

GOAL IX

TO PROMOTE FULL AND EQUAL PARTICIPATION IN THE LEGAL PROFESSION BY MINORITIES

Volume 9, Number 2, Spring 2003



Diversity Fatigue: Sick and Tired of Being Sick and Tired

J . C u n y o n G o r d o n

I have been practicing law for twenty years now, a black woman in a field that once was the exclusive province of aristocratic white males. They did not know what hit them when tens, then hundreds, then thousands like me, black, brown, and yellow, stomped into the club, waving sheepskin from the same great law schools that had produced the aristocrats. Talk about resistance! At first it was just lawyers of color, for the most part, and outspoken white allies urging desegregation of the profession; but during the last two decades, the agitation has intensified.

Indeed, in the last decade the clamor has become nothing short of a full-fledged war. Leaders of the mainstream organized bar, civil rights activists, and progressive corporate leaders have joined forces with minorities in a fierce struggle toward diversity, to create a legal profession that looks a lot more like America in the twenty-first century than America in the seventeenth. The professed object of this war is not just to remove barriers to entry into the profession; these warriors want and demand equal opportunities for promotion, retention, and elevation to the highest reaches of the profession. That's the good news.

The bad news is, this kind of change does not come easily. Those on the battlefield must dedicate a lot of time, physical and emotional energy, and often finances to reap the smallest victory, and then maintain the momentum required to keep

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how long?”

the skimpy gains. This relentless, exhausting, and frustrating struggle has created a side effect that few want to talk about—analagous to the “combat fatigue” that ground troops in many a bloody war have suffered.

Roughly defined, combat fatigue is a disorder that results from the stress of being involved in prolonged battle; it is characterized by depression, anxiety, and loss of motivation. The legal profession's extended war for diversity is in danger from a variation on combat fatigue I call “diversity fatigue.” Soldiers suffering combat fatigue have to be shipped home because they are ineffective as combatants, and we currently are at risk of losing some of our strongest champions in the diversity struggle to diversity fatigue if we continue to ignore their reports. As one sufferer put it, “I'm tired, tired of the same fight all the time; tired of being the

only person raising the issue [of diversity] in the room, and I'm tired of fighting my own people. I'm tired of fighting that fight. After a while, I just get tired.”

This quote comes from a successful lawyer of color who has triumphed on many fronts—government, private practice, corporate. The lawyer has been at the forefront of the movement to make the legal profession less male and less white; less like a business and more like a service. In the military, this lawyer would be a “lifer.” Unfortunately, some degree of “tired” could describe many lawyers of color. Maybe she served thankless duty on a law firm diversity committee; perhaps he served as a panelist at one too many diversity conferences; perhaps they find themselves ostracized by members of their own community.

“I'm tired, tired . . . tired” is the weary voice of a sharecropper doing backbreaking labor at the turn of the twentieth century, or of a coal miner ascending soot-covered into a brief daylight at the end of a long shift. Tellingly, the voice reveals the complexity of the sources of fatigue and how they grind down even the most dedicated. This article addresses the phenomenon of diversity fatigue and its effects. In writing it, I hope to spur readers to join in or continue a dialogue that has been carried on in untold numbers of huddles among the weary combatants in the diversity wars.

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Diversity as Mosaic: Goal IX in Action

L a w r e n c e R . B a c a
C o m m i s s i o n C h a i r



The ABA's Goal IX encourages us to pursue the full and equal participation in the legal profession by minorities. It reminds us how important a goal diversity is. I have spoken and written on the subject of diversity many times. I've discussed its meaning, its benefits, and how not to pursue it. I've pointed out the results of that failure.

If you want to select a speaker for commencement and you put together an all-white, all-male selection committee, there is more than an odds-on chance they will select a white man. Similarly, if the committee members all were Asian women, you likely would hear a speech from an Asian woman. It is a natural human tendency to first think of someone who looks like the man or woman in the mirror. A diverse selection committee will bring a diversity of prospects to the selection process.

