

**REPORT & RECOMMENDATIONS**  
from the  
**Diversity Pipeline Task Force**

**The State Bar of California**



**August 2006**



*James O. Heiting,  
State Bar President  
2005-2006*

*In talking to other governors of the State Bar during the year before my election to the presidency, I learned of the importance and the enthusiasm some had for a "pipeline project," a method to encourage diverse students to a career in the law and diverse members of the bar to leadership positions.*

*Realizing that I owe my life to people who have reached out to me, the more I learned, the more I got excited; and after the election, I immediately appointed a Pipeline Task Force to ... model program(s) that would serve to level the playing field for the disadvantaged, give encouragement to the discouraged, to engage the disengaged.*

*James O. Heiting  
State Bar President  
2005-2006*

## **PIPELINE TASK FORCE**

### **PURPOSE**

The committee's purpose is to focus on a replicable working model of a career pipeline from entry and advancement in the legal profession through a collaborative effort of the bench, bar associations, corporate counsel, law schools/universities/school districts, law firms and the public sector.

### **GOALS**

This model is intended to develop collaborative activities and efforts along the pipeline to raise student awareness and interest in the law as a profession, to increase student aspirations, and to generate and provide support to increase the number of diverse lawyers eventually entering and advancing in the legal profession.

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# The State Bar of California Report and Recommendations from Diversity Pipeline Task Force August 2006

## Introduction

Diversity in the legal profession has long been recognized by the State Bar of California as one of its key strategies. The diversity priorities articulated in the State Bar Strategic Plan are as follows:

### **Goal 5.**

The State Bar is recognized and respected as a contributing and accountable leader in improving the administration of justice and ensuring the rule of law in our civil society.

### **Strategies:**

**5.1 *Diversity of Bar Membership.*** Encourage individuals of diverse populations to seek and qualify for admission to the practice of law in California, and, once admitted, to remain in active practice.

**5.5 *Participation and Leadership Development.*** Encourage increased participation in State Bar activities and identify opportunities to inspire diversity in leadership in all members of the bar.

The State Bar's diversity goals mirror the latest Census figures for statewide and local populations. From the State Bar's perspective, it is important that the demographics of the legal profession reflect the general population figures. This will enable the profession to be more responsive to the needs of our diverse communities and provide more effective legal representation locally and in the context of the growing global marketplace. It will also serve to enhance the public image of the legal profession and the judicial system.

The support for these principles has been confirmed through a series of Board of Governor resolutions creating a Center for Access & Fairness as a focal point for diversity programs and initiatives, a Diversity Awards recognition program providing recognition for exemplary diversity activities, and ongoing coordination of the State Bar Access & Fairness Committees to address goals on behalf of specific diverse constituencies. Through these activities the State Bar continues to be in the forefront in its efforts to create and implement programs and initiatives to achieve its diversity goals.

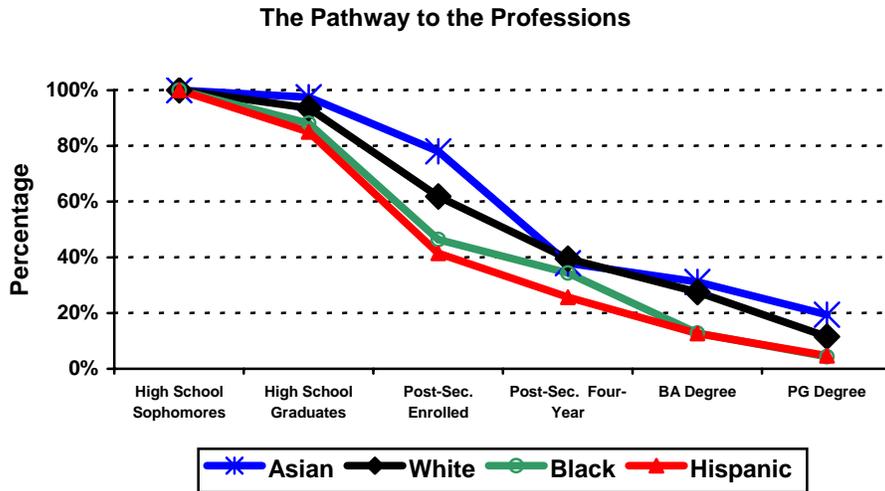
It should be noted that the nature and scope of these efforts, as well as the success of the programs, are contingent upon the contribution of voluntary contributions and that no mandatory attorney dues are used for these activities.

## Demographic Information: Setting the Stage

The importance of these efforts is supported by demographic data for the bar membership. According to the 2000 Census figures, the population of California is the most diverse in the nation, with 53% of our state residents being persons of color. But in the most recent State Bar membership survey, conducted in 2001, data shows that only 17% of California lawyers are “persons of color”. The State Bar survey shows that other groups (women lawyers comprising 32% of the profession, and attorneys with disabilities at 4%) are not well represented either, compared to the overall population demographics of the state. The following chart illustrates the comparison between the Statewide Census figures and the actual State Bar member demographics.

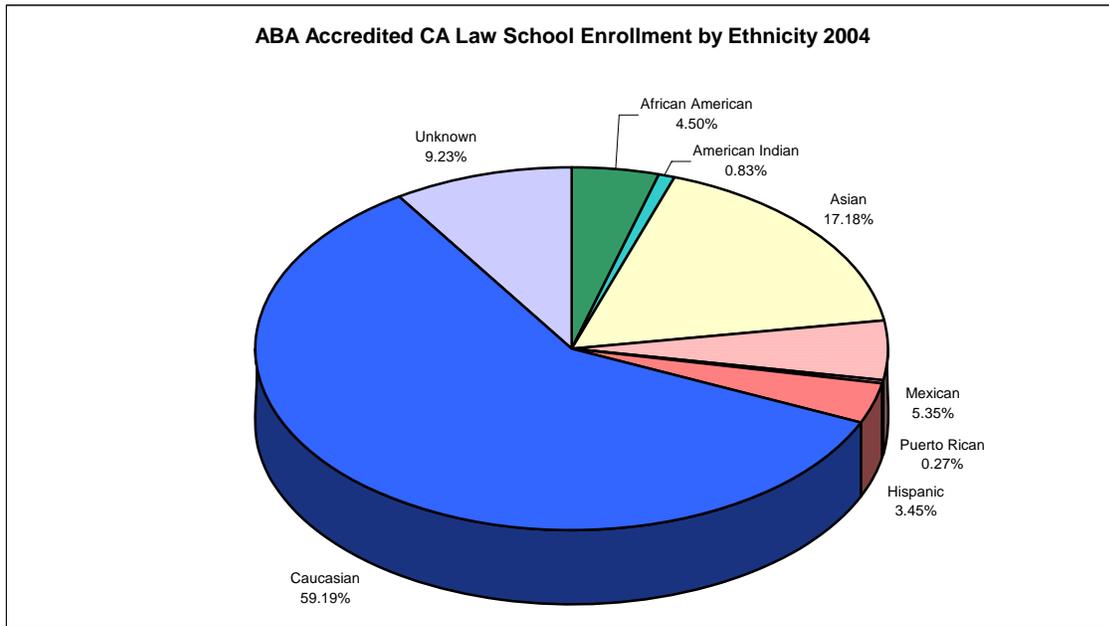
| <b>Demographics</b>                  |                   |                  |                   |
|--------------------------------------|-------------------|------------------|-------------------|
| <b>1991</b>                          |                   | <b>2001</b>      |                   |
| <b>State Bar</b>                     | <b>California</b> | <b>State Bar</b> | <b>California</b> |
| <b>Gender</b>                        |                   |                  |                   |
| <i>Women</i>                         |                   |                  |                   |
| 26.0%                                | 49.94%            | 32.0%            | 50.2%             |
| <b>Race and Ethnicity</b>            |                   |                  |                   |
| <i>African American</i>              |                   |                  |                   |
| 2.0%                                 | 7%                | 2.4%             | 6.7%              |
| <i>Asian Pacific Islander</i>        |                   |                  |                   |
| 3.0%                                 | 9%                | 6.0%             | 11.2%             |
| <i>Latino</i>                        |                   |                  |                   |
| 3.0%                                 | 26%               | 3.7%             | 32.4%             |
| <i>Other Minority</i>                |                   |                  |                   |
| 1.0%                                 | 1%                | 4.9%             | 3%                |
| <i>Caucasian</i>                     |                   |                  |                   |
| 91.0%                                | 57%               | 83.0%            | 46.7%             |
| <i>Total Minorities</i>              |                   |                  |                   |
| 9.0%                                 | 43%               | 17.0%            | 53.3%             |
| <b>Sexual Orientation</b>            |                   |                  |                   |
| <i>LGBT</i>                          |                   |                  |                   |
| 3.0%                                 |                   | 2.4%             | 2.1%              |
| <b>Individuals with Disabilities</b> |                   |                  |                   |
| 6.0%                                 |                   | 4.0%             | 17.4%             |
| <b>Older Attorneys (Age 40+)</b>     |                   |                  |                   |
| 56.0%                                | 34.99%            | 65.0%            | 39.01%            |

Unfortunately the numbers of diverse students entering the law school pipeline are dwindling. The low numbers raise concerns and illustrate the need for greater activity to increase the pipeline to the profession.



