Welcome to *The Business of Diversity*. "THE" newsletter for the Diversity Committee of the Section of Business Law. As you will see, the Diversity Committee is working hard to strengthen the diversity efforts of the Section and to keep our members in the forefront of issues of diversity. In our inaugural issue, we will highlight the Lawyers of Color Sub-Committee.

The Lawyers of Color Sub-Committee was organized to lead the efforts of the Diversity Committee and the Section of Business Law in attracting lawyers of color to the Section and addressing issues of relevance to this constituency. The mission of the Lawyers of Color Sub-Committee is to (i) actively recruit and develop ways to increase the membership of lawyers of color in the Section, (ii) foster an atmosphere of inclusion for lawyers of color in the Section and (iii) raise awareness of issues of diversity and ensure that the Section is addressing issues of relevance to lawyers of color. In furtherance of its mission, the Lawyers of Color Sub-Committee will produce content and present programs on issues of diversity affecting lawyers of color.

I am pleased to introduce the vice-chairs of our Sub-Committee: Ashley Wicks, Vice Chair, Membership; Stefanie Moon, Vice Chair, Programming; and Lacy Durham, Vice Chair, Content. These talented women will work to ensure that issues of diversity affecting lawyers of color are highlighted and that appropriate programming is put in place to support the goals of our mission.

The upcoming issues of *The Business of Diversity* will highlight the efforts of the Diversity Committee through the Women's Business Law Network, the Law Student and Young Lawyers Sub-Committee, the Lawyers with Disabilities Sub-Committee and the Lesbian, Gay, Bisexual and Transgender Sub-Committee. As with our inaugural issue, the issues produced by these sub-committees promise to be outstanding. Your participation in and support of them is critical to the success of the Diversity Committee.

I express my sincere gratitude to all of you for your support of the Lawyers of Color Sub-Committee. We would be delighted if you would like to join our subcommittee to support these efforts. Now...on to *The Business of Diversity*!

Doneene Keemer Damon, Chair, Lawyers of Color Sub-Committee
White Women: The Sponsors Women of Color Must Have in the 21st Century

By Trudy Bourgeois and Dr. Ancella Livers

Imagine a time with equal representation of ALL women on boards, at the CEO position and in the c-suite. There’d be no more talk of “breaking the glass ceiling.” There would be no glass ceiling. Nor would there be talk of “being the first.” The presence of strong female leaders would be the norm. Think that can’t happen? Think again. If women can find the ability to solidify a collective voice, then anything can happen -- anything. And that includes electing the first female President of the United States. The power and impact of women in the 21st century is undeniable. In an October 13, 2010, Huffington Post article entitled, This Century Goes to the Women, Muktar Kent, Chairman and CEO of Coca-Cola, stated, “Women will play the pivotal role in transforming the global economy and society over the next decade.”

What is the problem?

In 1965, affirmative action was established. It was amended in 1967 to ensure that women and minorities were provided opportunities to be considered for job placement. In theory, it served as the catalyst for creating opportunities. Unfortunately, not everyone was ready to meet the new employee requirements. As a result, even in the 21st century women are still struggling to find their place and voice in corporate America.

According to The Atlantic, in 2010, women became the majority of the workforce for the first time in U.S. history. For every two men that got a college diploma last year, three women did the same. The Bureau of Labor Statistics reports that women now hold 51.4% of managerial and professional jobs—up from 26.1% in 1980. They make up 54% of all accountants and hold about half of all banking and insurance jobs. About a third of America’s physicians are now women, and 45% of associates in law firms—and both those percentages are rising quickly.1 The pink elephant in the living room that isn’t being talked about is this: White women have been the biggest beneficiaries of affirmative action. So much so that their presence at mid- to senior-levels dramatically outpace women of color by 4 to 1. In Fortune 500 companies, 2010 numbers show that white women held 12.7% of board seats as compared to women of color holding 3% of the board seats.2,3 What do these numbers tell us? It is clear. Women of color are lagging behind in advancement opportunities. In her book, Career GPS: Strategies for Women Navigating the New Corporate Landscape, Dr. Ella Bell communicates that women of color face a glass ceiling, but they hit a concrete wall before they even get to the glass ceiling.4 Truth be told, women of color secretly wonder if white women have forgotten about them. From the perspective of females of color, they (white women) have “made it.” Our research indicates that white women don’t see themselves as “having made it,” nor do they see themselves as “sponsors” for women of color. Yet the truth is this: Women of color need the full advocacy and sponsorship of white women to even get into the playing field.

