

**California Law Firm Critical Mass Best Practices
 Diversity Research Study Report
 January 18, 2010**

Overview

The purpose of the *California Law Firm Critical Mass Best Practices* research study is to advance diversity in the legal profession by identifying noteworthy practices which have been successful in increasing representation of diverse segments at large law firms. Specifically, best practices have been researched for leading firms which have been successful in recruiting, retaining, and advancing African American, Hispanic, Asian, GLBT and female attorneys at the associate and partner levels in California. The project has been generously underwritten by Fenwick & West LLP which has invested significantly to advance diversity in the profession. The research has been conducted by an independent third party, Talent Advisory Board Inc.

Research Participants

The firms below were selected for inclusion as major California law firms which ranked in the top quartile in one or more of the following rankings: *Minority Law Journal* 2009 Diversity Scorecard, *California Lawyer* 2009 California 50 Partner Progress, and *Greenlining Institute* 2008 Major Law Firm Diversity Scorecard. We extend our sincere appreciation to the following individuals for their significant contributions to this research:

Firm	Name	Title
Bingham McCutchen LLP	Raymond Marshall Minita Shah-Mara	Partner & Co-Chair, White Collar Investigations & Enforcement Manager of Diversity and Inclusion
Fenwick & West LLP	Felix Lee Darryl Woo Julieta Stubrin	Partner, Litigation Group & Diversity Committee Co-Chair Partner & Chair, Litigation Group Manager of Attorney Recruiting & Diversity
Little Mendelson, P.C.	Jennifer Walt	San Francisco Office Managing Shareholder
Morrison & Foerster LLP	Arturo Gonzalez Dorothy Fernandez Nadia Jones	Senior Partner & Chair, Trial Practice Group Partner, Securities Litigation & White-Collar Defense Group Professional Development & Diversity Manager
Orrick, Herrington & Sutcliffe LLP	Neel Chatterjee David Lee Kristin Greene	Partner, Litigation & Office Leader, Silicon Valley Office Corporate Partner Diversity Manager
Pillsbury Winthrop Shaw Pittman LLP	Kevin Fong Tania Shah	Partner, Executive Partner for Diversity & Chair, SF Litigation Director of Corporate Social Responsibility
Wilson Sonsini Goodrich & Rosati Professional Corporation	Fred Alvarez Yokum Taku Chris Boyd Carol Timm	Partner & Chair, Employment Litigation Practice Partner, Corporate and Securities & Chair, Japan Practice Senior Director of Professional Services Director of Attorney Recruitment & Retention

The research has included a series of interviews with diversity professionals and partners leading diversity efforts at each of the seven participating firms. The interviews focused on five areas: (1) Diversity Demographics, (2) Critical Mass History, (3) Environmental Factors, (4) Diversity Program Management, and (5) Measuring Critical Mass Success.

Diversity demographic data for the legal profession was collected from the Bureau of Labor Statistics, the American Bar Association, and the NALP *Directory of Legal Employers*. The data was analyzed by Talent Advisory Board Inc. in order to create benchmarks for the level of diversity in the US legal profession and in specific geographic regions within California. The benchmark data was compared to data provided by each firm to identify firm specific diversity strengths. Case examples were developed for each firm and are attached along with a summary of the legal sector data. A summary of key findings across these case studies is available for group presentation upon request.

Diversity Demographics
2009 Estimates

US Legal Sector	% African American	% Hispanic	% Asian	% Minority	% Female	% GLBT
Total Attorneys	5%	4%	3%	11%	35%	2%
Law Students	5%	6%	9%	19%	47%	n/a

Source: Bureau of Labor Statistics; National Association for Law Placement; ABA; Talent Advisory Board Inc. Calculations

US Major Law Firms	% African American	% Hispanic	% Asian	% Minority	% Female	% GLBT
Partners	2%	2%	2%	5%	19%	1%
Non-Partners	5%	4%	9%	18%	45%	2%
Attorneys	3%	3%	6%	12%	32%	2%

Source: National Association for Law Placement; Talent Advisory Board Inc. Calculations