LSAC.org

The following diagram shows the enrollment of law students by ethnicity in California ABA Accredited law schools.



LSAC.org

The numbers of diverse attorneys in associate, partner, management and other leadership levels in various practice settings further illustrate the lack of parity with 2000 Census figures and the need for greater focus on this aspect of the diversity pipeline. The following charts summarize the diversity in the private sector.

### Attorneys by Race / Ethnicity in California's Largest Counties

| County                         | White | Hispanic | Black | Asian |
|--------------------------------|-------|----------|-------|-------|
| San Francisco County residents | 43.6% | 14.1%    | 7.8%  | 30.8% |
| San Francisco County attorneys | 81.3% | 3.9%     | 3%    | 9.1%  |
| Los Angeles County residents   | 31.1% | 44.6%    | 9.8%  | 11.9% |
| Los Angeles County attorneys   | 79.8% | 6.6%     | 4.5%  | 6.8%  |
| Santa Clara County residents   | 44.2% | 24%      | 2.8%  | 25.6% |
| Santa Clara County attorneys   | 80.3% | 5.5%     | 2.7%  | 8.6%  |
| Fresno County residents        | 39.7% | 44%      | 5%    | 8%    |
| Fresno County attorneys        | 85.5% | 7.4%     | 3.4%  | 1.2%  |
| San Diego County residents     | 66.5% | 26.7%    | 5.7%  | 8.9%  |
| San Diego County attorneys     | 87.1% | 6.6%     | 1.5%  | 3%    |
| Sacramento County residents    | 57.8% | 16%      | 10%   | 11%   |
| Sacramento County attorneys    | 86.6% | 4.6%     | 1.9%  | 4.8%  |
| Alameda County residents       | 40.9% | 19%      | 14.9% | 20.4% |
| Alameda County attorneys       | 78.9% | 3.3%     | 7.4%  | 8%    |

2000 US Census

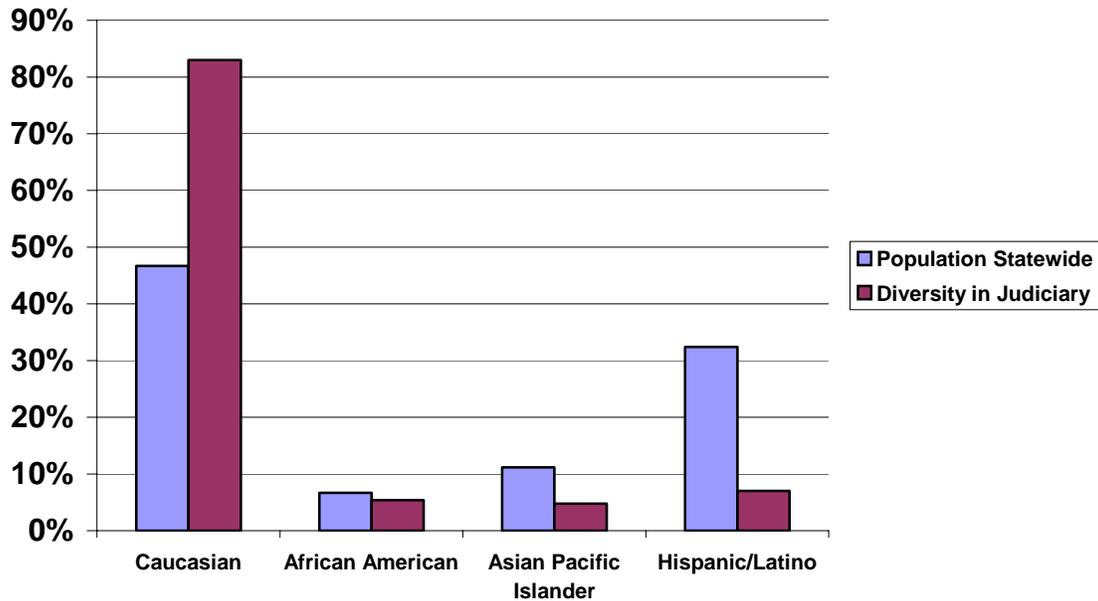
### Private Sector Attorneys by Race / Ethnicity

|               | PARTNERS |                  |                          |          | ASSOCIATES |                  |                          |          |
|---------------|----------|------------------|--------------------------|----------|------------|------------------|--------------------------|----------|
|               | Minority | African American | Asian / Pacific Islander | Hispanic | Minority   | African American | Asian / Pacific Islander | Hispanic |
| Overall       | 4.04%    | 1.38%            | 1.31%                    | 1.20%    | 14.63%     | 4.07%            | 7.01%                    | 2.96%    |
| Los Angeles   | 7.02%    | 1.74%            | 3%                       | 2.12%    | 0.97%      | 3.15%            | 12.54%                   | 4.47%    |
| Orange County | 3.31%    | 0.22%            | 2.21%                    | .88%     | 16.69%     | 1.12%            | 11.88%                   | 3.53%    |
| San Diego     | 4.5%     | 0.23%            | 1.58%                    | 2.25%    | 16.50%     | 1.70%            | 7.99%                    | 4.93%    |
| San Francisco | 5.19%    | 1.24%            | 3.19%                    | 1.37%    | 20.83%     | 3.08%            | 13.47%                   | 3.73%    |
| San Jose      | 8.14%    | 0.86%            | 5.29%                    | 1.71%    | 25.58%     | 2.05%            | 20.51%                   | 2.18%    |

2003 MCCA

Finally, the demographics for the California judiciary are even further removed from the statewide population. See the charts below.

### Population Compared to Judiciary Statewide



### Ethnic Diversity in the California State Court System

| Court            | African American Women | African American Men | Asian/Pacific Islander Women | Asian/Pacific Islander Men | Latina Women | Latino Men | Total Ethnic | Total# of Seats | Percentage Ethnic |
|------------------|------------------------|----------------------|------------------------------|----------------------------|--------------|------------|--------------|-----------------|-------------------|
| Supreme Court    | 0                      | 0                    | 1                            | 1                          | 0            | 1          | 3            | 7               | 42.8%             |
| Courts of Appeal | 2                      | 1                    | 2                            | 1                          | 2            | 2          | 10           | 105             | 9.5%              |
| Superior Courts  | 34                     | 50                   | 25                           | 47                         | 23           | 84         | 263          | 1498            | 17.5%             |
| Total            | 36                     | 51                   | 28                           | 49                         | 25           | 87         | 276          | 1610            | 17.1%             |

Sources: According to the Governor's Office, 6 African-Americans, 11 Asian Americans, and 10 Latinos have been appointed, for a total of 27 ethnic minority appointments. However, the Governor's Office has not identified the courts to which the appointments have been made. The totals contained in this chart are based on [California Courts: Locations, Justices and Judges](#) (May 2006 ed: a publication of the Administrative Office of the Courts), as well as current membership rosters of and surveys conducted by the Judicial Council of the California Association of Black Lawyers, the California Asian American Judges Association, the California Latino Judges Association, and the National Asian Pacific American Bar Association Judicial Council (5/5/2006)

## **Background**

Recognizing that diversity in the profession is important in general, as well as being good for the profession, good for business, good for our communities and critical for enhancing the public's confidence in the judicial system, State Bar President, James Otto Heiting, appointed a Diversity Pipeline Committee, chaired by Ruthe Ashley, District 2 Board of Governor. The committee was tasked with identifying issues/challenges and presenting solutions for increasing diversity in the legal profession. (See Appendix A for Committee Roster)

To set the stage, the committee reviewed ongoing State Bar diversity efforts undertaken by the Center for Access & Fairness and the Access & Fairness Committees, and confirmed that the State Bar Diversity Pipeline Project would encompass the full continuum of diversity efforts, ranging from the P to 12 educational pipeline, to colleges, universities and law schools, through attorney recruitment, hiring, promotion and advancement in the profession. The Diversity Pipeline Chart was created through the Center for Access & Fairness to illustrate the full continuum of pipeline issues and challenges and to list the solutions underway through the Center and through the State Bar Access & Fairness Committees. (See Appendix B for the Diversity Pipeline Chart)

The Committee also confirmed that the pipeline would focus on the diverse constituencies addressed through ongoing State Bar strategies and initiatives, with those constituencies including women, ethnic minorities, LGBT and senior attorneys, as well as attorneys with disabilities and with the issues affecting these constituencies permeating all stages of the pipeline.