Why Should Anyone Care?

She-conomy.com reports that women in America make over 80% of the buying decisions and spend approximately $5 trillion annually – over half the U.S. GDP. Research proves that organizations that have been intentional about building a workforce from top to bottom that reflects the face of the consumer (the majority of which are women) are more profitable. A recent Pepperdine study tracked the performance of Fortune 500 companies with a strong record of promoting women to the executive suite and compared their performance to that of other firms in the same industries. The results were astounding. For every year between 2001-2007, the companies identified as being the best at promoting women outperformed the industry median on all three profitability measures (i.e. overall profits 34% higher when calculated for revenue, 18% higher in terms of assets and 69% higher in regard to equity). Furthermore, the 10 firms with the very best records of promoting women showed greater profit results than the firms that were merely very good.5 So what is the key to advancing women? Sponsorship. Sponsorship is an absolute requirement when building that diverse workforce and getting ALL...
women into leadership positions. According to the Harvard Business Review article, Why Men Still Get More Promotions Than Women, “Good sponsorship requires a set of skills and sensibilities that most company’s star executives do not necessarily possess.”

Not only is sponsorship a requirement from men in leadership positions, but it is also a requirement from women leaders. Specifically, white women need the opportunity to build the capacity to serve as effective sponsors because it helps them learn this final lesson about being leaders and wielding power: True leaders own their power and use it to increase the success of those around them.

The Way Forward

Both white women and women of color have something to learn: They need each other. Women of color need to lay down their pride and develop the willingness to “ask for help” without feeling like failures. White women need to step into their own power and recognize that they are in positions to sponsor and lead the change that will level the playing field for all women. And when women of color ask for help, white women must be careful not to make them feel like “charity cases.” Rather, white women must do what sponsors do. Sponsors serve as marketing ambassadors and advocates to help those individuals they believe have the capacity to take on higher positions within the organization. Actually, they don’t just help them – they make sure their sponsee’s GET those positions.

Part of that also includes sponsors extending their sponsee’s network by facilitating introductions so that other senior executives can become more comfortable with the sponsored individuals. But there is a twist. White women must take a stance of truly understanding that the challenges women of color face are not “just like “ the challenges faced by white women. White women need to listen and appreciate the complexity that race brings to the mix.

In short, women simply must learn how to support other women across ALL ethnicities. This is THE way we WILL raise a collective voice of demand for eliminating the glass ceiling once and for all. Women have been gaining momentum since the turn of the century. Many courageous female leaders, including Susan B. Anthony, Harriet Tubman, Nancy Brinker, Melinda Gates and so many others have rallied across differences to find a way to collect their voices to lead major transformations for female empowerment. History records their efforts in profound ways.

What will history say about female leadership in the 21st century?

References
3 - Missing Pieces: Women and Minorities on Fortune 500 Boards; 2010 Alliance for Board Diversity; Released July 21, 2011.
4 - Career GPS: Strategies for Women Navigating the New Corporate Landscape; Bell, Dr. Ella.
5 – Miller-McCune; Profit, Thy Name Is...Woman; Adler, Roy D.; February 27, 2009.

About Trudy Bourgeois:
Trudy Bourgeois is a workforce performance strategist specializing in developing 21st century leaders who will elicit the greatest contribution from ALL employees. Through her company, The Center for Workforce Excellence, Trudy teaches her clients and audiences unique insights on building authentic relationships to support collaboration, innovation and best practices...all resulting in breakthrough business results and increased bottom lines.