Attendance in our law schools and the makeup of our profession should represent the racial and ethnic mosaic that is America today—an America that rapidly is developing into a mosaic that mirrors the world.

You know about mosaics, they are made of small pieces of tile, stone, or glass in all shapes and sizes. No single piece is of such size or color that it dominates. The variety of the pieces, when grouped together, creates the work of art. In April I witnessed the making of a mosaic. Indeed, I was a part of a work of art in progress: the achievement of Goal IX in presidential appointments.

A diverse selection committee will bring a diversity of prospects to the selection process.

In theory, there are approximately 650 appointments within the ABA that the president-elect makes each year to Committees, Commissions, and the occasional Task Force. In reality, an appointee involves a three-year commitment, and unless you fail to perform, you are likely to be reappointed by the next two presidents. This still puts 250-plus appointments in the hands of every president-elect. I had the honor of serving on President-Elect Dennis Archer's Appointments Committee. We spent two days poring over thousands of applicants for those 650 slots (even those eligible for reappointment must reapply).

This is a monumental process that one person cannot do alone, and an appointments committee contributes valuable service. President-Elect Archer chose as chair of his Appointments Committee his close friend, partner, and able administrator John Krsul. The two then assembled a team that in its own makeup would receive favorable review in the *Goal IX Report*:

Dennis W. Archer (African American)
John A. Krsul, Jr. (Caucasian)
Vice-Chair Robert J. Grey, Jr. (African American)
Lawrence R. Baca (Native American)
Amelia H. Boss (Caucasian)
Hon. Pamela J. Brown (African American)
Paulette Brown (African American)
Laura V. Farber (Hispanic)
Tracy A. Giles (Caucasian)
Robert T. Gonzales (Hispanic)
Hon. Jose E. Martinez (Hispanic)
David K.Y. Tang (Asian American)

Geographically, the group hailed from Puerto Rico, Washington, Virginia, California, New Jersey, Maryland, and Michigan—we had the nation virtually surrounded. Our practices range from private firms to state and federal judgeships to government organizations.

The situation is very heady when you sit at the big table on decision day. A Who's Who of lawyers in America—all ABA members—have in the past been nominated for these positions, among them three justices of

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New & Noteworthy from the Commission

National Conference for the Minority Lawyer

The 5th Annual National Conference for the Minority Lawyer will be held June 5-6 in Philadelphia. This conference brings together minority lawyers from all over the country and from all practice areas. It's a unique opportunity to network with minority lawyers while attending programs on both substantive topics of law and diversity-related issues. Highlights include a discussion between lawyers representing Barbara Grutter in *Grutter v. Bollinger* and advocates for the University of Michigan; an examination of whether minority lawyers have a duty to speak out on issues of diversity; a session on surviving, thriving, and growing during good or bad economic times; interactive workshops based on years of practice; and a keynote address by Robert Grey, Jr. To see the entire program schedule or to register online, visit www.abanet.org/buslaw.

ABA Annual Meeting

There will be plenty of events and activities of particular interest for minority lawyers at the 2003 ABA Annual Meeting in San Francisco, August 7-12. The Minority Lawyers Forum, a full day of meetings and programs geared for minority lawyers and others interested in diversity issues, will be held on Friday, August 8. There will be CLE programs galore, including sessions on the retention of minority lawyers in the private sector, what minority lawyers need to know about becoming a partner in a law firm, and human rights versus civil rights in today's global society. This year's events promise to be extra special as we honor Dennis Archer on his historic achievement in becoming the first minority to serve as president of the world's largest voluntary professional membership organization, the ABA. Please be sure to join us. For more



information, go to www.abanet.org/minorities, or contact Regina Smith at smithr@staff.abanet.org; 312.988.5508.

Minority Counsel Program

The Minority Counsel Program (MCP) will convene its next meeting October 2-3, 2003, in Chicago. MCP continues to be the leading program in the country for providing opportunities for minority lawyers and corporations to develop mutually rewarding business relationships. If your law firm or corporation hasn't joined MCP yet, membership forms are available at www.abanet.org/minorities, or contact Sharon Tindall at 312.988.5642 for more information.