### **Convening the Diversity Pipeline Task Force**

In focusing on its tasks, the Diversity Pipeline Committee created and convened the Diversity Pipeline Task Force, a broad-based group of representatives with the necessary experience, creativity and commitment to the State Bar's diversity goals. The initial project for the Task Force was to create a resource guide that would include models of diversity programs that are representative of the broad range of programs and that can be replicated easily by bar associations, law firms, corporate offices, governmental entities, law schools and the courts. The plan was that programs would be posted on the State Bar website and would be accessible to users to facilitate the creation and expansion of future pipeline programs. (See Appendix C for Task Force Roster)

## **Task Force Purpose and Goals**

The stated purpose of the project was to focus on a replicable working model of a career pipeline extending from outreach to preschool through colleges/universities to entry and advancement in the legal profession through a collaborative effort between the bench, bar associations, corporate counsel, law schools/universities/school districts, law firms and the public sector.

The project goal was to develop collaborative activities and efforts along the pipeline to raise student awareness and interest in the law as a profession, to increase student aspirations and assure academic rigor, as well as to generate and provide support to increase the number of diverse lawyers eventually entering and advancing in the legal profession.

## **Task Force Activities**

To accomplish the stated purpose and goals, the Task Force created four working groups: Bar Associations/Law Firms, Corporate Counsel/Government and Public Sector, Courts, and Education Pipeline (P to 20). (See Appendix D for Working Group Rosters)

The Diversity Pipeline Task Force first met on January 27, 2006, in a full day meeting comprised of both plenary and working group sessions. Each working group was responsible for conducting outreach and research to generate information on working diversity pipeline programs addressing their working group constituencies.

The information was gathered and reported using a "Model Program Template" to ensure that all working groups gathered the same information and so that the information format was consistent among the working groups. (See Appendix E for Model Program Template) The working groups were asked to review the model programs and to select up to five programs that were representative of the types of programs that would move the diversity goals forward. Several conference calls were held for the working groups to complete their respective assignments, and they met again on March 22, 2006 during the second meeting of the Diversity Pipeline Task Force.

## Model Program Criteria

The Task Force recognized that it did not have formal evaluation tools to determine the effectiveness of the programs identified as potential “model programs” and decided that the issue of evaluation tools would be addressed as part of the future work of the Task Force.

To provide some form of assessment, the working group used the following criteria to determine which programs to recommend for the Pipeline Model Programs. The criteria became known as the “CSIR” approach:

**Continuity:** Is the program of a continuing nature as opposed to a one-time project or event?

**Sustainability:** Does the entity have sufficient resources (funds, staff support and other resources) to sustain the ongoing operations of the program?

**Impact:** Is the program providing identifiable benefits for the intended group(s)?

**Replicability:** Can all or parts of the program be easily replicated by other entities?

## **MODEL PROGRAMS**

Using the described methodology and criteria for identifying model diversity programs to include in the Diversity Pipeline Model Programs to be posted on the State Bar website, the working groups recommended the following programs.

### **BAR ASSOCIATIONS AND LAW FIRMS**

Bar associations and law firms were asked to submit information on programs that further diversity within their leadership, assist law students and attorneys with transition from law school to the workforce, and enhance recruitment, retention and advancement of diverse attorneys in their organizations and offices. For additional programs focusing on P to 12, college and law school, also refer to the Education Pipeline Working Group Materials below.

### **BAR ASSOCIATION PROGRAMS**

#### **Bay Area Minority Summer Clerkship Program (BAMSCP)**

Collaborative Program of Alameda County Bar Association, Bar Association of San Francisco, Contra Costa County Bar Association and Santa Clara County Bar Association. The Santa Clara County Bar Association provides the administrative funding and support for the program.

**Contact: Irene Cortez**

**(408) 287-2557**

[irenec@sccba.com](mailto:irenec@sccba.com)

#### **Program:**

- An educational and introductory program (not a recruiting program) providing a means for exposing minority law students to large law firms and vice versa
- A vehicle through which participation of minority students in large law firm clerkship programs is increased with the long-term goal of increasing minority hiring
- Exposes minority law students to the work, requirements and culture of majority law firms
- Helps students to develop skills, confidence, and résumé credentials and to make professional contacts for the future
- Encourages students to consider majority law firms in their career planning
- Introduces majority law firms to talented students who might not have been selected for the firms' traditional summer programs and to

demonstrate that these students can successfully meet the demands of the practice of law.

### **2005 Goals and Timetables For Minority Hiring and Advancement**

#### **The Bar Association of San Francisco**

**Contact: Abby Ginzberg**

**(415) 782-8937**

[aginzberg@sfbar.org](mailto:aginzberg@sfbar.org)

#### **Program:**

- To increase the number of minority associates and partners throughout the Bay Area legal community
- Program created in 1989, with over 100 Bay Area legal employers voluntarily adopting the goals and timetables for minority hiring and advancement.
- 2005 survey conducted to assess ongoing success of the initiative (Report available at <http://www.sfbar.org>) and established goals for 2010 as follows:
  - 37% for minority associates or junior counsel
  - Sub-goals of 9 % for African American associates and 9% for Latino associates and other efforts to focus greater attention on the fair hiring of African American and Latino associates while maintaining efforts on behalf of all minorities
  - Minority goal of 15% partners in order to focus attention on the need to retain minority associates and to advance them to the partner level and leadership positions in a fair manner
  - Over 85 law firms, government and corporate legal offices have signed on to the 2010 Goals and Timetables, with BASF working with firms to implement the goals and to recruit additional participants

### **Bay Area Minority Law Student Scholarship Program**

#### **The Bar Association of San Francisco**

**Contact: Raquel Cabading, Director**

**(415) 782-8916**

[rcabading@sfbar.org](mailto:rcabading@sfbar.org)

**Program:** The Bay Area Minority Law Student Scholarship Program was established to reaffirm a commitment to diversity in legal education and the legal profession. Instituted in 1998 to respond to the passage of SP-1, the University

of California Regent's resolution to end affirmative action and race-based admissions at U.C. Schools. In its initial year, the program provided eighteen separate \$1,000 scholarships. In 2006, the bar was raised to a \$10,000 three-year commitment to each recipient. The 2007 goal is to fund more than three \$10,000 scholarships.

### **Appointments Committee**

#### **Orange County Bar Association**

**Contact: Donna Fouste, Executive Director**

**(949) 440-6700, ext. 113**

[info@ocba.net](mailto:info@ocba.net)

**Program:** In 2004, the Orange County Bar Association (OCBA) revised its bylaws to create an Appointments Committee. The Committee is chaired by the OCBA President who selects the members of the committee with input from the Affiliate Organization representatives. The bylaw goals are to increase the diversity of the board and indicate that the nominations by the Appointments Committee shall reflect the diverse composition of the Association, including minorities, women, lawyers from various firm sizes and practice settings, and lawyers in various geographical areas. At least five of the appointed slots must be filled with members from the Affiliate Organizations.

### **Barristers' Leadership Program**

#### **Santa Clara County Bar Association**

**Contact: Irene Cortez**

**(408) 287-2557**

[irene@sccbba.com](mailto:irene@sccbba.com)

**Program:** The Leadership Program is a four month program to give new and younger lawyers an opportunity to see how the bar association functions from an inside leadership perspective and to provide leadership training and access to bench and bar leadership and networking opportunities. Participation is by application. A maximum of 12 individuals are selected each year.