CA Major Law Firms	% African American	% Hispanic	% Asian	% Minority	% Female	% GLBT
Los Angeles Area Attorneys	3%	5%	12%	20%	35%	3%
Orange County Attorneys	0%	4%	10%	15%	27%	2%
San Diego Attorneys	2%	4%	7%	13%	32%	2%
San Francisco Attorneys	3%	3%	12%	18%	38%	5%
San Jose Area Attorneys	2%	3%	22%	27%	36%	3%
California Attorneys	2%	4%	13%	20%	35%	3%

Source: National Association for Law Placement; Talent Advisory Board Inc. Calculations

CA Major Law Firms	% African American	% Hispanic	% Asian	% Minority	% Female	% GLBT
Partners	2%	3%	6%	10%	20%	n/a
Non-Partners	3%	5%	19%	27%	47%	n/a
Attorneys	2%	4%	13%	20%	35%	3%

Source: National Association for Law Placement; Talent Advisory Board Inc. Calculations

San Francisco Major Law Firms	% African American	% Hispanic	% Asian	% Minority	% Female	% GLBT
Partners	2%	2%	5%	9%	23%	n/a
Non-Partners	3%	5%	18%	26%	51%	n/a
Attorneys	3%	3%	12%	18%	38%	5%

Source: National Association for Law Placement; Talent Advisory Board Inc. Calculations

San Jose Area Major Law Firms	% African American	% Hispanic	% Asian	% Minority	% Female	% GLBT
Partners	1%	2%	10%	14%	20%	n/a
Non-Partners	2%	3%	29%	34%	46%	n/a
Attorneys	2%	3%	22%	27%	36%	3%

Source: National Association for Law Placement; Talent Advisory Board Inc. Calculations

Notes: "California" data is based on a weighted average of 5 major metropolitan areas; "GLBT" data is estimated for California based on available national and city data; "Attorney" data includes partners and associates; "Minority" data includes African American, Hispanic & Asian attorneys, and totals have been rounded.

About Fenwick & West LLP

Established in 1972, Fenwick & West works closely with clean technology, life sciences and other technology companies that are changing the world through innovation. The firm has more than 30 years of experience crafting innovative solutions to the business challenges that arise at the intersection of technology and the law. Fenwick & West clients, who range from start-up ventures to global enterprises, value our attorneys' deep industry experience and understanding of their technologies. The firm is ranked by *Minority Law Journal* as one of the top five most diverse law firms in the United States. The Diversity Committee at Fenwick & West works closely with the attorney recruiting department to increase outreach at law schools targeted to diverse student communities and Fenwick has been actively involved in various groups and activities that work to promote diversity both in the legal profession and the community, including the Asian American Bar Association, Bay Area Lawyers for Individual Freedom (BALIF), the ABA Section of the Litigation Committee for the Minority Trial Lawyer and the Minority Corporate Counsel Association. The Firm has implemented diversity training, mentoring, assignment tracking and recruiting initiatives in order to strengthen diversity. In its efforts to embrace diverse heritages, the Firm hosts cross-cultural celebrations, including Cinco de Mayo, Chinese New Year and Juneteenth.

About Talent Advisory Board Inc.

Talent Advisory Board Inc. is a boutique research based consulting firm focused on serving law firm leaders who have made a commitment to advancing workforce diversity. Qualitative and quantitative research and analysis is employed by the firm to provide independent diversity assessments, measure success metrics, and inform planning based on diversity best practices. Principal Tina Shah Paikeday received an MBA from the Stanford Graduate School of Business, began her career at McKinsey & Company, and served as a Senior Director at Corporate Executive Board prior to founding Talent Advisory Board Inc. Business Analyst Helen Cheung made significant contributions to this report. For more information please visit www.talentadvisoryboard.com.

