneys w/more than five years experience	Supervisory Attorneys/ Division Heads	Other: _____
2005-2007	0	0	0	

Please elaborate

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OBJECTIVE 3: MENTORING AND RETENTION (Continued)

Exit Interviews

1. Does your organization conduct exit interviews? Yes _____ No X

2. If no, why not?

*County Personnel conducts them under
civil service rules*

3. If yes, how are the interviews done and what have you learned?

Please identify the specific steps you are taking to reduce the attrition rate of African American attorneys:

- Develop and/or support internal employee affinity groups (e.g., minority networks within the organization)
- Increase/review compensation relative to competition
- Increase/improve current work/life programs
- Adopt dispute resolution process
- Succession plan includes emphasis on diversity
- Work with **African American** attorneys to develop career advancement plans
- Review work assignments to make sure **African American** attorneys are not being excluded
- Strengthen mentoring program for all attorneys, including minorities
- Professional skills development program, including **African American** attorneys

Other, please specify civil service rules governs these areas

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MAY-02-2007 09:28

P.17/24
314 615 3895
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MAY-02-2007

OBJECTIVE 4: DIVERSITY LEADERSHIP AND STRATEGIC PLAN

How has the organization communicated to supervisory attorneys the link between diversity and success?

Since **August 1, 2005**, please describe the organization's actions in furtherance of the objective listed below. **If N/A please feel free to attach statement for elaboration:**

	2005	2006	2007
1. Create a mechanism for promoting diversity within the organization, such as the creation of a standing Diversity Committee that will meet regularly throughout the year for the purposes of devising, promoting and guiding the organization's diversity programs.	N/A	N/A	N/A

P. 18/24
314 615 3895

PROSECUTING ATTORNEY

MAY-02-2007 09:28

	2005	2006	2007
<p>2. Implement and participate in programs, including, but not limited to:</p> <ul style="list-style-type: none"> a. socials and/or luncheons with African American law student groups; b. recruiting visits dedicated the recruitment of African American law students at Missouri law schools; c. development of an intra-organization strategic plan intended to increase African American representation within the organization. 			
<p>3. Include African American representation on the hiring and attorney evaluation committees.</p>			

Identify the lead attorney(s) who serves as the primary mechanism for promoting diversity within the organization:

Robert P. McCallou

Identify any other person(s) (i.e. diversity coordinator, diversity committee chair) who serves as the primary mechanism for promoting diversity within the organization: (please identify title)

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If N/A please feel free to attach statement for elaboration.

	YES	N/A (please elaborate)
1. Does your organization have a Diversity Committee or Task Force charged with responsibility for monitoring or promoting diversity efforts and results?		NO.
2. Is diversity (male/female, ethnic, racial, age, practice groups, etc.) one of the considerations in composing committees within the organization?		NO
3. Are attorneys of color on the hiring/recruiting committee?		NO
4. Are attorneys of color a part of the management committee?		NO.

OBJECTIVE 5: MARKETING

Since **August 1, 2005**, please describe the organization's actions in furtherance of the objective listed: (Respond to all that apply.) **If N/A please feel free to attach statement for elaboration.**

P. 20/24
314 615 3895
PROSECUTING ATTORNEY
MAY-02-2007 09:28

	ACTION	N/A (please elaborate)
<p>1. If applicable, make concerted efforts to publicize the presence of African American personnel in the organization's recruiting and marketing materials, and, where appropriate to the message, the materials may express a commitment to diversity.</p>		<p>- Court source Rules govern = Interview & Recruitment</p>
<p>2. Explore creating a navigation link on their respective web sites which discusses the organization's efforts at increasing diversity, highlight the accomplishments of African American attorneys, and actively solicit the resumes of African American law students and practitioners.</p>		
<p>3. Contact the leaders of the African American law student organizations at law schools where the organization recruits to inform them of the organization's efforts toward increasing diversity, to invite African American law students to submit resumes, and to identify and, where appropriate, to interview selected applicants.</p>		

4. Review your marketing and recruiting materials and discuss its diversity efforts and its commitment to increasing diversity within the organization in its marketing and recruiting materials.

5. *Other:

***Please describe (or attach a copy of) the organization's actions in furtherance of this objective:**

OBJECTIVE 6: CULTURAL SENSITIVITY AND TRAINING

Since **August 1, 2005**, has your organization arranged other diversity training/program conducted by an outside consultant for any of its attorneys?