### **Pipeline Activities**

#### **Boston Bar Association Diversity Committee & Children and Youth Outreach**

**Contact: (617) 778-1934**

[Pdullea@bostonbar.org](mailto:Pdullea@bostonbar.org)

**Program:** The program is a comprehensive pipeline program for students in Boston Public Schools (BPS) and for young adults who might consider a career

in law. BPS is 85% non-white, and the programs are part of a pipeline to encourage students from underrepresented communities to become lawyers.

- Annual luncheon for law students of color in summer jobs at Boston firms.
- Legal career day at local colleges.
- Job shadow day for high school students.
- High school law office summer job program.
- Law firm partnering with high schools.
- Attorney volunteers in public schools as tutors and mentors.

### **Diversity Programs**

#### **Utah Minority Bar Association**

**Contact: Cheryl Mori**

**(801) 524-3141**

[mumbalaw@comcast.net](mailto:mumbalaw@comcast.net)

**Program:** UMBA diversity programs span the pipeline, from high school through to the judiciary. Since the institution of their programs, the numbers of minority attorneys practicing in Salt Lake City has increased dramatically.

- Annual Scholarship and Awards Banquet
- Mentor Program
- “Oh, the Places You’ll Go” seminar for high school and college students
- Diversity Pledge for Law Firms
- “How to Become a Judge” CLE

### **The Community Outreach Program**

#### **American Bar Association Section of Real Property, Probate & Trust Law**

**Contact: (312) 988-5824**

[rppt@abanet.org](mailto:rppt@abanet.org)

**Program:** This is a joint program with more than twenty minority bar associations around the country that seeks to upgrade real estate, probate and taxation skills of minority group lawyers. The premise of the program is that achieving diversity within a professional association depends in large part on achieving diversity and equal opportunity within the profession. Community Outreach offers training in both theory and practical skills: they teach lawyers what is not taught in law school that is needed to get started in a specialized area of law. Courses are well-attended and offered in New York, Chicago, Washington (DC), Los Angeles, and Atlanta.

## LAW FIRM PROGRAMS

### **Alston & Bird LLP – Diversity Program**

**Contact: Rosalie Chamberlain, Diversity Administrative Coordinator**

**(404) 881-7206**

[Rosalie.chamberlain@alston.com](mailto:Rosalie.chamberlain@alston.com)

Program:

- Diversity Committee chaired by a senior partner, answering directly to the managing partner
- Resources devoted to hiring and retention of top diverse talent
- More support systems and flexible alternatives creating a welcoming environment for all minority groups including women, people of color and LGBT attorneys
- Mentoring to all minority lawyers to ensure continued success in the firm and legal careers
- Ensuring minority groups sustain a level of success as equity partners
- Recognizing, celebrating and educating lawyers and staff about cultural differences
- Broadening efforts to communicate the firm's diversity initiatives and accomplishments

### **Latham & Watkins LLP – Diversity Scholars Program**

**Contact: Sharon Bowen, Partner**

**(212) 906-1332**

[sharon.bowen@lw.com](mailto:sharon.bowen@lw.com)

**Program:** The Latham Diversity Scholars Program was launched in October 2005. The program awards four \$10,000 non-renewable scholarships to second-year law students for use during their third year of law school. Factors considered in choosing the Latham Diversity Scholars include the candidate's (1) ability to contribute to the diversity objectives of global law firms; (2) success in overcoming any obstacles or challenges faced in deciding to choose law as a profession; (3) academic and/or leadership achievements; and (4) desire to practice in a global law firm environment.

## **Orrick, Herrington & Sutcliffe – Diversity Initiative**

**Contact: Lorraine McGowen, Diversity Chair**

**(212) 506-5114**

[lmcgowen@orrick.com](mailto:lmcgowen@orrick.com)

### **Program:**

- Firm wide Diversity Committee in existence since 1990, with chair reporting to the Chairman of the Firm. The Diversity Committee oversees a diversity committee in each domestic office. The firm-wide and office diversity committees assist in the firm's lawyer recruitment, associate orientation, the summer program, attorney training and development, attorney mentoring, pro bono work and community activities, and other aspects of firm life.
- Development of annual firm-wide diversity business plan, the goals and priorities of which are supported by each office and practice group
- Development and implementation of written and articulated benchmarks for associates in each Practice Group, reviewed and reported on by Practice Groups bi-annually
- Mentoring programs and development of monitoring procedures for ensuring success of the mentoring program
- Formation of mentoring circles for women attorneys in each office, across practice groups and levels of seniority
- Creation of a Women's Career Initiative in 2003, focusing on recruitment, retention and professional development of women attorneys. The Chair of the Women's Career Initiative reports to the Chair of the Firm.
- Regular outreach to the community to encourage diverse people to pursue careers in the law (e.g. panel discussions, small group discussions and courtroom demonstrations of mock arguments for the Color of Justice Program and providing summer internships to college-bound high school students involved in the programs presented by Legal Outreach, Inc.)

## **The Managing Partners' Roundtable – Diversity Workshop**

**Contact: Edward Poll**

**(310) 827-5415**

[edpoll@lawbiz.com](mailto:edpoll@lawbiz.com)

### **Program:**

- Convening Managing Partners from some of the largest law firms in the country to provide opportunity for candid and direct communication

between and among law firm managing partners and associates focused on issues of diversity in areas of ethnicity, age (generational issues) and gender.

- Developing best practices for the retention of lawyers of diverse backgrounds
- Encouraging creation of Diversity Director positions in the participating law firms

For Sample Diversity Director Job Descriptions see Appendix F.

## **CORPORATE COUNSEL/PUBLIC and GOVERNMENT SECTOR**

### **CORPORATE COUNSEL PROGRAMS**

#### **Diversity Initiatives**

##### **Wal-Mart**

**Contact: P. Alex Vasquez**

**(479) 277-5991**

[alex.vasquez@walmartlegal.com](mailto:alex.vasquez@walmartlegal.com)

##### **Program:**

- Multi-faceted approach for both internal and external diversity
- Goals are to increase the numbers of minority and women attorneys within the legal department; establish accountability with outside law firms; establish expectations for law firms through a diversity evaluation
- In 2002, the legal department had 56 attorneys (6 of color or 11%, 20 women or 36%) and in 2006, there are 130 attorneys (35 of color or 27%, 56 women or 42%)
- Wal-Mart demands accountability from its outside firms and commitment for diversity comes from the top
- Partnerships and collaborations are maintained with local law firms, Minority Corporate Counsel Association and minority organizations

## **Corporate Legal Diversity Pipeline Program**

**Street Law, Inc. and the Association of Corporate Counsel**

**Contact: Lee Arbetman, Director of U.S. Programs**

**(301) 589-1130, ext. 230**

[larbetman@streetlaw.org](mailto:larbetman@streetlaw.org)

### **Program:**

- Encourages young people of color to extend their educations and consider law-related careers and pairs teachers at urban high schools with corporate lawyers to reach diverse groups of students who might not otherwise consider legal careers
- Goals are to: 1) make accessible to students of color information about legal education and careers; 2) increase positive diverse role models in the legal profession; 3) increase understanding, respect for and trust in the legal system; 4) increase diversity in the legal profession
- Participating students were more interested in legal careers after the program, scored better on tests measuring knowledge of legal careers and the process to enter the legal profession, and had more positive attitudes about the legal profession than did similar students who did not participate.
- Through simulations and hands-on activities, students use the skills that lawyers use in their everyday jobs, thereby boosting student beliefs about their efficacy. They are also able to develop personal connections with legal professionals, and learn about the career pathways to the legal profession

To date, 15 corporations throughout the United States are participating in the Corporate Legal Diversity Pipeline Program, including Southern California Edison

## **Diversity Efforts**

### **Intel Corporation**

**Contact: Cindy Faatz, Chair of Growing Critical Mass Team & Member, Intel Legal's Diversity Management Review Committee (MRC)**

**2200 Mission College Boulevard, Santa Clara CA 95054**

### **Program:**

- Intel Legal Department has four committees that comprise the Diversity MRC: (1) Communication, Training & Retention; (2) Mentoring; (3) External Influence; and (4) Growing Critical Mass. All of these committees are geared towards fostering a culture of diversity within the legal department where everyone, with all of their differences, is respected and

has the opportunity to advance their professional development because diversity is valued.