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Bingham San Francisco Finds and Cultivates African American Attorneys

Diversity Demographics

Bingham McCutchen's San Francisco Office is a magnet for top African American talent. The Office's percentage of African Americans is more than double the San Francisco major law firm average for partners and attorneys overall:

<u>2009 Estimates</u>	<u>SF</u>	<u>Bingham SF</u>
African American Partners	2%	7%
African American Attorneys	3%	6%

Critical Mass History

There is a long firm history of leaders who have been committed to diversity at the firm. Under the leadership of Jim Hunt as Managing Partner, McCutchen Doyle was one of the first firms to sign onto the Bar Association of San Francisco's (BASF's) Goals and Timetables for Minority Hiring and Advancement. Initially, the timetables addressed the lack of racial and ethnic minorities as a group within Bay Area law firms and corporate and government law departments. As the profession began to close the gap with Asian attorneys, the goals for the year 2010 were updated to address the lack of African American and Latino attorneys. Nearly two decades earlier at Bingham, Dave Andrews became the first African American attorney to Chair a national law firm in 1991. Ray Marshall was the first African American attorney to be made partner at the firm "coming up the ranks." He has practiced at Bingham 32 years. Marshall has served as President of the State Bar of California. As a former BASF President, he helped to draft the initial diversity goals.

Environmental Factors

At Bingham, there is a structured process for managing work flow. For example, within the litigation practice which is home to all of the African American partners, junior associates are assigned to get half of their work from 1-2 specific partners and the other half from a broader pool. The specific partners seek to provide a steady flow of work while the pool facilitates broader exposure. Former San Francisco Partner, Neha Shah Nissen, was appointed to head up the Committee on Associates to ensure that attorneys do not get lost in the shuffle.

Diversity Program Management

Although measuring progress is important,

Marshall believes that looking beyond the numbers is critical when recruiting candidates. In 2006, Marshall co-authored an article in *The Recorder* countering Professor Richard Sander's study entitled "The Racial Paradox of the Corporate Law Firm" in which Sanders concluded that minority associates hired with lower grades are "at a great disadvantage" in the law firm environment. Marshall wrote that while grades may play an important role in hiring decisions, they don't guarantee or define success once an attorney is employed." He states that the firm looked beyond the grades even back when he graduated from Harvard Law. In fact the firm has informally evaluated the traits of people who have become successful partners at the firm. Some of the traits that they identified as important beyond academic achievement, include interpersonal and communications skills.

In addition to looking beyond grades, the firm looks beyond the usual roster of law schools. The firm has put in place recruiting programs at the historically Black Howard University School of Law. Marshall believes that there are jewels everywhere, and that proactive mentorship is a critical component to ensuring that diverse attorneys succeed in an environment that may be particularly difficult for some to navigate given their backgrounds.

Measuring Critical Mass Success

The firm's Diversity Committee is Co-Chaired by Ralph Martin and Julia Frost-Davies. Minita Shah-Mara is the firm's first Manager of Diversity and Inclusion with responsibility for developing programming and implementing the long-term goals of the Diversity Action Plan. They work with the partnership to ensure that diversity is an important part of the discussion at partnership and management retreats.

Marshall believes that both the carrot and the stick are important in holding practice group and area executive group leaders accountable for diversity at the firm. He cites firm Chairman Jay Zimmerman for publicly recognizing the contributions of Frost-Davies, Martin and the Diversity Committee at partner meetings and public events. For those who are more skeptical, Marshall is thankful for the clients who are prioritizing diversity as an important decision factor in Requests for Proposals.

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Fenwick & West Fills the Pipeline by Measuring Progress

Diversity Demographics

The California associate and counsel population at Fenwick & West is far more diverse than the state average for major law firms. The firm has had particular success with Asians and has also surpassed the state averages for traditionally under-represented demographic segments:

<u>2009 Estimate</u>	<u>CA</u>	<u>Fenwick</u>
Asians	19%	26%
Hispanics & African Americans	8%	10%
Total Racial Minorities	27%	36%
GLBT	3%	7%

Critical Mass History

Firm Chair Gordy Davidson and Firm Managing Partner Kate Fritz have been committed to diversity at the firm and in the profession. They both serve on the firm's Diversity Committee and have played prominent roles with Santa Clara County Bar Association's Blue Ribbon Commission on Diversity. Fritz currently chairs the SCCBA Diversity Executive Committee. Julieta Stubrin, Manager of Attorney Recruiting and Diversity, credits them with the culture that has been created at the firm of respect for the individual. The firm has also had a strong history of placing minorities in leadership positions. For example, Asian Partner Darryl Woo currently serves as Chair of the firm's Litigation Practice. African American Partner Steve Graham and openly gay Partner Michael Shuster serve as co-chairs of the Life Sciences Practice. Shuster and Asian Partner Felix Lee currently serve as Diversity Committee Co-Chairs. These minority partners have served as role models both inside and outside the firm.