Trudy is the author of Her Corner Office: A Guide to Help Women Find a Place and Voice in Corporate America (2nd Edition) and The Hybrid Leader: Blending the Best of the Male and Female Leadership Styles. She is a former senior sales/marketing executive with 27 years of cross-functional business experience. Bourgeois broke the glass ceiling in the tobacco industry to become one of the first African American female VPs in the consumer goods industry. Trudy is passionate about helping others achieve higher levels of performance—especially with the exciting changes and opportunities in today’s workforce and business environment.

About Dr. Ancella Livers:
Dr. Livers is the Senior Faculty member on the Design and Delivery team at the Center for Creative Leadership (CCL), working with clients on gaining clarity around their leadership needs and creating dynamic solutions to meet those needs. Ancella earned a B.S. in Mass Communications from Hampton Institute, a M.S. in Journalism from Northwestern, and a M.A.
Livers is a skilled leadership development professional. While most of her clients have been in Fortune 500 companies, she has also worked with government agencies and nonprofits. For a time, Ancella joined the Executive Leadership Council® (ELC) where she served as Executive Director of the Institute for Leadership Development and Research. Prior to working in the leadership development field, Dr. Livers was an assistant professor in the School of Journalism at West Virginia University, and spent a decade as a newspaper journalist, acting as business editor and Capitol Hill reporter for Gannett News Service. She is co-author of the book Leading in Black and White: Working across the Racial Divide and of the Harvard Business Review article “Dear White Boss.” She has also been published in various other magazines and publications.

**Summary of ABA Program on Eliminating Bias from Attorney Evaluations Program**

Psychologists define bias as “a tendency.” They explain that most biases—like preferring to eat food instead of paper clips, or assuming someone on fire should be put out—are helpful. But they point out that cognitive shortcuts can cause problems when we are not aware of them and we apply them inappropriately, leading to rash decisions or discriminatory practices. In fact, everyone has biases which affect our everyday interactions. As a result, relying on biases but keeping them in check requires a delicate balance of self-awareness.

Although the issue of bias in the law has been addressed generally many times, the issue of bias in attorney evaluations was recently addressed in a CLE program sponsored by several ABA entities. The American Bar Association Commission on Women in the Profession, Section on Individual Rights & Responsibilities, Commission on Mental and Physical Disability Law, Commission on Sexual Orientation and Gender Identity, Center for Racial and Ethnic Diversity, Presidential Diversity Commission and the ABA Center for Continuing Legal Education presented “Removing Bias from Attorney Evaluations.” This program was based on extensive studies conducted by social psychologists which showed the impact of hidden bias in the workplace. According to the studies, a person’s abilities are discounted, or a person is provided with certain opportunities, based on some characteristics or traits linked to gender, race, sexual orientation, gender identity, and disability. This program highlighted the fact that the legal profession is certainly not exempt.

According to the ABA program, (i) 31.6% of lawyers are women, (ii) 18.7% of partners in law firms (both equity and non-equity) are women, with 1.8% being minority women, and (iii) 45.3% of all associates in law firms are women, with 10.7% being minority women. If we accept the premise that unconscious biases based on characteristics such as race and gender have an effect on our everyday interactions, one can see the potential impact on the evaluation process for attorneys. In fact, the program identifies the very structure of law firms as a significant factor as to why this issue is important for lawyers.

As a result, the program suggests a three-pronged approach to addressing this issue:

1. Reform - we must train evaluating lawyers to be conscious of their hidden biases and to more accurately evaluate performance;
2. Intervention - we must develop specific job-related performance objectives or competencies and we must communicate them to associates; and
3. Correction - we must assign an individual or committee to review all completed evaluations before they are finalized, in order to look for trends with respect to hidden biases.

The complete program can be found at http://apps.americanbar.org/buslaw/committees/CL360000pub/newsletter/201203/200910_diversity_removing_bias.pdf. The Lawyers of Color Sub-Committee will continue its efforts in raising awareness of issues of diversity and addressing issues of relevance to lawyers of color.

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FOR THE YOUNG
BUSINESS LAWYER …

Getting Out of the Office to Make Personal Connections
By Ireneo A. Reus III

Do you rely on electronic communications too much for connecting with colleagues and clients? Try these tips for getting out of the office to meet new people and make new connections.