Yes _____ No X

If yes, please identify the facilitator/trainer and describe the length/cost of training:

Did the organization encourage its attorneys and legal professionals to attend diversity training seminars and/or continuing legal education programs on the topics of racial and ethnic sensitivity and diversity?

Yes _____ No X

If No, please elaborate:

County Government has personnel programs open to all employees

P.22/24
3895
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ASSESSING PROGRESS IN YOUR ORGANIZATION

1. As you plan the upcoming year's activities related to diversity, what do you see as the:

Strengths to build on

Barriers to overcome

Opportunities to take advantage of

2. What kind and level of assistance do you need from the Mound City Bar Association?

OTHER INFORMATION NOT COVERED BY SURVEY: (attach additional sheet if necessary)

- If you have any initiatives or any other information relating to your **organization's** commitment to diversity, that is otherwise not covered by this survey, please feel free to describe here:

MCBA EMPLOYMENT COMMISSION
2007 Diversity Initiative
Recruitment/Hiring/Retention Survey

This survey covers the period of August 1, 2005 through January 31, 2007.

ORGANIZATION NAME: St. Louis County Counselor's Office

Person(s) preparing this survey: Patricia Redington

OBJECTIVE 1: RECRUITMENT

Current composition of the Organization (as of 1/31/07)

	Attorneys w/less than five years experience	Non-supervisory Attorneys w/more than five years experience	Supervisory Attorneys/ Division Heads	Other: _____	Spring 2006 Clerks	Summer 2006 Clerks	Fall 2006 Clerks
Men	2	6	3				
Women	1	7	2				
Totals	3	13	5				
Black	1	2	0				
Hispanic	0	0	0				
Asian	0	0	0				
Other Minority <i>Please indicate:</i> _____ Jewish	0	3	1				

OBJECTIVE 1: RECRUITMENT (continued)

Lateral Attorneys - As of 1/31/07

	Total	African American Men		African American Women			
		2005	2006	2007	2005	2006	2007
Number of Lateral Attorney Hires	1 (in 2000)	0	0	0	0	0	0

Since **August 1, 2005**, please respond to all that apply indicating the organization's actions in furtherance of the objective listed below. For those items that are checked "completed", please attach a sample. **If N/A please feel free to attach statement for elaboration.**

	In Progress	Completed	N/A (please elaborate)
1. Adopt and/or publicize a commitment to racial and ethnic diversity within the organization.			Small office, don't generally promulgate formal policies
2. Evaluate criteria used to evaluate prospects (e.g. class rank requirements, law review membership) to determine whether such requirements serve to disproportionately screen out African American prospects.			Only established criterion is license to practice law in Missouri
3. Recruit at regional or national law schools with a significant number of African American law students.			Don't recruit at any schools

<p>4. Recruit at Historically Black law schools.</p>			<p>Don't recruit at any schools</p>
<p>5. Identify and recruit students of color through law school placement administrators, faculty members, present or former summer clerks, organizations of law students.</p>			<p>Don't recruit at any schools</p>
<p>6. Recruit attorneys of color as lateral hires.</p>			<p>Very rare to hire laterally</p>
<p>7. Explore creating and/or supporting programs at St. Louis area secondary schools, colleges and universities offering tutorial assistance for standardized test-taking, and programs to provide African American students with intensive training in the kinds of skills needed in the law school and legal environment.</p>			<p>Outside the scope of what we can do as a government office, nor would we have sufficient resources (have had two attorney slots cut in last three years).</p>

OBJECTIVE 1: RECRUITMENT (continued)

Does your organization maintain statistics concerning the recruitment of **African American** attorneys and law students?

Yes _____ No X .

Please report the number of **African American** candidates interviewed, called back, hired in **2005 and 2006**. (If the organization does not keep such statistics, please estimate and notate estimation with *):

	Attorneys w/less than five years experience		Non-supervisory Attorneys w/ more than five years experience		Supervisory Attorneys/ Division Heads		Other:		Spring 2006 Clerks		Summer 2006 Clerks		Fall 2006 Clerks	
	2005	2006	2005	2006	2005	2006	2005	2006	2005	2006	2005	2006	2005	2006
Interviews at law schools, job fairs, etc.	0	0	0	5*	0	0								
Call back, i.e. half/full day interviews?	0	0	0	0	0	0								
Offers extended	0	1*	0	3*	0	0								
Offers accepted	0	1	0	2*	0	0								

OBJECTIVE 2: HIRING INITIATIVES

Please identify any substantial hiring initiative geared towards African Americans (e.g., a minority law student summer employment program designed to attract and retain minority law graduates). **If N/A please feel free to attach statement for elaboration.**

Respond to all that apply.