Environmental Factors

With the firm headquarters in Mountain View, Fenwick's clients are largely technology and life sciences companies. The technology focus of the clients has been attractive for those who have a background or interest in technology. For example, Intellectual Property (IP) Partners Mike Farn and Rajiv Patel have undergraduate degrees in electrical engineering. As head of the litigation practice, Woo specializes in IP. He says that when he graduated from law school in 1981, there were hardly any Asian Americans. A graduate of public high school and college, Woo also believed that having a win/loss record would speak for itself in litigation compared to

his perception of what was needed to succeed in the corporate practice – important relationships. Woo's jury trial record has served him well.

Diversity Program Management

The firm has benefited from a strong reputation for diversity as a result of the diversity recruiting programs which have been led by Stubrin and the firm's Hiring Committee. The firm has implemented partnerships with law school minority organizations and has invested in diversity-focused recruiting technology. A public interest fellowship was developed for summer associates to split the summer at the firm and a non-profit which focuses on diversity or serves diverse populations. Fenwick continues to participate in diversity job fairs to seek diverse candidates, and last year Corporate Partner Andrew Lu spoke at the Bay Area Diversity Career Fair. Partner Felix Lee has also co-chaired the SCCBA Bay Area Minority Summer Clerkship Program under which dozens of diverse law students have been placed with summer clerkships. These activities have enabled the firm to fill a very diverse pipeline. Within the firm, affinity groups for Asian, African American, Hispanic and GLBT attorneys have been launched to foster interaction between people of similar backgrounds.

Measuring Critical Mass Success

The firm holds its partners accountable for diversity efforts through its compensation structure that rewards partners for the initiative which they take.

In his role as Co-Chair of the Diversity Committee, Lee believes that data and metrics help to identify areas of need may not surface otherwise. The firm conducts an annual diversity survey of firm-wide attorneys to understand attorney perspectives on key drivers of diversity. Lee has presented the results to both firm leadership and diverse attorneys at the firm's Diversity Retreat.

Lee has also presented relevant diversity data to key decision-making committees that can affect change such as the firm's Recruiting Committee. He says that critical mass will be achieved at the firm when no minorities look around and say, "Where are the rest of us?"

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Control and Choice are Important for Female Partners at Littler Mendelson

Diversity Demographics

Littler Mendelson has developed a formula for attracting and promoting women to the partnership. The percentage of female partners and non-partners far surpasses the California major law firm average:

2009 Estimate	CA	Littler CA
Female Attorneys	35%	46%
Female Partners	20%	31%
Female Non-Partners	47%	60%

Critical Mass History

Littler Mendelson has been in the people business since it was founded in 1942 by Robert Littler as the first law firm in the San Francisco Bay Area to exclusively represent employers in labor law. Since then, there have been a number of firm leaders, including former Firm Chairs Wesley Fastiff and Wendy Tice-Walner, who have been instrumental in advocating the best people for the job regardless of their background. Wendy Tice-Walner was one of the first women to serve as Managing Shareholder of a national law firm. This tradition of female leadership also continues at a local level with Jennifer Walt who currently serves as Managing Shareholder of the San Francisco Office. Walt says that the firm has been female friendly ever since she arrived in 1983, one year after graduating from law school and completing a clerkship at the Tenth Circuit Court of Appeals.