Too often it seems that many of us rely more and more on communicating via electronic methods: e-mail, text, instant messaging and now online social networks. Young lawyers are particularly prone to connect electronically and in doing so perhaps do not put as much emphasis on connecting with colleagues, clients and prospects in person. We simply get caught up being in the office. Worse, senior attorneys have voiced concern over how young lawyers’ use of technology, rather than building in-person relationships, may inhibit their practice.

But young lawyers, and all lawyers for that matter, have many opportunities to get out of the office and network by making face-to-face connections. Bar association events are the most obvious and easily accessible for young lawyers because these organizations usually have structures in place for young lawyers such as a “Young Lawyers Division” and “Barristers.” While bar associations are an excellent source for meeting other lawyers and establishing a referral network, by connecting with other professionals outside of the legal community, you may be able to increase your opportunities to originate new clients directly on behalf of your firm or organization, or at the very least expand your network of contacts for future reference.

As one example, the Los Angeles Area Chamber of Commerce serves a diverse membership of businesses of every size, from nearly every industry, and in every community across Los Angeles County. This Chamber offers business and professional development programs and leadership programs that young lawyers can take advantage of, including committees on health care, job creation, transportation and other important areas, all of which would be a source of reaching individuals on a personal level within an industry group that perhaps you practice in. In sum, chambers of commerce offer an excellent means of not only meeting business leaders, and therefore potential clients, but also a means of establishing your own reputation within a community and perhaps an industry.

Leadership Programs

If you are a young lawyer, have a passion for civic engagement and also want to develop your leadership skills within organizations or communities, then

chambers of commerce, leadership development programs, alumni associations and business networking groups, to name a few.

Chambers of Commerce

Organizations such as chambers of commerce provide lawyers with the opportunity to be active in the business community. Depending on your time and availability, chambers of commerce can offer face-to-face meeting opportunities such as networking or referral mixers and opportunities to serve on substantive committees (depending also on the size of the chamber of commerce). Chambers of commerce seek to create and sustain a favorable business environment in which all businesses can grow and prosper, so they serve as a good resource for young lawyers to learn and expand their business development skills. While bar associations are an excellent source for meeting other lawyers and establishing a referral network, by connecting with other professionals outside of the legal community, you may be able to increase your opportunities to originate new clients directly on behalf of your firm or organization, or at the very least expand your network of contacts for future reference.

Every young lawyer is pressured by time constraints. Thus, it is important for young lawyers to be judicious and selective with their networking efforts. Furthermore, the time constraints may make younger lawyers rely too much on electronic communication and online social networking and thus not "get out of the office" to make face-to-face connections. While these electronic communications provide an important way to stay in contact with one’s network, lawyers still should not discount the value of attending face-to-face networking events. Many opportunities exist for lawyers to make in-person connections, like local
leadership programs can offer a phenomenal resource for networking. In these leadership programs, participants gain in-depth knowledge of challenges and opportunities in their cities or region. Participants usually come from diverse professional backgrounds that include lawyers, accountants, managers and other professionals from various industries. Certain cities throughout the country have vibrant leadership programs, such as Leadership Los Angeles, Leadership Atlanta and Leadership Dallas, among others.

Leadership programs offer a method of making connections with people based on a shared experience (participation in the program) and on a shared commitment to a local community and its leadership. If there is a leadership program in your area and you would be interested in being a local leader, consider participating. The types of connections formed in those programs typically can be long-lasting, fruitful relationships.

Alumni Associations

Lawyers can also make face-to-face connections by taking advantage of an already established network: the alumni association of their undergraduate and/or law school alma mater. Most alumni associations offer alumni opportunities to be involved by serving as officers and event volunteers or by helping to raise money for the institution. Most lawyers have strong pride in and affinity for their alma mater, so the opportunity to network with fellow alumni and possibly develop business opportunities should provide strong incentives to pursue this networking option. In addition, you immediately have something in common with the people you are meeting, which makes developing a meaningful personal connection easier.