	N/A (please elaborate)
<p>1. Establish/contribute to a scholarship programs dedicated to students of color.</p> <p>If so, where:</p> <p>_____</p> <p>_____</p>	<p>Government office</p>
<p>2. Establish/maintain a program that awards a student of color a paid summer clerkship at the organization following the first year as well as a cash scholarship at the beginning of the second year;</p>	<p>No paid internships</p>
<p>3. Establish/maintain a winter clerkship position for a second or third year law student of color, for no more than 15 hours per week;</p>	<p>No paid clerkships</p>
<p>4. Other:</p>	

OBJECTIVE 3: MENTORING AND RETENTION

Since **August 1, 2005**, please respond to all that apply indicating the organization's actions in furtherance of the objective listed below. For those items that are checked "completed", please attach a sample. **If N/A please feel free to attach statement for elaboration.**

	In Progress	Complete	N/A (please elaborate)
<p>1. Develop, monitor and periodically evaluate mentoring programs for African American attorneys, which go beyond pairing a new African American attorney with a more senior attorney. The mentoring should be consistent and detailed, covering all aspects of the organization's culture and life, including, but not limited to:</p>			<p>No specific mentoring program for any new attorneys, small size of office permits informal training and assistance. The kinds of activities set forth in this section are accomplished very informally.</p>
<p>a. Assist each newly hired attorneys (regardless of race or level) in learning the organization's culture, history, practices and procedures;</p>			
<p>b. Ensure that the work environment and work-related social activities are as hospitable and congenial for, and as inclusive of, attorneys of color as they are for all other attorneys;</p>			

	In Progress	Complete	N/A (please elaborate)
<p>c. Include all new attorneys in programs that enhance their understanding of business concepts, client relations, client satisfaction, and their confidence in dealing with client matters;</p>			
<p>d. Ensure that law clerks and attorneys of color have the same opportunity to (a) perform significant work assignments for important clients, (b) receive interesting and challenging legal work, and (c) receive training, guidance, mentoring, client contact, performance feedback, and other opportunities to grow and succeed; and</p>			
<p>e. Adopt mechanisms to monitor progress and compliance with these commitments, including, e.g., internal surveys, questionnaires, interviews, and other appropriate means for identifying problems and/or areas for improvement.</p>			

<p>2. Encourage attorney mentors to take on the assignment with the same commitment and vigor as other assignments with evaluation ramifications.</p>			
<p>3. Encourage young African American attorneys, to participate in bar association or community mentoring, networking and leadership training programs developed in conjunction with minority attorney associations.</p>		<p>Provide for administrative leave to do so</p>	
<p>4. Other:</p>			

What is the total number of attorneys who voluntarily or involuntarily left your organization's employ during the reporting period? 6

Of this total:

- a. How many were **African American** women? 1
- b. How many were **African American** men? 0

Please report the number of **African American attorneys** who left the organization between **8/1/05 – 1/31/07**

Attrition	Attorneys w/less than five years experience	Non-supervisory Attorneys w/ more than five years experience	Supervisory Attorneys/ Division Heads	Other:
2005-2007		1		

Please elaborate

OBJECTIVE 3: MENTORING AND RETENTION (Continued)

Exit Interviews

1. Does your organization conduct exit interviews? Yes No

2. If no, why not?

3. If yes, how are the interviews done and what have you learned?

One by Personnel and an informal interview by myself. Not a lot of information, people generally seem to prefer being very broad in their statements

Please identify the specific steps you are taking to reduce the attrition rate of African American attorneys:

- ___ Develop and/or support internal employee affinity groups (e.g., minority networks within the organization)
- ___ Increase/review compensation relative to competition
- ___ Increase/improve current work/life programs
- ___ Adopt dispute resolution process
- ___ Succession plan includes emphasis on diversity
- ___ Work with **African American** attorneys to develop career advancement plans
- ___ Review work assignments to make sure **African American** attorneys are not being excluded
- ___ Strengthen mentoring program for all attorneys, including minorities
- ___ Professional skills development program, including **African American** attorneys
- ___ Other, please specify _____

OBJECTIVE 4: DIVERSITY LEADERSHIP AND STRATEGIC PLAN

How has the organization communicated to supervisory attorneys the link between diversity and success?

Since **August 1, 2005**, please describe the organization's actions in furtherance of the objective listed below. **If N/A please feel free to attach statement for elaboration:**

	2005	2006	2007
1. Create a mechanism for promoting diversity within the organization, such as the creation of a standing Diversity Committee that will meet regularly throughout the year for the purposes of devising, promoting and guiding the organization's diversity programs.			