- The Associate Clerkship Program was launched in 2005: two junior associates at law firms do a 6, 9 or 12-month clerkship with the legal department and work under one of Intel Legal's functional groups and experience life as in-house counsel. The goal is to (1) create a pipeline of seasoned, diverse attorneys supporting Intel's legal matters, (2) train outside counsel to be better equipped to respond to Intel's business needs and (3) strengthen and maintain relationships with law firms that are focused on diversity initiatives.

### **Law & Corporate Affairs Diversity Committee**

#### **Starbucks Coffee Company**

**Contact: Wayne R. Michigami**

**(206) 318-5286**

[wmichiga@starbucks.com](mailto:wmichiga@starbucks.com)

**Program:** The Law & Corporate Affairs Diversity Committee ("Committee") is a resource for groups within and outside the company, who are interested in developing diversity programs and discussing best practices. The Committee is chaired by an attorney, sponsored by a corporate vice president, and includes attorneys, paralegals and support staff. The committee prepares an annual budget to fund the following: participation in diversity outreach programs, sponsorships, attendance at local and national minority bar association events and interviews with potential outside counsel at minority bar conferences.

## **GOVERNMENT/PUBLIC SECTOR PROGRAMS**

### **Pipeline Projects**

#### **San Francisco District Attorney's Office**

**Contact: Paul Henderson**

**(415) 553-1845**

[Paul.Henderson@sfgov.org](mailto:Paul.Henderson@sfgov.org)

#### **Programs:**

- Neighborhood DA Program: DAs regularly attend community, police and town hall meetings in every San Francisco neighborhood.
- High School Mentoring/Internship: working with a variety of agencies

- Placing at-risk youth from various local high schools in intern positions at the District Attorney's Office. Students are provided with hands-on work to learn about the criminal justice system.
- Internship & Law Clerk Programs: Nearly 300 law students are hired to work in the Office. Diverse students are actively sought and a limited number of summer clerkship stipends are available.
- Diversity Hiring Practices: District Attorney Kamala Harris and key staff members conduct personal outreach to individuals in positions to refer strong and diverse candidates, participate in national, regional and local job fairs to increase the pool of diverse applicants, and has in place a hiring committee that reflects the office's diversity.

A high level of diversity is reflected in both the temporary hires (interns, law clerks) and permanent employees (support staff and lawyers). Since taking office in January 2004, 77 percent of attorneys hired by DA Harris are women or minorities (54 percent are women and 54 percent are minorities). Currently office-wide, of the 123 attorneys 68 percent are women or minorities (48 percent are women and 48 percent are minorities).

### **Diversity Outreach Program**

#### **CalPERS**

**Contact: Kaitlyn Lucas**

**(916) 795-2099**

[kaitlyn\\_lucas@calpers.ca.gov](mailto:kaitlyn_lucas@calpers.ca.gov)

Program: CalPERS's Diversity Outreach Program includes the following:

- Diversity Office
- Diversity Committee at the board level and internal Diversity Committee
- Business Connections program that focuses on increasing access for minority and women-owned business
- Is in the process of replacing the retiring Diversity Outreach Chief, developing programs to diversify both internal operations and external relationships
- Researching potential coordination with McGeorge/St. HOPE to establish Graduate Student Assistantships for alumni of the Sacramento High SLPS

## **COURT PROGRAMS**

### **Journey to the Bench: Options & Opportunities**

**The Superior Courts & Bar Associations of the Counties of Santa Clara, Monterey, Santa Cruz & San Benito and Justices from the Court of Appeal, Sixth Appellate District**

**Contacts: Justice Patricia Bamattre-Manoukian & Donna Williams**

**(408) 494-2599**

[patricia.manoukian@jud.ca.gov](mailto:patricia.manoukian@jud.ca.gov)

[donna.williams@jud.ca.gov](mailto:donna.williams@jud.ca.gov)

### **“So, You Want To Be A Judge?”**

**California Women Lawyers, Superior Courts, Federal Courts, County and Specialty Bar Associations, and National Association of Women Judges**

**Contact: Glenda Haggemaker**

**(916) 646-3114**

[cwlsac@cwo.com](mailto:cwlsac@cwo.com)

**Program:** One day collaborative programs designed to teach steps to getting appointed or elected to the bench. Speakers include superior court judges who have been appointed or elected, state appellate court justices, federal court judges, the Governor’s Judicial Appointments Advisor, the chair or vice-chair of the State Bar’s Judicial Nominees Evaluation Commission. Journey to the Bench is based on the California Women Lawyers program, which has been presented for twenty years.

### **Summit on Diversity in the Judiciary**

**State Bar of California; Judicial Council of California; Administrative Office of the Courts; Ethnic Judges Associations**

**Contacts: Hon. Brenda F. Harbin-Forte & Patricia Lee**

**(510) 670-6380 (415) 538-2240**

[bharbin@alameda.courts.ca.gov](mailto:bharbin@alameda.courts.ca.gov)

[Patricia.Lee@calbar.ca.gov](mailto:Patricia.Lee@calbar.ca.gov)

**Program:** This was a first ever, one day statewide summit on the status of diversity in the California judiciary that convened representatives of key stakeholder organizations and entities to focus on diversity in the courts and diversity in judicial appointments, provided baseline data on the numbers of ethnic minority and women judicial officers, identified barriers to achieving a diverse judiciary and established an action plan for achieving diversity.

## **Youth Leadership Academy**

### **San Joaquin County Superior Court**

**Contact: Hon. Richard Vlavianos**

[richard.vlavianos@courts.san-joaquin.ca.us](mailto:richard.vlavianos@courts.san-joaquin.ca.us)

**Program:** This is a five-year-old five-week summer program for high school juniors and seniors from all county high schools. Students are nominated by a teacher or counselor. Attention is given to ensuring participation by students from communities that have historically had access and fairness concerns about the justice system. About 80% of the students have been people of color. Students attend classes taught by judges and other justice system professionals and visit courts, correctional facilities and the state legislature. They are mentored by and spend one day a week with a person in a justice system profession field they have selected.

## **Color of Justice**

### **The National Association of Women Judges (NAWJ)**

**Contact: Cristina D. Silva**

**(202) 393-0222**

[csilva@nawj.org](mailto:csilva@nawj.org) or [nawj@nawj.org](mailto:nawj@nawj.org)

**Program:** A half day program for 20 minority students in grades seven through twelve to encourage them to pursue a career in the law, identify the academic requirements and skills needed to be successful in a career in law and understand the judicial branch of government. The program includes a career preparation panel and discussions with judges and lawyers sharing personal and professional insights.

## **EDUCATION PIPELINE PROGRAMS**

### **ELEMENTARY SCHOOL PROGRAMS**

#### **JDs for ABCs**

**Bar Association of Metropolitan St. Louis, St. Louis City Public Schools**

**Contact: Jon Baris**

**(314) 421-4134**

[bamsl@bamsl.org](mailto:bamsl@bamsl.org)

**Program:** The program sends volunteer lawyers into schools every month to read books to kindergarteners. Volunteers receive two to three hours of training on how to keep children engaged, such as stressing certain words, letting children finish certain sentences, or discussing pictures in the books. The program is an offshoot of the Read Across America program, in which volunteers read to first graders.

#### **Individual Mentoring**

**J. Reuben Clark Law School at Brigham Young University**

**Contact: Professor Brett Scharffs**

[scharffsb@lawgate.byu.edu](mailto:scharffsb@lawgate.byu.edu)

**Program:** The mentoring program brings three sixth grade classes from an elementary school to the law school once a week for one hour, to give each child one-on-one mentoring from a law student tutor who works with the student for the academic year. BYU works together with the local school district, which trains the mentors, conducts police background checks, matches students with mentors, and provides transportation.

#### **Junior Judges**

**Santa Clara County Bar Association**

**Contact: Chris Burdick**

[info@sccbba.com](mailto:info@sccbba.com)

**Program:** This program targets grades three to five and has volunteer lawyers showing video segments to the students and then discussing what the “smart choice” would be in that situation. The units include Cheating, Destroying Property, Bullying, Teasing, Stealing, Drugs and Alcohol, and Gangs and Weapons.