Call for Nominations: Spirit of Excellence Awards

Is there a lawyer in your community who has been particularly instrumental in working to advance racial and ethnic diversity in the legal profession? If so, consider nominating him or her for a 2004 Spirit of Excellence Award. The Spirit of Excellence Awards recognize lawyers who have made outstanding contributions to the advancement of racial and ethnic diversity in the legal profession. They are presented each year, and the luncheon at which the awards are presented has become one of the highlights of the ABA Midyear Meeting. A list of past recipients and the nomination form are available at the Commission's website at www.abanet.org/minorities. For more information, contact Sharon Tindall at tindalls@staff.abanet.org; 312.988.5642.

For the most up-to-date information about these and other programs, activities, and events of particular interest to minority lawyers and lawyers interested in diversity issues, please visit the Commission's website at www.abanet.org/minorities.



Thursday, August 7

2:00-3:30 p.m.

15 Tips for Retaining Minority Lawyers: What Law Firms and Corporations Need to Know

3:45-5:00 p.m.

Inside the Firm: What They Really Talk About When You're Up for Partnership

Friday, August 8

9:30 a.m.-5 p.m.

Minority Lawyers Forum: Programs and Meetings for Minority Lawyers

Saturday, August 9

2:00-4:30 p.m.

Civil Rights vs. Human Rights

For more information about these and other programs and activities of particular interest to minority lawyers and others interested in diversity issues, please visit www.abanet.org/minorities/events.

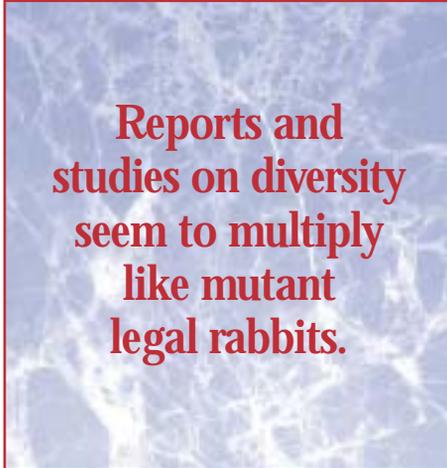
Tired of the Same Fight All the Time

Who was it who first asked, “How long, Lord, how long?” Whether it was Job in the Old Testament or Fanny Lou Hamer, it could well apply to the relentless grip that inequality has on the legal profession. Although the year 2004 will hail the fiftieth anniversary of *Brown v. Board of Education*, the largest professional association of lawyers in the world was itself officially segregated a decade or more after *Brown*. Because of entrenched prejudice, people of color and women have not made significant inroads into the profession until the last twenty-five years, and we have deepened these inroads only during the last decade.

But to many it appears that the successes have reached a plateau, despite ongoing, multifaceted efforts. For instance, when I told my father early this summer that I was going out of town to attend a conference about how to resolve the lack of diversity in the legal profession, he remarked, with a puzzled expression, “I thought you did that last year.” Yes, Dad, last year and the year before and the year before that. We would need a lunar module calculator to count the scores of diversity-related conferences put on by the American Bar Association and the national ethnic bar associations (for blacks, Hispanics, American Indians, Pacific Islanders, among others—all of which sprung up because of the segregated ABA)—not to mention the work done by local bar association task forces, state and federal commissions, and the reports and studies that seem to multiply like mutant legal rabbits. And still we fight. What wearied the “tired, tired” speaker may have been the sense that the ends are not commensurate with the means. After a while, all you have to show for the effort are the reimbursed plane tickets and hotel bills and reams of other papers. The lawyer of color who has been there and done that too many times is on the verge of an outbreak of diversity fatigue.