	2005	2006	2007
<p>2. Implement and participate in programs, including, but not limited to:</p> <ul style="list-style-type: none"> a. socials and/or luncheons with African American law student groups; b. recruiting visits dedicated the recruitment of African American law students at Missouri law schools; c. development of an intra-organization strategic plan intended to increase African American representation within the organization. 			
<p>3. Include African American representation on the hiring and attorney evaluation committees.</p>			No such committee.

Identify the lead attorney(s) who serves as the primary mechanism for promoting diversity within the organization:

_____ Myself, as head of office with hiring, promotion & firing responsibility _____

Identify any other person(s) (i.e. diversity coordinator, diversity committee chair) who serves as the primary mechanism for promoting diversity within the organization: (please identify title)

If N/A please feel free to attach statement for elaboration.

	YES	N/A (please elaborate)
1. Does your organization have a Diversity Committee or Task Force charged with responsibility for monitoring or promoting diversity efforts and results?		No
2. Is diversity (male/female, ethnic, racial, age, practice groups, etc.) one of the considerations in composing committees within the organization?		Don't have committees
3. Are attorneys of color on the hiring/recruiting committee?		No such committee
4. Are attorneys of color a part of the management committee?		No such committee

OBJECTIVE 5: MARKETING

Since **August 1, 2005**, please describe the organization's actions in furtherance of the objective listed: (Respond to all that apply.) **If N/A please feel free to attach statement for elaboration.**

	ACTION	N/A (please elaborate)
1. If applicable, make concerted efforts to publicize the presence of African American personnel in the organization's recruiting and marketing materials, and, where appropriate to the message, the materials may express a commitment to diversity.		Don't market the office
2. Explore creating a navigation link on their respective web sites which discusses the organization's efforts at increasing diversity, highlight the accomplishments of African American attorneys, and actively solicit the resumes of African American law students and practitioners.		Office does not have a web site
3. Contact the leaders of the African American law student organizations at law schools where the organization recruits to inform them of the organization's efforts toward increasing diversity, to invite African American law students to submit resumes, and to identify and, where appropriate, to interview selected applicants.		Don't recruit at schools, only hire licensed attorneys

4. Review your marketing and recruiting materials and discuss its diversity efforts and its commitment to increasing diversity within the organization in its marketing and recruiting materials.

Don't have marketing/recruiting materials.

5. *Other:

***Please describe (or attach a copy of) the organization's actions in furtherance of this objective:**

OBJECTIVE 6: CULTURAL SENSITIVITY AND TRAINING

Since **August 1, 2005**, has your organization arranged other diversity training/program conducted by an outside consultant for any of its attorneys?

Yes _____ No _____ X _____

If yes, please identify the facilitator/trainer and describe the length/cost of training:

Did the organization encourage its attorneys and legal professionals to attend diversity training seminars and/or continuing legal education programs on the topics of racial and ethnic sensitivity and diversity?

Yes _____ X _____ No _____

If No, please elaborate:

ASSESSING PROGRESS IN YOUR ORGANIZATION

1. As you plan the upcoming year's activities related to diversity, what do you see as the:

Strengths to build on

Institutional commitment to non-discrimination in employment opportunities and commitment to having diversity in
the work force

Barriers to overcome

One barrier to increased diversity in promotions is the low turnover rate, particularly among attorneys with significant
seniority.

Opportunities to take advantage of

2. What kind and level of assistance do you need from the Mound City Bar Association?

_____ Provide survey results in order to share insight into other organizations' approaches/activities, and continue to serve as a resource for publishing employment opportunities.

OTHER INFORMATION NOT COVERED BY SURVEY: (attach additional sheet if necessary)

- If you have any initiatives or any other information relating to your **organization's** commitment to diversity, that is otherwise not covered by this survey, please feel free to describe here:

_____ This survey seems more directed to larger, private entities that to a government office. Our office does not have the kind of formal policies and practices (ie, recruiting trips, etc.) that you seem interested in reviewing.