## MIDDLE SCHOOL PROGRAMS

### Training on Law

#### **Los Angeles County Bar Association Dispute Resolution Services**

**Contact: Debra Thomas**

**(213) 896-6564**

**Program:** This eighteen-year-old program teaches 30-50 middle school students in Carson, Los Angeles and Santa Monica to be mediators. Attorneys go to the schools and teach the mediation classes. Motivating students to consider a career in law is not the goal but has been an added benefit as students have indicated that they wanted to pursue a career in law after participating. Participants have fewer expulsions, less truancy and higher grades.

### Summer Law Camp

#### **Lewis & Clark Law School**

**Contact: Shannon Burns**

**(503) 768-6613**

**Program:** The Camp introduces middle school students to the legal field and to higher education. Students spend a week preparing for and arguing a case before a Multnomah Judge at the County Courthouse. Students review the two sides of the case, assume roles of attorneys and witnesses, hold mock trials, visit downtown law firms, and explore Tyron Creek State Park and lunch at the law school with professionals and lawyers. The purpose of the camp is to show that advanced education is both fun and within the children's grasp.

### The Preuss School

#### **University of California at San Diego**

**Contact: [preussoffice@ucsd.edu](mailto:preussoffice@ucsd.edu)**

**(858) 658-7400**

**Program:** The Preuss School at UCSD was chartered to provide a college preparatory education to low income students who will become the first in their families to graduate from college. The school recruits students of low socio-economic status from the greater San Diego area who are entering the 6th through 9th grades, who have supportive families and who are highly motivated. It is under the institutional umbrella of UCSD CREATE (The Center for Research on Educational Equity, Assessment and Teaching Excellence), where faculty conduct research and employ assessment tools to understand and measure educational "best practices" that make for high achievement among students and families historically underserved in our community.

## HIGH SCHOOL SUMMER PROGRAMS

### **NBA Crump Law Camp**

**Howard University in & John L. Crump**

**Contact: John Crump**

**(202) 842-3900 (Office)**

[jcrumpnba@aol.com](mailto:jcrumpnba@aol.com)

This is a summer program at Howard University that gathers 36 diverse U.S. high school students, chosen by the Hispanic National Bar Association, Native American Bar Association and National Asian Pacific American Bar Association and the National Bar Association, to explore legal careers. The goal of organizers is to boost the number of minorities entering the field of law. At least half the students come from disadvantaged homes. The students get a detailed introduction to constitutional, tort, and criminal law, as well as character education and etiquette lessons. There is a mock trial, moot court, and writing competition, and the winners are recognized at the NBA's annual convention. At the end of the summer the students are assigned mentors who guide them through high school and college.

### **Thurgood Marshall Academy**

**Georgetown University Law Center**

**Contacts: Rick Roe & Kristin Crockett**

[roe@law.georgetown.edu](mailto:roe@law.georgetown.edu)

[kcrockett@tmapchs.org](mailto:kcrockett@tmapchs.org)

**Program:** Thurgood Marshall Academy is a law-themed public charter high school serving low-income, under-resourced teenagers in Washington DC. The school's mission is to prepare students to succeed in college and to actively engage in our democratic society, by giving the skills to solve complex problems, think critically, and advocate persuasively for themselves and their communities. There is also after school academic tutoring, personalized mentoring, and one-on-one college guidance.

### **Future In Learning Law (FILL)**

**William Mitchell College of Law**

**Contact (651) 290-6416**

**Program:** FILL is a two and a half week program in which high school students meet with judges, attorneys and other legal professionals to learn about law as a career. There are classes in law-related subjects, a sampling of law school education, a moot court trial, lectures, discussion groups, and workshops.

## **COLLEGE PROGRAMS**

### **Law School Preparation Institute (LSPI)**

**University of Texas Pan American**

**Contact: J.L. Polinard**

**(956) 381-3342**

**Program:** LSPI is a Monday through Saturday five-week program for fifteen to twenty students that develops critical thinking skills, introduces students to the admissions process for law school and provides LSAT preparation. Students are selected on a competitive basis and receive a \$1000 stipend.

### **Summer Law School Preparation Academy**

**Institute for Law and Public Affairs, University of Texas at San Antonio**

**Contact: Richard Gambitta**

**(210) 458-2900**

**Program:** This is a two-summer program to increase the number of South Texas students and minorities who gain admission to and excel in good law schools. Students learn analytical skills, critical reading ability, writing, substantive law, and others and take an LSAT preparatory course. The Academy exposes students to the law-school application process and recruitment presentations of many law schools.

### **LAWBound**

**Puerto Rican Legal Defense & Education Fund**

**Contact: Sonji S. Patrick**

**(212) 739-7497**

**Program:** PRLDEF identifies Latino students early in their college career and targets barriers to admission to law school in order to increase the number of Latinos who go to law school. The program includes outreach, recruitment, a Summer Academy, mentoring and programming that improves access to law school.

### **King Hall Outreach Program (KHOP)**

**University of California at Davis Law School**

**Contact: (530) 754-7776**

[madelgado@ucdavis.edu](mailto:madelgado@ucdavis.edu)

UC Davis Law School sponsors two outreach programs for which college students can apply, both of which include field trips, opportunities for LSAT Scholarships, presentations by lawyers, mentorship, an undergraduate academic plan and individual pre-law advising.

KHOP is open to sophomores who are interested in law school. There are two four-week sessions over two summers and two academic years.

Boot Camp is open to those within a year of law school application, and meets four to six Saturday workshops during the winter and spring quarters.

### **LAW SCHOOL PROGRAM**

#### **HLAI JD Mentor Program**

**Hispanic Lawyers Association & JD Mentor Program**

**Contact: Pedro Cervantes**

**(773) 869-7138**

The Hispanic Lawyers Association of Illinois JD Mentor Program is designed to assist Hispanic college and law students in developing their educational and professional interest in law. In the program a lawyer, law student and college student comprise a mentor group. With this arrangement the attorney serves as the main mentor, but the college student has access to a law student who is familiar with the law school application process and current experiences in law school.

### **SCHOLARSHIP PROGRAM**

#### **Bay Area Minority Law Student Scholarship Program**

**Bar Association of San Francisco**

**Contact: Jayne Salinger, Director of Special Projects**

**(415) 782-8910**

[jsalinger@sfbar.org](mailto:jsalinger@sfbar.org)

This program offers \$10,000 scholarships for minority law students for every year the student is in law school. Money is raised through the BASF Foundation and is funded entirely by law firms.

## MULTIFACETED PROGRAMS

### **School-to-College**

**Bar Association of San Francisco**

**Contact: Jayne Salinger**

**(415) 782-8910**

[jsalinger@sfbar.org](mailto:jsalinger@sfbar.org)

**Program:** This program is a college readiness program for grades nine through twelve that includes mentor advice on college and financial aid application, an SAT prep course, a Strategies for Success class, a weekly after-school discussion of career options and obstacles in planning for college, local college tours, and a tour of colleges in New York and Boston. Students are diverse and from low-income families; most will be the first in their families to attend college.

### **Council On Legal Education Opportunity (CLEO)**

**ABA Fund for Justice and Education**

**Contact: Rod Terry**

**(866) 886-4343 (toll free)**

[cleo@abanet.org](mailto:cleo@abanet.org)

**Program:** The program includes pre-law recruitment, counseling, placement assistance, training, a sophomore summer program, bar preparation seminars and a six-week pre-law preparatory summer institute

### **Pacific Pathways Programs: Mentoring, Moot Court/ Mock Trial & Law Day**

**University of the Pacific McGeorge School of Law**

**Contact: Sarah E. Redfield**

[sredfield@pacific.edu](mailto:sredfield@pacific.edu)

**Program:** This is an integrated multi-part program for students of different ages.

- Mentoring by a law student of a high school student for an academic year to encourage staying in school, improving academic performance and aspirations for college. Mentors are trained by a guidance counselor and education professors who remain available to mentors through the academic year. Mentors meet with students at the high school campus.
- Moot Court/Mock Trial exposes students to legal concepts and processes and is part of a rigorous academic law-themed curriculum that includes Saturday seminars.