Tired of Being the Only One to Raise the Issue

The successful lawyer of color, who may be relatively high in an organization, may nonetheless not be in a secure enough position to take many risks. If that lawyer is the first person in the organization to encourage greater diversity, the groundbreaker may do so at some professional



Reports and studies on diversity seem to multiply like mutant legal rabbits.

peril. A lawyer who succeeds in putting diversity on the organization’s radar likely will bear the brunt of the institutional effort. This upstart is then expected to develop the diversity program, seek out so-called best practices, identify new places to recruit, suggest methods and means of making the organization friendlier to lawyers of color, and so on. The lawyer unwittingly becomes the conscience of the organization, rendering substantive introspection by all firm members largely unnecessary. Ironically, being careful what you ask for comes into play: if more young lawyers of color join the ranks, guess who will be expected to take care of them?

Mind you, few if any lawyers of color have nameplates or salaries that reflect this role of “person responsible for diversity (or its absence) in this organization.” Nor does the lawyer get a significant break from billable hours requirements, or from increasing professional competence, networking, mentoring and being mentored, cultivating and satisfying clients—the usual panoply of professional attributes demanded of successful white counterparts as well—in other words, being a good lawyer. The dilemma reminds me of the Hollywood quip that Ginger Rogers was a better dancer than Fred Astaire: she did everything he did, only backwards and in high heels. Sure, the successful lawyer of color gains prestige, public recognition, salary enhancements, and other perquisites but also takes on, or more importantly *is expected* to take on, the additional and usually unacknowledged burdens that come with being the organization’s face to the outside world, including communities of color.

White political columnist Anna Quindlen came to the defense of the beleaguered professional golfer Tiger Woods after he took heat from a number of quarters for refusing to make a public gesture protesting Augusta National’s policy against admitting women as members.¹ Quindlen argued that those who demanded that Woods speak out on the Augusta issue assumed his being a racial minority made him an expert on prejudice. This type of “power racism” rendered Woods a member of “the glorious kinship of the disenfranchised”: a person of color is presumed to have a special sensitivity to discrimination of all kinds and must make Herculean sacrifices to prove it. Billionaire Warren Buffett, who belongs to Augusta, has a mother and a wife—neither of whom can join Augusta—but there have been no public outcries for him to resign. The CEO of Citicorp has not resigned, despite Citicorp’s clever advertising campaign directed toward high-salaried women, the very kind who might benefit from joining such a club.

Apparently, when a person of color is around to “feel their pain,” prominent white men get to abdicate the obligation to exercise their personal power of place to remove invidious discrimination and effect social change. The kinship of the disenfranchised causes both whites and people of color to assume that every person of color has the same life narrative. This power racism shifts the burden of social change onto the shoulders of people of color, who ironically but likely had little or no hand in creating the deleterious situation in the first place.

That can make a person tired, tired.

Between a Rock and a Hard Place

It is hard to tell where some expectations come from; point is, many land at the door of the successful person of color. Is it the majority that imposes dozens of unspoken duties? Does the person take them on instinctively? Does the community demand it? The profession’s official approach to increasing diversity takes many forms. Above, I mentioned the interminable conferences, summits, and surveys; at the level of individual institutions or organizations, additional measures are implemented. Government offices, law firms, and legal agencies hire diversity consultants at great cost, devise special searches for candidates of color, establish “diversity committees” to create and implement imaginative plans to

accomplish diversity, and monitor the organizations' efforts and results. Of course, for the committees and task forces to have legitimacy both within and outside the profession, they must be peopled by some of the (few) lawyers of color within the organization.

The story of Professor Joyce Hughes's travails at the University of Minnesota Law School bears repeating because it exemplifies the many invisible duties that can cause fatigue. As the first black and first woman (in 1971) to join the faculty of her alma mater, she expected to have a hard row to hoe. She did *not* expect a student grievance and an official inquiry into her fitness for the position (all allegations were ultimately found baseless). One reviewer summarized Professor Hughes's "actual" duties as follows:

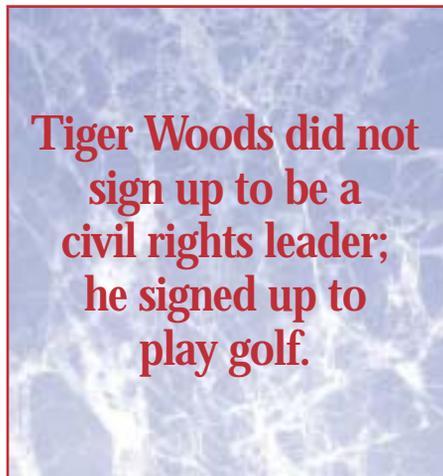
[She has to] be a counselor to individual black and other minority students, as well as a tutor, a friend, a companion and a champion; a recruiter for black and other minority group students and for women students; available for unscheduled consultation on the "black question," or the "woman question"; participate in formal and informal seminars on race relations and sex stereotyping; endure with grace and tolerance both inadvertent and overt racial slurs; serve on all special committees relating to minority groups and women; and of course, to teach her regular classes, serve on the regular faculty committees, publish scholarly articles and be "one of the boys."²

If that woman wasn't tired, I don't know why not.

Tired of Fighting My Own People

The "people" of successful lawyers of color have their own demands on loyalty. Here is an example about group racial expectations in another context: author Shelby Steele recently wrote an essay about his belief that black Americans' embrace of a "Negro identity" leads to an abandonment of individuality and the possibility of assimilation into the greater community of all people.³ One of his stories struck a chord for me with the topic of fatigue.

During a Harvard debate on affirmative action, black conservative Ward Connerly and black liberal academic Christopher Edley crossed swords over the



issue of affirmative action; during the Q and A, a black undergrad took Connerly to task for suggesting that racial preferences should end. The aspect of the exchange that discomfited Steele was that it was yet another open confrontation between black liberals and black conservatives while, Steele said, "whites look on—relieved, I'm sure—from the bleachers."⁴ His objection was to the undergraduate's attack on Connerly for not toeing the line assigned him by his racial identity.

Successful lawyers of color do have a line to toe. They are expected by both the majority and minority communities to stand as a symbol of the entire race or ethnic group, sublimating personal opinions, convictions, and predilections in favor of the assigned position of the group's tastemakers. At least two explanations exist for the community's purported right to impose expectations at all on individuals who, by dint of intelligence, ambition, hard work, and often good fortune, rise in their field. The first is visibility, and the second is position.

The visibility rationale is usually voiced thus: there are so few of you in high positions, you need to be visible as role models so that younger versions of yourselves will know that obtaining your position is possible. Because there's only one Condoleezza Rice, because there's only one Vernon Jordan, because there was only one Congresswoman Patsy Mink, these individuals forfeit the right to any individuality in service of the good of the race. This wears them down because the "role" is defined only to the received "group" posture, without regard to the individual's own preferences or beliefs. Not only must this stellar individual be the proof, the symbol, of the professional spot she occupies, that is *all* she can be.

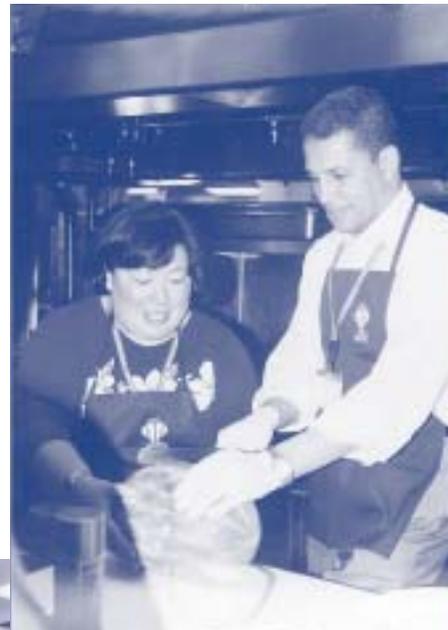
The position rationale seems similar but differs in history and origin. The civil rights movement of the 1950s, and liberation struggles before and since, etched into the conscience of "colored people" the maxim "From each according to his ability, to each according to his need." People of color who have "arrived" are positioned to help those who are en route and so ensure that the slivers of light under the door of opportunity remain visible. The lawyer of color who mounts the ladder of success and prominence in her field thus has a body of responsibilities worthy of the Olympics: she must maintain her grip on the rung she has reached; simultaneously offer the other hand, outstretched, to those behind her; and throughout ensure that her daily professional work inures to the benefit of her constituent community. And don't think the community doesn't put in its two cents' worth every chance it gets.