Environmental Factors

Both labor law and employment law have been important practices at the firm, with employment law as the larger practice area today. The single plaintiff cases in employment law provide early opportunity for client exposure. Direct client contact enables attorneys even at the associate level to have more control over the client commitments they are making which enables work-life balance. In addition, the focus on litigation enables attorneys to plan their workload even though a trial may require an inconvenient court date. The ability to plan so that, for example, an attorney can take Fridays off (rather than being available 24/7) further enables work-life balance.

Work assignment for junior associates is structured through a distribution system which is managed by two new shareholders who manage

how much work and which projects are assigned to each new associate. Because everyone in the firm is encouraged to practice across all the specialty areas within labor and employment law, there is a broad pool for pairing associates with shareholders. The firm has an almost equal number of shareholders and associates in California, and typically one shareholder works with one associate in single plaintiff cases. This structure may enable the shareholder to more easily manage scheduling needs for associates with whom they work.

Diversity Program Management

The firm has a Diversity and Inclusion Council (DAIC) that helped launch the first "Women's Leadership Initiative" in 2008. This new initiative is focused on the firm's goal to include women at all leadership and management levels within the firm. As part of this initiative, the firm held an inaugural Leadership Training Forum in 2008.

Littler has already been successful in advancing women to equity partnership at a higher rate than other California firms. The firm leverages its employment expertise to offer its own associates a menu of tracks in a written handbook:

1. Shareholder Track (Full-Time or Part-Time)
2. Special Counsel/Of Counsel
3. Knowledge Management (Shareholder or Counsel)

It is not assumed that all associates aspire to become shareholders who develop business and bill hours. The Knowledge Management Track offers the ability for an attorney to develop technical expertise in a non-client facing role. An attorney can choose a shareholder or of counsel role for either the Knowledge Management Track or the regular Shareholder Track. For the regular Shareholder Track, an attorney can choose to become a shareholder either on a full-time or part-time basis. Attorneys become eligible to be shareholders if they work a certain number of hours in total over their careers whether they are on a part-time or full-time schedule.

Measuring Critical Mass Success

The firm's Management Committee is supportive of the DAIC programs and ultimately oversees whether goals are achieved.

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Firm Leaders Inspire Gays & Hispanics at Morrison & Foerster

Diversity Demographics

Morrison & Foerster's percentage of GLBT and Hispanic attorneys in San Francisco exceeds the estimated percentages for major law firms in S.F.

2009 Estimate	SF	MoFo SF
GLBT	5%	8%
Hispanic	3%	5%

Critical Mass History

Firm leaders at Morrison & Foerster have historically been very active community advocates of diversity. Over the last three decades, four partners at the firm have served as President of the San Francisco Bar Association. The late Robert Raven who served as President in 1971 was an activist in championing opportunities for women at large law firms. When Senior Partner Jim Brosnahan served as President in 1977, he advocated for the rights of gays. As President of BASF in 1995, Senior Partner Melvin Goldman advocated the rights of minorities in the profession. In 2010, Senior Partner Arturo Gonzalez will continue the tradition of community service as the new BASF President. Gonzalez will lead BASF at a time when 2010 Goals and Timetables for Minority Hiring and Advancement will be assessed relative to the progress made by large law firms. This level of commitment to diversity at very senior levels has been very important to the success of diverse attorneys at the firm.

Environmental Factors

Arturo Gonzalez and Dorothy Fernandez are both Latino partners in the Litigation Practice, and Fernandez is also openly gay. Both serve on the firm's Diversity Committee, and they believe that diverse attorneys have been able succeed as litigators because junior partners are critical components of the types of large case litigation handled by the firm. They believe the ability to advance as a junior partner mitigates the need to develop business through external relationships early in one's career, allowing time to build a reputation internally and externally.

Gonzalez discusses the important role that senior partners play in becoming "guardian angels" for diverse attorneys in grooming them to become partners. These sponsors identify what more the senior associates need to do to become partner, and they help them identify those opportunities.