**Response from
Missouri State Public Defender System**



MISSOURI STATE PUBLIC DEFENDER SYSTEM

Director's Office

3402 Buttonwood Drive
Columbia, Missouri 65201
Telephone: 573-882-9855 Fax: 573-882-9740

Fax

To: Ronda Williams	From: Jane Frew, HR Director
Fax: 314-588-1965	Pages: 3, including cover page
Phone:	Date: 3/26/2007
Re: MCHR Employment Survey	CC:

Urgent For Review Please Comment Please Reply Please Recycle

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MISSOURI STATE PUBLIC DEFENDER SYSTEM

Director's Office

3402 Buttonwood Drive
Columbia, Missouri 65201
Telephone: 573-882-9855 Fax: 573-882-9740

March 26, 2007

Ms. Ronda F. Williams, Chairperson
MCBA Employment Commission
P.O. Box 1543
St. Louis, MO 63188

RE: MCBA Employment Survey
VIA FACSIMILE: 314-588-1965

Dear Ms. Williams:

We are in receipt of the MCBA employment survey sent to several of our local offices. As a statewide agency, data relating to diversity, including race, age, gender, and disability status that the Missouri State Public Defender System (MSPD) collects is tracked and maintained by our Human Resources Department, not our local offices. I, therefore, am responding to the MCBA survey. MSPD's Human Resources Department prepares a monthly report relating to the diversity of the department as a part of our normal course of business. This report provides statistical information on the race, gender, age, and disability status of MSPD employees on a specific date. Enclosed please find a copy of the MSPD's *Minority Report* as of March 15, 2007, in response to your survey.

We hope the enclosed report will be of assistance to you in addressing the goals of the MCBA Employment Commission.

Sincerely,

A handwritten signature in black ink, appearing to read "Jane Frew".

Jane Frew
Human Resources Director

Enclosure

MINORITY REPORT

As of: 03/15/07

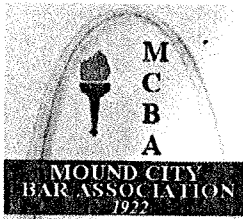
POSITION	WHITE				MINORITY				TOTAL	
	As of 03/15/07	Percent of Total	As of 02/15/07	Percent of Total	As of 03/15/07	Percent of Total	As of 02/15/07	Percent of Total	As of 03/15/07	As of 02/15/07
Attorneys	324	93%	320	93%	24	7%	25	7%	348	345
Investigators	52	90%	52	90%	6	10%	6	10%	58	58
Paralegals	4	100%	4	100%	0	0%	0	0%	4	4
Sentencing Specialists	14	78%	14	78%	4	22%	4	22%	18	18
Support Staff	83	81%	83	81%	20	19%	20	19%	103	103
TOTAL	477	90%	473	90%	54	10%	55	10%	531	528

POSITION	MALE				FEMALE				TOTAL	
	As of 03/15/07	Percent of Total	As of 02/15/07	Percent of Total	As of 03/15/07	Percent of Total	As of 02/15/07	Percent of Total	As of 03/15/07	As of 02/15/07
Attorneys	178	51%	176	51%	170	49%	169	49%	348	345
Investigators	32	55%	32	55%	26	45%	26	45%	58	58
Paralegals	1	25%	1	25%	3	75%	3	75%	4	4
Sentencing Specialists	5	28%	5	28%	13	72%	13	72%	18	18
Support Staff	5	5%	5	5%	98	95%	98	95%	103	103
TOTAL	221	42%	219	41%	310	58%	309	58%	531	528

POSITION	AGE UNDER 40				AGE 40 & ABOVE				TOTAL	
	As of 03/15/07	Percent of Total	As of 02/15/07	Percent of Total	As of 03/15/07	Percent of Total	As of 02/15/07	Percent of Total	As of 03/15/07	As of 02/15/07
Attorneys	196	56%	193	56%	152	44%	152	44%	348	345
Investigators	19	33%	19	33%	39	67%	39	67%	58	58
Paralegals	3	75%	3	75%	1	25%	1	25%	4	4
Sentencing Specialists	6	33%	6	33%	12	67%	12	67%	18	18
Support Staff	34	33%	34	33%	69	67%	69	67%	103	103
TOTAL	258	49%	256	48%	273	51%	273	52%	531	528

POSITION	NON-HANDICAPPED				HANDICAPPED				TOTAL	
	As of 03/15/07	Percent of Total	As of 02/15/07	Percent of Total	As of 03/15/07	Percent of Total	As of 02/15/07	Percent of Total	As of 03/15/07	As of 02/15/07
Attorneys	343	99%	340	99%	5	1%	5	1%	348	345
Investigators	58	100%	58	100%	0	0%	0	0%	58	58
Paralegals	4	100%	4	100%	0	0%	0	0%	4	4
Sentencing Specialists	18	100%	18	100%	0	0%	0	0%	18	18
Support Staff	101	98%	101	98%	2	2%	2	2%	103	103
TOTAL	524	99%	521	99%	7	1%	7	1%	531	528