- Law Day includes a mock trial version of the Three Little Pigs at a local elementary school, with students acting as juries and law student and faculty leading a discussion of the way juries deliberate and decide.
- Speaker program with prominent members of the legal profession on campus to interact with students.
- Professional development for teachers is provided, including opportunities at the law school and the university.

## **ENLACE**

### **University of New Mexico & ENLACE**

#### **Contacts: Suellyn Scarnecchia & Karen Sanchez-Griego**

[scarnecchia@law.unm.edu](mailto:scarnecchia@law.unm.edu)

[kgriego@unm.edu](mailto:kgriego@unm.edu)

**Program:** In order to graduate more Hispanics from institutions of higher education, law and medicine, ENLACE's initiatives include family and community involvement, academic attainment, and educational pipeline partnerships. The University of New Mexico's Law School works with ENLACE as part of its pipeline efforts and law students serve as mentors and help develop policy proposals for educational reform.

## **Street Law**

### **Contact Information: (301) 589-1130**

[clearinghouse@streetlaw.org](mailto:clearinghouse@streetlaw.org)

**Program:** The program provides practical, participatory education about law, democracy and human rights using techniques that promote cooperative learning, critical thinking and the ability to participate in a democratic society. The practical law curriculum was designed as part of a clinical project by a group of Georgetown University law students for Washington, D.C. public high school students. The current textbook, Street Law: A Course in Practical Law is used in school districts in all 50 states. There are 70 law schools with Street Law programs, in which law students teach practical law in high school, juvenile justice, prison or community settings. The following are a few of the Street Law programs:

#### **Street Law, Constitutional Literacy Program**

##### **University of Pennsylvania Law School**

**Contact: Susan J. Feathers**

**(215) 898-0459**

**Program:** In the Constitutional Literacy Program, Penn and Temple law students teach a law-related curriculum to inner-city middle school and high schools students at public schools in West and North Philadelphia.

**Public Legal Education Program Street Law**

**North Carolina Central University School of Law**

**Contact: Don Corbett**

**(919) 530-6333**

**Program:** Second and third year law students teach legal topics at least once per week in middle or high school social studies classes, in conjunction with local teachers. The program also aspires to motivate and encourage minority high school students to consider the law as a professional career.

## **Plugging the Leaks in the Pipeline – Next Steps**

With the completion of the initial Diversity Pipeline Model Program Project, the programs have been added to the “Solutions” section of the Diversity Pipeline Chart to provide a visual overview of leaks along the Diversity Pipeline. The chart is revealing in terms of “leakage”, with a few identified college/university programs focusing solely on law school preparation and no identified programs focusing on bar exam passage. (See the Model Program Pipeline Chart, Appendix B)

### **Recommendations:**

Given the importance and value of the ongoing Diversity Pipeline Task Force efforts, **it is recommended that the work and purpose of the Task Force become institutionalized and that the Diversity Pipeline Task Force become a permanent component of the State Bar of California.**

For the next steps, the Task Force will propose the following activities to the Board of Governors and will take guidance from the Board for future Task Force activities. Recommendations for future activities include:

- 1. Assess the existing leaks along the pipeline and determine how to address them.**
- 2. Conduct an ongoing review of the current challenges and issues along the pipeline and determine if additional model programs should be added, modified or deleted.**
- 3. Develop evaluation tools for use by programs to document impact and benefits to program participants.**
- 4. Formulate recommendations for the Board of Governors, through the Board of Governors Stakeholder Relations Committee, for the creation and implementation of future pipeline initiatives and projects to help move the State Bar closer to its diversity goals.**

**APPENDIX A**

Diversity Pipeline Committee Roster

**APPENDIX B**

Access & Fairness Diversity Pipeline Chart

**APPENDIX C**

Diversity Pipeline Task Force Roster

**APPENDIX D**

Diversity Pipeline Task Force Working Group Rosters

**APPENDIX E**

Model Program Template

**APPENDIX F**

Sample Diversity Director Job Descriptions

## Diversity Pipeline Committee Roster

### Board of Governors Pipeline Committee

Ruthe Ashley, Chair  
Pacific McGeorge School of Law

Raymond G. Aragon  
c/o Board of Governors

Jeffrey L. Bleich  
Munger, Tolles & Olson

Marguerite D. Downing  
Public Defender's Office  
Los Angeles County

Holly J. Fujie  
Buchalter Nemer

James A. Scharf  
MacMorris & Carbone

Demetrius D. Shelton  
Office of the City Attorney of  
Oakland

Patricia Lee, Staff Liaison  
State Bar of California

### Working Groups Leaders

#### **BAR ASSOCIATIONS AND LAW FIRMS**

Joan Mei Haratani,  
President, The Bar Association of  
San Francisco  
Morgan Lewis & Bockius LLP

#### **CORPORATE COUNSEL GOVERNMENT/PUBLIC SECTOR**

Cynthia Faatz,  
Chair, Growing Critical Mass  
Intel Corporation

Tania Narang  
Executive Director, California  
Minority Counsel Program (CMCP)

#### **COURTS**

Hon. Brenda Harbin-Forte  
Alameda County Superior Court

#### **DIVERSITY ORGANIZATIONS**

Teveia Barnes, Executive Director  
Lawyers for One America (LFOA)

#### **EDUCATION PIPELINE PROGRAMS**

Elizabeth Rindskopf Parker, Dean

Sarah Redfield, Professor  
Pacific McGeorge School of Law

### Diversity Pipeline Chart

|      | Pre-College Interest in Law School  | Planning for Law School During College  | Admission to Law School   | Graduation From Law School   | Passing the Bar Exam  | Recruitment and Retention in the Legal Profession   | Advancement   |
|---|---|---|---|--|---|---|---|
| <p style="writing-mode: vertical-rl; transform: rotate(180deg);"><b>ISSUES</b></p>    | <p><i>Cultural &amp; societal barriers</i><br/>Lack of mentors<br/>Poor high school education<br/>Poor under-graduate curriculum<br/>Financial concerns</p>   | <p><i>Need long term strategies</i><br/>Course selection<br/>Extracurricular activities<br/>Exposure to profession<br/>Lack of mentors<br/>Focus on objective scores LSAT GPA<br/>College reputation<br/>Grutter Factors<br/>Poor skills<br/>Prep classes<br/>Financial concerns<br/>Accommodations</p> | <p>Lack of mentors<br/>Critical mass<br/>Clerking opportunities<br/>Job seeking skills</p>  | <p><i>Non-academic factors</i><br/>Isolation<br/>Lack of confidence<br/>Teaching methods<br/>Unknown learning styles<br/>Poor study skills<br/>Academic support<br/>Financial concerns</p>                                     | <p>Review courses meeting the needs of applicants<br/>Unknown expectations<br/>Financial concerns<br/>Meeting deadlines and filings</p> | <p>Career opportunities<br/>Low job satisfaction<br/>Isolation<br/>Lack of mentors</p>  | <p>Lack of members<br/>Economy<br/>Bias<br/>Barristers' Leadership Program</p>  |
| <p style="writing-mode: vertical-rl; transform: rotate(180deg);"><b>SOLUTIONS</b></p> | <p>Corporate Legal Diversity Pipeline<br/>Kids to Work Day<br/>Youth Leadership Academy<br/>Color of Justice<br/>Mentoring<br/>Junior Judges<br/>Training on the Law<br/>Summer Law Camp<br/>NBA Crump Law Camp<br/>Marshall Academy<br/>Future in Learning Law<br/>School-to-College<br/>Pacific Pathways Moot/Court<br/>Mock Trail<br/>ENLACE<br/>Street Law, Constitutional Literacy Program</p> | <p>Bay Area Minority Law Student Scholarship Program<br/>Summer Partnership in Law<br/>Council On Legal Education Opportunity</p>   | <p>Law School Preparation Institute<br/>Summer Law School Preparation Academy<br/>LAWBound<br/>Council on Legal Education Opportunity</p> | <p>Diversity Scholars Program<br/>Internship &amp; Law Clerk Programs<br/>Judicial Internship Opportunity Program<br/>Hispanic Lawyers Association JD Mentor Program<br/>Bay Area Minority Law Student Scholarship Program</p> |   | <p>Bay Area Minority Summer Clerkship Program<br/>2005 Goals &amp; Timetables for Minority Hiring &amp; Advancement<br/>Orrick Diversity Initiative<br/>Managing Partners' Roundtable- Diversity Workshop<br/>Wal-Mart Diversity Initiatives<br/>Hiring Committee<br/>Alston &amp; Bird Diversity Program</p> | <p>2005 Goals &amp; Timetables for Minority Hiring &amp; Advancement<br/>Appointments Committee<br/>Orrick Diversity Initiative<br/>Steps to Getting Appointed or Elected to the Bench<br/>Summit on Diversity in the Judiciary<br/>Alston &amp; Bird Diversity Program</p> |