Diversity Program Management

The firm hired Nadia Jones in 2008 as a full-time Diversity Manager. Jones is an African American gay attorney who recalls her first introduction to the firm during a summer in college when she worked in the recruiting department. The summer departing gift was a pink firm t-shirt that said MOFO with one "O" representing the female symbol and the other "O" representing the globe. She immediately knew that the firm was a place that welcomed diversity. In 2008, Jones helped to launch affinity groups at the firm. The GLBT affinity group is supported by openly gay Chairman Keith Wetmore who hosts a picnic at his home in Manhattan every summer.

The firm also uses diversity retreats to help attorneys from smaller offices such as Denver to feel that they are part of a critical mass of diverse attorneys. In 2008, a partner of color panel was hosted to share real stories with associates. Gonzalez shared his story of how he thought he would use his talents as a grass roots activist upon graduating from law school. He then met Caesar Chavez who counseled him to make a difference by going to work at a big law firm where there were very few Latino voices.

Since then, Gonzalez has tried six civil rights cases on a pro bono basis in federal court. This and other pro bono work is important in attracting diverse attorneys to the firm. When the AIDS crisis affected an associate personally, the firm was very active in providing services to the community such as preparing wills and working out leases. More recently, Brosnahan wrote a personal letter to *The Recorder* against Proposition 8, and lawyers personally raised \$30 thousand to defeat the proposition. These and other firm leaders at Morrison & Foerster also represent the firm at law school recruiting events including a broad pool of regional schools, and so the reputation for diversity continues to build.

Measuring Critical Mass Success

The firm has four diversity-related committees governed by the Diversity Strategy Committee (DSC). The DSC recommends diversity objectives to the Board of Directors and senior management and provides strategic direction on efforts to achieve these goals.

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Asians Succeed By Building New Relationships at Orrick Silicon Valley

Diversity Demographic Highlight

Orrick's Silicon Valley office has over-achieved the average percentage of Asian attorneys at large law firms in the San Jose Area at both the partner and non-partner level:

2009 Estimate	San Jose Area	Orrick SV
Asian Attorneys	22%	34%
Asian Partners	10%	14%
Asian Non-Partners	29%	45%

Critical Mass History

The Honorable Stephen Brick was the first Chair of Orrick's Diversity Committee more than 20 years ago. The Committee was started with the vision of Firm Chairman Ralph Baxter who wanted to effectively serve global clients and who believed that diverse perspectives make a better law firm. Orrick's full-time Diversity Manager, Kristin Greene, credits Baxter for creating a culture in which individual respect is a core value. She explains that, for example, partners treat staff as valuable members of the firm regardless of the position they hold within the firm. Greene identifies Orrick Partner Neel Chatterjee as instrumental to the success of Asians in the Silicon Valley Office. Chatterjee formerly served as Silicon Valley Diversity Committee Chair and currently serves as Office Leader of the firm's Silicon Valley Office.

Environmental Factors

Chatterjee refers to what he calls an "eco-system" within the litigation practice which he believes has contributed to the ability of diverse associates to obtain success at work. The eco-system is comprised of a group of attorneys who work closely together over time. There is a give and take that generates mutual understanding among this group of attorneys which happens to be diverse. In this way, diverse attorneys benefit from relationships of trust within the office as a result of purposeful structure.

David Lee, a corporate partner, has leveraged his Asian heritage to develop important relationships externally to build a book of business. He recently spoke about his experience on an Asian Business Development panel at Orrick's "Dive-In" diversity and inclusion celebration held across its offices in November of last year. Lee said that when he first graduated from Stanford Law School, he began to service small start up

clients, many of which were being run by Asians. He noticed that over time he built a book of business which included companies run by many Taiwanese, Chinese and Indians. Many of these entrepreneurs then began to move various operations to Asia, and Lee followed his clients to develop a strong China practice. Rather than rely on others to give him relationships, Lee leveraged his own understanding of the Chinese culture to develop business relationships in US and overseas practices.