Corporate Panel Cover Letters



MOUND CITY BAR ASSOCIATION
P.O. Box 1543
St. Louis, MO 63188

April 11, 2007

Pamela J. Meanes
President

Rufus J. Tate, Jr.
President-Elect

Annette Slack
Vice-President

Paul A. Randolph
Treasurer

Carla Allen
Corresponding
Secretary

Kemba Logan
Recording Secretary

Joan K. Miller
Member-At-Large

Rolanda Johnson
Member-At-Large

Robert Kenney
Parliamentarian

Celestine Dotson
Historian

Hon. Marvin O. Teer
Immediate Past
President

Nestlé Purina PetCare Company
Attn: General Counsel
Checkerboard Square
St. Louis, Missouri 63164

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It is indisputable that one of the critical issues facing America today and the legal profession is **DIVERSITY**. One of our goals this year is to look into the diversity initiatives of area law firms and governmental entities to assist them in determining if their efforts are creating substantive diversity within their organizations.

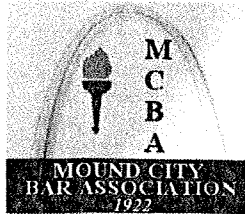
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Please contact me, Ronda F. Williams, at (314) 588-7000 ext. 137 or rwilliams@foxgalvin.com to inform me of your availability, or another leader-representative, to participate in our Diversity Employment Law Panel Discussion. If you have any questions please feel free to contact me.

Sincerely,

Ronda F. Williams, Chairperson
MCBA Employment Commission

Pamela Meanes, President
Mound City Bar Association



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Historian

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Immediate Past
President

Gayle G. Stratmann
Vice President and General Counsel
Energizer Holdings, Inc.
533 Maryville University
St. Louis, MO 63141

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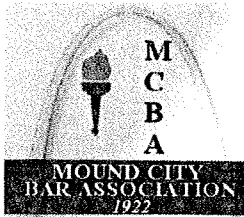
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Immediate Past
President

Lisa A. Joley
Vice President and General Counsel, Anheuser-Busch Companies, Inc.
Anheuser Busch Companies
One Busch Place
St. Louis, MO. 63118

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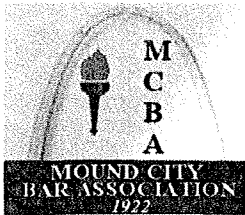
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President

Jan R. Alonzo
General counsel
Unigroup, Inc., Legal Department
One Premier Lane Drive
Fenton, MO 63026

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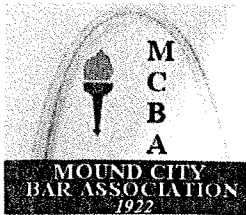
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Steven Roberts
The Roberts Companies
1408 North Kingshighway, Suite 300
St. Louis, MO 63113-1400

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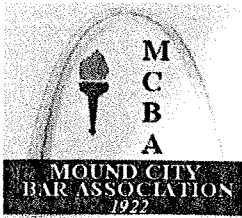
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Marlin Maxwell
Senior Counsel
Wal-mart Stores, Inc.
702 SW 8th Street
Bentonville, AR 72716-0215

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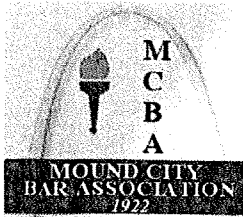
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Kimberly C. Cook, Esq.
General Counsel
Clayco, Inc.
2199 Innerbelt Business Center Dr.
St. Louis, MO 63114

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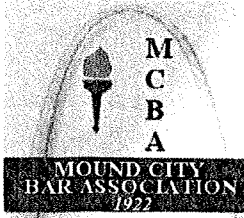
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James D. Ellis
Senior Executive Vice President and General Counsel
AT&T Inc.
One Bell Center, 35th Floor
St. Louis, MO 63101

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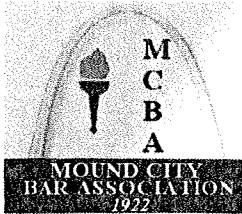
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Frank L. Steeves
Senior Vice President, General Counsel, Secretary
Emerson Electric Company
8000 West Florissant Avenue P.O. Box 4100
Saint Louis, MO 63136

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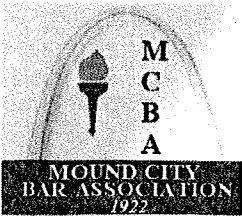
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Sincerely,