During a lively discussion of this issue (yes, during a diversity panel at a bar association meeting!), the following question was posed: do lawyers of color owe something of ourselves—our talents, our gifts, and our opportunities—to a higher or larger authority? In response, a minority lawyer supported the existence of such a duty as follows: some black Americans went to law school in the 1800s [after Reconstruction]; they could say they made it there on their own. But "*anybody after that* [his emphasis] wouldn't be here at all if it weren't for Martin Luther King, Jr., and others." Although many lawyers of color maintain allegiances to their original communities or to people of color in general, not all demonstrate that loyalty, or debt, in the same way. For many successful lawyers of color, the expectations of the community can be confining, weighing like a debt that must constantly be repaid.

The complex and overarching questions about the duty of lawyers of color give rise to many subquestions, some of which are posed to minority partners or senior associates at large law firms, minority general counsel of corporations or organizations, and minority counsel on behalf of the government. "How can you prosecute that black man accused of beating a white woman?" "How can you defend that Arab accused of a racist attack on a Chinese American?" "How can you represent Texaco after the 'jelly bean' incident?" "Why aren't you sending

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Minority Counsel Program Spring 2003 Mystery Networking Event



The Minority Counsel Program (MCP) held its Spring 2003 meeting in Los Angeles, in conjunction with the ABA Section of Business Law. The featured Mystery Networking Session, designed to give corporate counsel and minority lawyers a chance to build mutually rewarding relationships through networking and team-building exercises, was MCP: Iron Chef.

Each team was given a bag of groceries—all the same—and asked to prepare an appetizer, salad, two entrees (one vegetarian), and dessert of its choice, incorporating as many of the ingredients as possible. Teams were judged on the number of ingredients used, taste, presentation, and edibility. “Spamloaf” was judged a good try but unlikely to win any blue ribbons.

Special thanks go to the award-winning chef at the Century Plaza Hotel, Andreas Nieto, and his staff for ensuring that everything was indeed edible!

June 17, 2003	Chicago Committee on Minorities in Large Law Firms Welcome Reception for Minority Summer Associates	Chicago, IL
June 19, 2003	Oregon Minority Lawyers Association Auction	World Trade Center Portland, OR Contact Anastasia Yu Meisner, 503.697.1035
July 12, 2003	California Minority Attorneys' Conference Ethnic Minority Relations Committee, State Bar of California	University of San Diego School of Law Contact Sharon Ngim, sharon.ngim@calbar.ca.gov; or Rod Fong, rod.fong@calbar.ca.gov
July 24, 2003	Chicago Committee on Minorities in Large Law Firms Federal Judges Luncheon	Chicago, IL
August 2-9, 2003	NBA Annual Meeting	Hilton Riverside New Orleans, LA
August 7, 2003 8 a.m.-12 noon	Commission Business Meeting	San Francisco, CA
August 7-10, 2003	Commission Annual Meeting CLE Program	Park Hyatt/Moscone Convention Center San Francisco, CA Visit www.abanet.org/minorities
August 8, 2003	Minority Lawyers Forum	Park Hyatt San Francisco, CA Contact Regina Smith, 312.988.5508
August 9, 2003 2-5 p.m.	Tort Trial and Insurance Practice Section Equal Access to Justice	San Francisco, CA
August 7-13, 2003	ABA Annual Meeting	San Francisco, CA
August 9, 2003	NAPABA Quarterly Board Meeting	Minami, Lew & Tamaki LLP San Francisco, CA
August 22-23, 2003	Chicago Committee on Minorities in Large Law Firms Cook County Bar Association Job Fair	Chicago, IL
September 3-6, 2003	HNBA Annual Convention	Fairmont Hotel San Jose, CA
September 18, 2003	Women Lawyers Association of Los Angeles Annual Awards and Installation Dinner	Los Angeles, CA
October 2-3, 2003	MCP Fall Meeting	Chicago, IL Contact Regina Smith, 312.988.5508