Diversity Program Management

When he was Diversity Committee Chair in Silicon Valley, Chatterjee challenged the Committee to focus on one big initiative each year. As one example, in 2005 they created the Bay Area's *first ever* Diversity Career Fair for second-year law students. The fair provides a much needed event for employers in the Bay Area as well as diverse law students across the country, who previously had to travel great distances for job fairs that targeted minority candidates. In addition to interviews, Orrick provides participating students with other educational and networking opportunities. Chatterjee tells a personal story about the importance of such fairs to diverse students. Upon graduating from law school at Vanderbilt in 1994, he received 880 rejections letters. He finally took a job at a mid-sized firm in Colorado which he found through the Diversity Job Fair in Atlanta. It was this opportunity that he leveraged to get a clerkship when the firm in Denver closed a year after he started, and he then joined Orrick after a second clerkship in California. Chatterjee also credits the firm's Asian Affinity Group as a program which has been important to the success of Asian attorneys.

Measuring Critical Mass Success

Diversity Manager Kristin Greene is fully dedicated to diversity initiatives. Each year, she develops thirty-four reports with objectives and measures to distribute to practice group and office leaders. Firm-wide Diversity Committee Chair Lorraine McGowen meets with all leaders annually to discuss successes and challenges. Diversity is also discussed at the firm's annual partners' meeting in addition to other firm leadership meetings.

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Affinity Groups Support Women and Asians in Corporate Practice at Pillsbury

Diversity Demographics

Pillsbury Winthrop Shaw Pittman's office in Silicon Valley has successfully built a critical mass of Asian and women attorneys. The Office's percentages of Asian and women attorneys well exceed the California and San Jose Area averages:

<u>2009 Estimate</u>	<u>Asian</u>	<u>Female</u>
Pillsbury Silicon Valley	34%	43%
San Jose Area	22%	36%
California	13%	35%

Critical Mass History

Instrumental leaders have included Mary Cranston, Marina Park, and Kevin Fong. Mary Cranston served as the Chair of Pillsbury from 1998 to 2006; Cranston was the first woman ever elected to lead a major national law firm. Based in the firm's Silicon Valley office, corporate partner Marina Park served as firm-wide Managing Partner during the same time period, before leaving the firm to become CEO of the Girl Scouts of Northern California in 2007. Cranston and Park developed diversity and work-life programs that paved the way for women at the firm. Park worked part-time as a partner until the time she was promoted to Managing Partner, serving as a role model for many seeking to balance work and life.

Kevin Fong started at the firm in 1980 after graduating from Harvard Law School and finishing a judicial clerkship. Mary Cranston was the one who convinced him to return to California, and he ultimately became the first Asian partner at the firm. Since then, Fong has taken on a number of leadership roles including his current role as Executive Partner for Diversity and leader of the San Francisco litigation practice. Fong serves as an important role model at the firm.

Environmental Factors

Pillsbury's client base in Silicon Valley is largely technology focused, including corporate and intellectual property work for both emerging companies and larger public companies. The technology focus of the office's clients attracts a wide range of attorneys interested in technology companies, including many Asians.

Diversity Program Management

Much of the firm's diversity program is implemented through affinity groups, which are each led by partners. In past years, for example, programming for the Asian group has included giving the firm's Asian attorneys copies of Jane Hyun's *Breaking the Bamboo Ceiling*, followed by a discussion of a chapter each month. One topic of discussion has been potential obstacles that might be encountered by attorneys who aren't comfortable self-promoting themselves in conversations with partners or clients. Fong feels that this type of programming is critical since business development is important to the long-term success of all attorneys in law firms. He also reaches out to the firm's Asian attorneys to involve them in Asian bar associations, often facilitating their attendance at the annual conference of the National Asian Pacific American Bar Association, for example. He organizes and structures the attendance by firm attorneys, making it both a relationship-building and learning experience. Fong believes that this type of hands-on training helps attorneys build the skills and confidence they need to succeed.

Tania Shah, formerly executive director of the California Minority Counsel Program, is the firm's Director of Corporate Social Responsibility and is responsible for managing diversity programs at the firm. With respect to work-life balance, Shah believes that the level of flexibility and control over one's schedule is important. Shah points out that in the Bay Area, especially Silicon Valley, many clients work virtually, offering a good model for their attorneys in law firms. Shah notes that Generation X and Y want to spend more time with their children--they want to see their kids every day, not just at the end of the year after billing 2000 hours.