Ronda F. Williams, Chairperson
MCBA Employment Commission

Pamela Meanes, President
Mound City Bar Association



MOUND CITY BAR ASSOCIATION
P.O. Box 1543
St. Louis, MO 63188

April 11, 2007

Pamela J. Meanes
President

Rufus J. Tate, Jr.
President-Elect

Annette Slack
Vice-President

Paul A. Randolph
Treasurer

Carla Allen
Corresponding
Secretary

Kemba Logan
Recording Secretary

Joan K. Miller
Member-At-Large

Rolanda Johnson
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Robert Kenney
Parliamentarian

Celestine Dotson
Historian

Hon. Marvin O. Teer
Immediate Past
President

Mr. Robert N. Belt
Union Pacific Railroad
100 N. Broadway, Suite 1500
St. Louis, MO 63102

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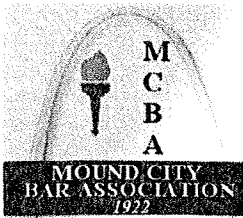
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Mr. Mark C. Darrell, Esq.
General Counsel
Laclede Gas Company
720 Olive Street, 15th Floor
St. Louis, MO 63101

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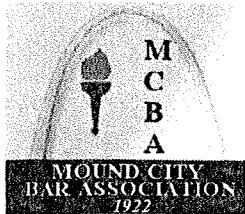
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Mr. Randy E. Hayman, Esq.
General Counsel
Metropolitan St. Louis Sewer District
2358 Marcus Street
St. Louis, MO 63103

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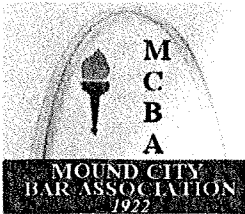
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Mr. Reuben A. Shelton, III
General Counsel
Monsanto Company Law Department
800 North Lindbergh, E2NE
St. Louis, MO 63167

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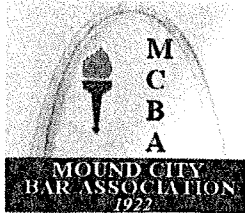
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Ms. Cheryl M. Manley, Esq.
Vice President & Senior Counsel, Human Resources
Charter Communications
12405 Powerscourt Drive
St. Louis, MO 63131

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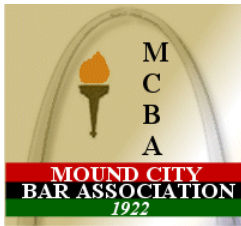
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Panel Confirmation Letters



MOUND CITY BAR ASSOCIATION
P.O. Box 1543
St. Louis, MO 63188

April 20, 2007

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Hon. Marvin O. Teer
Immediate Past
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Kim Morgan
Sonnenschein Nath & Rosenthal LLP
One Metropolitan Square, Suite 3000
St. Louis, MO 63102-2741

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Pamela Meanes, President
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MOUND CITY BAR ASSOCIATION
P.O. Box 1543
St. Louis, MO 63188

April 20, 2007

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Robert Kenney
Parliamentarian

Celestine Dotson
Historian

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Immediate Past
President

Gabriel Gore
Bryan Cave LLP
One Metropolitan Square
211 North Broadway, Suite 3600
St. Louis, MO 63102-2750

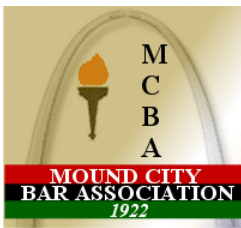
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Roman Wuller
Thompson Coburn LLP
One US Bank Plaza
St. Louis, MO 63101-1611

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**MOUND CITY BAR ASSOCIATION
P.O. Box 1543
St. Louis, MO 63188**

April 20, 2007

Jennifer Joyce
Circuit Attorney's Office
Mel Carnahan Building
1114 Market St., 4th Floor
St. Louis, MO 63101

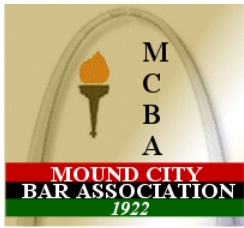
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Patricia A. Hageman, City Counselor
City of St. Louis
314 City Hall
St. Louis, MO 63103

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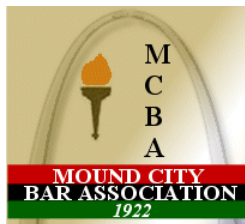
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Schlichter Bogard & Denton LLP
100 Fourth Street, #900
St. Louis, Missouri 63102
Attn: Sheri O'Gorman