## Diversity Pipeline Taskforce

Ruthe Ashley, Chair  
Pacific McGeorge School of Law

Raymond G. Aragon  
c/o Board of Governors

Jeffrey L. Bleich  
Munger, Tolles & Olson

Marguerite D. Downing  
LA Public Defender's Office

Holly J. Fujie  
Buchalter Nemer

James A. Scharf  
MacMorris & Carbone

Demetrius D. Shelton  
Oakland City Attorney's Office

Patricia Lee, Staff Liaison  
State Bar of California

## OTHER BAR ASSOCIATIONS

### ALAMEDA COUNTY BAR ASSOCIATION

Pamela J. Jester, President  
Ann Wassam, Executive Director

### THE BAR ASSOCIATION OF SAN FRANCISCO

Joan Mei Haratani, President  
Bill Lann Lee, Diversity Task Force  
Dan Burkhardt, Acting Exec. Director

### LOS ANGELES COUNTY BAR ASSOCIATION

Edith R Matthai, President  
Stuart A. Forsyth, Executive Director

### ORANGE COUNTY BAR ASSOCIATION

Joel Miliband, Past President  
Joseph Chairez, President-Elect  
Trudy Levindofske, CAE  
Associate Executive Director

### SACRAMENTO COUNTY BAR ASSOCIATION

Stacy Boulware Eurie, VP  
Carol B. Prosser, Executive Director

### SAN DIEGO COUNTY BAR ASSOCIATION

Andrew S. Albert, President  
Sheree L. Swetin, Executive Director

### SANTA CLARA COUNTY BAR ASSOCIATION

Christopher Arriola, President  
Chris Burdick, Executive Director

### ASIAN BAR OF CALIFORNIA

Marie C. Mendoza, President

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**The State Bar of California  
Diversity Pipeline Project**

**MODEL PROGRAM TEMPLATE**

Program Name:

Organization:

Contact Person:

Address:

Phone:

Fax:

Email:

Short Program Description:

Program Goals:

Resources Needed to Sustain Program:

- Staff
- Volunteers
- Funding

Results Achieved:

Why program works:

How success is measured:

Partnerships/Collaborations:

Comments/Advice:

*Thank you for participating in this important project.*

## Sample Diversity Director Job Descriptions

### Diversity Pipeline Task Force Bar Association/Law Firm Working Group

#### **Kirkpatrick & Lockhart Nicholson Graham LLP Chief Diversity Officer Job Description**

The Chief Diversity Officer (“CDO”) works with the firm’s Management Committee and other firm personnel to design and implement an agenda for K&LNG that promotes, achieves, and maintains a diverse workplace. The DCO opens and maintains direct lines of communication with disparate groups within K&LNG to ensure that the interests and perspectives of all K&LNG partners and employees are considered in firm decisions. It is the CDO’s unique responsibility to articulate those interests and perspectives within the deliberations of the firm’s Management Committee. The CDO works with individuals and groups at K&LNG, however they may define themselves—by gender, race, sexual orientation, ethnicity, religious faith, age, disability or otherwise—to better enable the firm to meet their reasonable needs and aspirations. The CDO focuses primarily but not exclusively on the ranks of professionals within the firm. From time to time, the CDO is called upon to articulate the K&LNG approach to diversity to external audiences, including clients, industry groups bar associations and committees, law school constituencies, community organizations and other interested groups. The CDO’s mission is firm wide and national and includes the collection, organizations, and management of knowledge concerning diversity at K&LNG in a form that is readily available to the firm and its personnel. The CDO reports directly to the Chair of the Management Committee.

#### **Paul Hastings Diversity Director Job Description**

The position specifications for the diversity director are included below. Please note that the position is unique and includes more responsibilities than just diversity.

The title is Managing Director of Diversity and Global Talent and the responsibilities include:

- expanding global attorney diversity initiatives;
- building and promoting the business case for diversity initiatives from senior attorney management through the pipeline to the associate level with an emphasis on recruiting;
- building and maintaining progress in attorney diversity recruiting and hiring;
- driving the identification, mentoring, development and advancement of high-performing diversity attorneys;
- developing world-class global attorney diversity strategies including international integration, cultural awareness, effective communication and strategic recruiting;
- ensuring consistent high standards for recruitment and advancement across offices and borders;
- developing and nurturing attorney diversity relationships throughout the legal industry from students to clients;
- helping to make Paul Hastings a “firm of choice” for global diversity;
- developing and maintaining law school relations including regular meetings and activities with deans and faculty;
- developing and maintaining major law school alliance programs;
- overseeing the administration of the firm pro bono initiatives, including tracking, development and marketing; and
- ensuring the development and progress of global attorney recruiting strategies.

Essential duties should include:

- collaborating with management and partners to define the firm's commitment to equal opportunity and diversity, and provide support to attorney diversity strategies;
- providing counsel and advice to the partners on attorney diversity-related matters;
- working with business development communications to develop materials and resources that reflect the commitment to diversity and its best practices;
- facilitating the delivery of firm-wide attorney diversity educational and counseling initiatives;
- measuring progress and defining accountability metrics;
- developing attorney affinity group networks and ensuring their alignment with firm business objectives;
- providing innovative diversity attorney recruiting and retention solutions;
- implementing pre-law school outreach and community-based programs;
- developing attorney diversity activity information databases and reporting systems;
- directly sourcing diverse attorneys to generate potential candidates for future leadership positions;
- working closely with attorney development to provide diversity training and mentoring;
- working with the Diversity Program and Policy Committee to develop diversity programs and events for associates;
- serving as an ombudsman for associate diversity issues;
- ensuring compliance with all internal policies and external agencies related to attorney diversity;
- conducting regular research on diversity best practices through the legal community and various business industries;
- participating and representing the firm at diversity programs, conference and events;
- working closely with various diversity student and law school organizations;
- compiling and reporting diversity statistical information for client and media requests;
- meeting and corresponding with law school deans and faculty frequently;
- updating law school communities regularly about firm activities and growth;
- organizing the development and implementation of law school alliance programs; and
- working with attorney development and business development to track, administer and promote the pro bono programs internally and externally.

#### Status

This is a senior administrative position reporting directly to the Managing Partner of the firm. The position works closely with the Executive Director, Diversity Policy Committee, Pro Bono Committee, Department Chairs, Office Chairs, Professional Development Chairs and Director, and the Chief Marketing Officer. The attorney-recruiting director reports directly to this position.

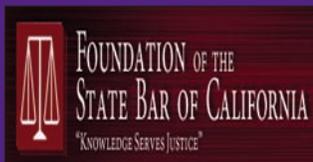
# ACKNOWLEDGEMENTS

Ruthe Ashley chaired the Diversity Pipeline Task Force.

Raymond G. Aragon, Jeffrey L. Bleich, Marguerite D. Downing, Holly J. Fujie, James A. Scharf and Demetrius D. Shelton were liaisons to the Task Force from the Board of Governors.

Four Task Forces working groups researched the model pipeline programs summarized in this report. The working groups and their respective chairs are as follows: Bar Associations and Law Firms, Joan Mei Haratani; Corporate Counsel and Government/Public Sector, Peter Mixon and Cynthia Faatz; Judiciary, Hon. Brenda Harbin-Forte; and Law Schools/Universities/K-12, Sarah Redfield and Elizabeth Rindskopf-Parker.

We also wish to acknowledge and thank the Foundation of the State Bar of California for funding this survey and for its continued support for our diversity projects.



**A copy of this Diversity Pipeline report can also be found on the State Bar website, Access & Fairness Committee homepage: [www.calbar.ca.gov](http://www.calbar.ca.gov)**



For further information please contact:

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No mandatory dues paid to the State Bar were used to publish this report.