Measuring Critical Mass Success

The firm uses both subjective and objective measures of success on diversity issues. Surveys and focus groups to help understand the issues faced by diverse attorneys give firm leaders direct feedback. Monthly reports to practice group and other firm leaders help the firm to effectively monitor diversity in every office and practice.

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Entrepreneurial Opportunity is a Lure for Minority Partners at Wilson Sonsini

Diversity Demographic Highlight

Wilson Sonsini Goodrich & Rosati tops the charts when it comes to racial diversity in the partner ranks. The firm's percentage of African American, Hispanic and Asian partners is double the California average:

2009 Estimate	CA	WSGR
African American	2%	4%
Hispanic	3%	6%
Asian	6%	12%
Minority	10%	22%

Critical-Mass History

When asked about a recipe for success, Fred Alvarez, partner & chair of the employment litigation practice, says that the firm may have had fewer obstacles to overcome since it was founded in 1961 as a relatively new firm compared to many of the large California firms. The firm hired African American partner Harry Bremond in 1967 as the fifth attorney. The relatively new history can be viewed as a competitive advantage for diversity compared to the established social structure in firms with longer histories. Alvarez also credits Larry Sonsini with having an open mind about what people look like as long as they are the best person for the job. This culture has become an important part of the firm.

Environmental Factors

Alvarez says that another factor that has helped is that the client base is diverse, and that has facilitated the acceptance of attorneys who are diverse. For example, while at the firm, David Drummond, an African American attorney, helped to incorporate and finance Google prior to joining the company as Vice-President of Corporate Development. In servicing small start-up companies in the corporate and securities practice, partner Yokum Taku works with many founders who have immigrant backgrounds. Taku also leverages his own heritage in heading up the Japan practice for the firm where he says that his language skills can be an advantage. In describing the way work is assigned within the corporate practice, Taku says that typically several partners work very closely with five to ten associates who are assigned to specific clients. There is a call every week to discuss work assignments and load balancing. He describes these "neighborhoods" of partners

as an important mechanism for junior associates to receive good work assignments. Taku himself started at the firm as a summer associate when he decided to join the corporate group. He was attracted to the fact that there were formal teams serving clients and that he had an opportunity through these teams to develop close ties to partners who would provide him with good work experience. He credits former partner Neil Wolff with providing him development opportunities that helped him to advance to partner.

Diversity Program Management

Sponsorship, lateral hires and role models are important for advancement of diverse attorneys. Alvarez says that the firm has provided leadership opportunities for attorneys who may have been under-valued at other firms. In fact, Alvarez joined the firm 13 years ago because of the attractive opportunity to start a new employment litigation practice where one did not exist. He has since built this practice area through both hiring experienced attorneys like partner Rico Rosales and sponsoring associates to advance to the partnership from within. For example, he acted as a sponsor to Kristin Garcia Dumont to ensure that she would receive the right experiences and exposure as a senior associate before she was promoted to partner as a part-time attorney in 2008.

Measuring Critical-Mass Success

The firm measures critical-mass success primarily by results -- namely, the numerical diversity of its partner and associate ranks. Building on the firm's success in this area, recently the firm announced seven new partners that were elected for 2010, two of whom are minorities, including an African American corporate attorney and an Asian patent attorney.

While the firm strongly believes that the best way to achieve a diverse workforce is to provide all attorneys with ample opportunities for client service and professional development, the firm's management does consider diversity in recruiting and retention. The firm develops relationships with diverse law student groups and tracks applicant diversity at each stage of the law student and lateral recruitment process. The firm also closely tracks attrition, including which of its attorneys leave, why they leave, and where they go.

Sources: Wilson Sonsini Goodrich & Rosati Professional Corporation: Fred Alvarez, Partner & Chair, Employment Litigation practice; Yokum Taku, Partner, Corporate & Securities, and Chair, Japan practice; Chris Boyd, Senior Director of Professional Services; Carol Timm, Director of Attorney Recruiting & Retention; NALP 2009 *Directory of Legal Employers*; Talent Advisory Board Inc.