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Thank You Letters to Panel Members



MOUND CITY BAR ASSOCIATION
P.O. Box 1543
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May 9, 2007

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100 Fourth Street, #900
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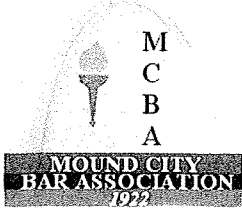
I would like to personally thank you for your participation in the Mound City Bar Association's Employment Commission Panel Discussion. I believe that the discussion was informative and will lead to substantive suggestions for improving the diversity efforts of the employers involved. I appreciate you taking the time to spend with us and enduring the tough questions that were presented.

I hope that you will also be a part of our implementation efforts after the final report is published.

If you would like to contact me you can do so at (314) 588-7000 ext. 137 or rwilliams@foxgalvin.com. Thanks again and take care.

Sincerely,

Ronda F. Williams, Chairperson
MCBA Employment Commission



MOUND CITY BAR ASSOCIATION
P.O. Box 1543
St. Louis, MO 63188

May 9, 2007

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Immediate Past
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Mr. Mark C. Darrell, Esq.
General Counsel
Laclede Gas Company
720 Olive Street, 15th Floor
St. Louis, MO 63101

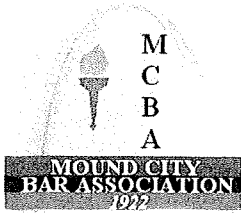
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Patricia A. Hageman, City Counselor
City of St. Louis
314 City Hall
St. Louis, MO 63103

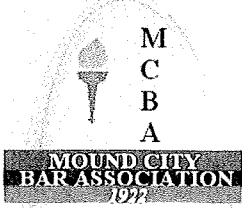
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May 9, 2007

Jennifer Joyce
Circuit Attorney's Office
Mel Carnahan Building
1114 Market St., 4th Floor
St. Louis, MO 63101

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Roman Wuller
Thompson Coburn LLP
One US Bank Plaza
St. Louis, MO 63101-1611

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May 9, 2007

Gabriel Gore
Bryan Cave LLP
One Metropolitan Square
211 North Broadway, Suite 3600
St. Louis, MO 63102-2750

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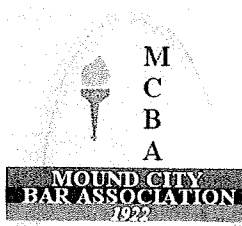
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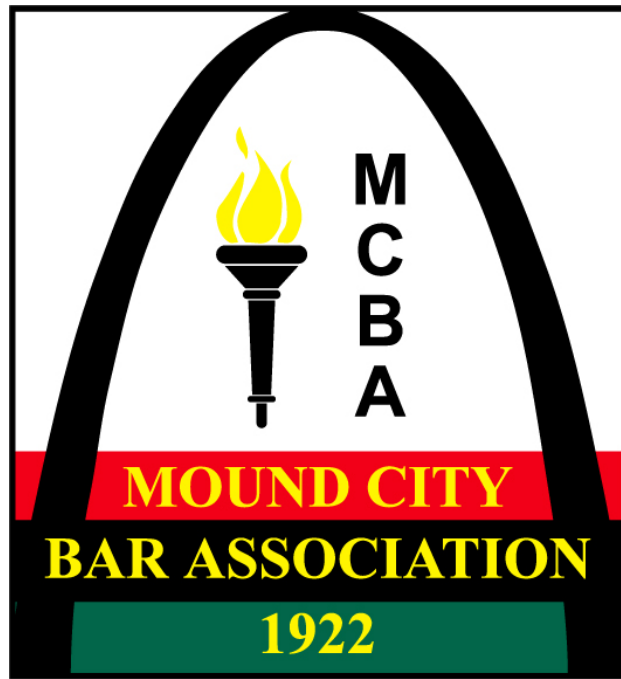
Karen Jordan
Sonnenschein Nath & Rosenthal LLP
One Metropolitan Square, Suite 3000
St. Louis, MO 63102-2741

I would like to personally thank you for your participation in the Mound City Bar Association's Employment Commission Panel Discussion. You definitely added a level of reality to the discussion that I do not believe we would have had otherwise. Your truth and honesty is admired and greatly appreciated. I hope that you will agree to work with the implementation committee after the report is published. I will contact you.

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Mound City Bar Association
P.O. Box 1543
St. Louis, Missouri 63188
Tel: (314) 552-6349