ABA Commission on Racial and Ethnic Diversity in the Profession

Master Calendar of Meetings

Abbreviations	
ABA	American Bar Association
NNABA	National Native American Bar Association
NAPABA	National Asian Pacific Bar Association
NBA	National Bar Association
MCP	Minority Counsel Program
HNBA	Hispanic National Bar Association

the brothers more of your corporation's business?" The dilemma they pose is significant because, just as power racism creates expectations of additional burdens for lawyers of color, so does the lawyers' own community.

These expectations also put a monkey on the backs of lawyers of color. White lawyers can never fully appreciate this pressure because they hardly ever endure it to the global extent that lawyers of color do. One important observation Quindlen made in her Woods defense was that he did not sign up to be a civil rights leader or a feminist advocate; Woods signed up to play golf. In that sense, he differs from prominent attorneys of color who find themselves with a bully pulpit from which to preach the diversity sermon. Lawyers of color *do* sign up to protect the rights guaranteed in the Constitution, to work for justice, and to serve in the public interest. We do sign up to do more than make a quick buck without regard to the consequences. But white male lawyers who pull down millions a year in salary also signed up for the same things. The truth of the matter is that many of them don't honor the public service aspect of our profession. But it is the communities of color that flog their lawyers, often in public, embarrassing, or humiliating ways, for shirking alleged duties or being traitors to group identity.

As one veteran of the diversity wars said, "Why can't I just go practice law, make some money, and not have to answer to some higher authority?" Why not, indeed.

I Just Get Tired

"Why can't I just . . ." sounds like the words of a fighter who needs to be sent home, a soldier about to succumb to fatigue. There is no reason that we should eat our own. We don't want our best and brightest soldiers to crumble from anxiety, to lose hope, to give up, to give in to diversity fatigue. I would rather hear them saying, as a traditional hymn states, "I don't feel no ways tired. I come too far from where I started from."

J. Cunyon Gordon, a former Navy JAG and law school professor, is of counsel with Eimer Stahl in Chicago, Illinois. She frequently writes and speaks about diversity in the profession.

Notes

1. Anna Quindlen, *The Sand Trap of Inequality*, NEWSWEEK, Dec. 2, 2002, at 92.
2. Joyce Anne Hughes, *Neither a Whisper nor a Shout*, in REBELS IN LAW: VOICES IN HISTORY OF BLACK WOMEN LAWYERS (J. Clay Smith Jr. ed., 1998), at 92 n.17.
3. Shelby Steele, *The Age of White Guilt: And the Disappearance of the Black Individual*, HARPER'S, Nov. 2002, at 33.
4. *Id.* at 34.

the Supreme Court, two former U.S. attorneys general, a former solicitor general, and a recent assistant secretary of Indian Affairs. And then there was the question about that weekend golfer someone nominated who used to be president of the United States. I'm in disbelief that those of us at the table who are mere mortals are getting to advise the president-elect of the ABA on the appointments of such luminaries.

Every national minority bar was represented at the table. We were assigned to specifically reach out to members of the Coalition of Bar Associations of Color: the National Bar Association, the National Asian Pacific American Bar Association, the National Native American Bar Association, and the Hispanic National Bar Association. We connected with the national organizations and their local affiliates, not to raid their membership but to say, "If you want to be active in the ABA, there is a place at the table for you." Our effort, Dennis's effort, was to be inclusive.

Everyone at the table was expected to contribute. And every voice was listened to. Being a small part of it was a thing of beauty. I look forward to seeing the final tally. When you are filling 250 slots in two days, things move too fast to keep track of appointments by categories like race or ethnicity. And, to tell the truth, I don't remember if the golfer got his slot. But I do remember that we pursued Goal IX with ardor. The final work of art will be on display come August.



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