Alumni associations provide all types of opportunities for involvement (not just serving on a board of directors or as an officer). You can judge moot court competitions and mock trials or help organize alumni reunions, career development events and continuing legal education classes. The point really is to get involved with your local alumni associations. Even simply attending events will provide you with a way to meet another group of people to expand your network and possibly provide business referral sources and opportunities.

Business Networking Groups

You can also join purely business networking groups. For example, in Southern California there is a corporate finance group whose membership is comprised of bankers, lenders, attorneys, accountants, investment bankers, mergers and acquisition firms and consultants, all of whom are related through a similar client base and through corporate finance. The premise of this type of networking group is to generate business referrals for group members. You should evaluate what similar groups are in your area. Some groups offer a variety of occupations in their membership base while some limit membership so as not to dilute the referrals and are purely for getting to know people and networking. Some groups are industry-based (like the one mentioned above) where members are connected through a common interest and expertise. The goal is to find an organization or two that best fits your comfort level and what you believe will provide you with the most opportunities for making connections that will enrich your practice.

Conclusion

The preceding networking ideas are just a few examples of how lawyers can make face-to-face connections outside of the office. Making connections in-person takes effort, motivation and time, all of which often exceed those put into making connections electronically. And, while electronic communication should not be discounted as an effective and efficient means of making personal connections, spending the time and energy to get to know people face-to-face will benefit you immensely, both personally and professionally. So, in the coming year, make a commitment to find a way to implement a get-out-of-the-office strategy to make personal connections.

About the Author:

Ireneo A. Reus III is the principal at The Law Offices of Ireneo A. Reus III. He is a member of the Business Law Section and a former Fellow.
Advice to Young Lawyers of Color

By: Ashley Wicks

There are treatises, law review articles, and continuing legal education that discuss the law and how to become a better lawyer. Let’s not forget the best teacher – experience. Based on my experience, I would like to share the below tidbits of advice for a young lawyer of color that probably won’t be found in a treatise or law review article, but will be immensely valuable.

1. **Understand and appreciate who you are as an individual and as a lawyer of color.** All people want is to be appreciated and valued. Unfortunately, you are not always going to feel that at work, and you will not necessarily experience any of the other warm and fuzzy feelings from your superiors or your colleagues. YOU have to know from the start you have value. You may have some things to learn about the practice of law, but you have value. If you do not believe it, get a t-shirt made and sleep in it every night until you do.

2. **Make sure that you have a support system.** This support system should include (i) people who have that unconditional love for you (“Family”); (ii) people who understand how great and wonderful you are (“Champion”); (iii) people who understand what you are experiencing – namely, other lawyers of color (“Empathizer”) and (iv) people who can help steer your career path (“Mentors”). Your Family can also include friends, but they should offer unconditional love and support and help keep you balanced emotionally. Your Champions will toot your horn and remind you of your greatness. You will need this when you receive a “not so great” evaluation. Your Empathizer understands what you are experiencing as a lawyer of color and in some instances, being the only lawyer of color. Lastly, Mentors will help you become better lawyers and people. It is okay to have several Mentors. Although a couple of your Mentors should be lawyers, they all do not have to be. Your Mentor should advise you and offer you constructive criticisms. Like you, your support system should also be diverse and should include others outside of your firm.

3. **Understand the rules of the game.** In an ideal world, you would go to work every day, everyone would love you and think that you are great and you would get a raise or promotion every year. That would be ideal. However, we live in the real world, and there are rules - both written and unwritten rules - which you need to understand in order to be successful. First, make sure that you understand your firm’s expectations – whether billable hours, community involvement, litigation successes or business development. Second, make sure that you are aware of the office politics. Even if it is said that there are none, there is some. Think about most families – there is a favorite child or a perceived favorite. This is where your mentor will be a great asset and this mentor should be someone within the firm.

4. **Attend and participate in firm events and do not be afraid to initiate lunches.** You should attend as many firm events as possible. This is your opportunity to get to know your colleagues outside of the workplace, and their opportunity to get to know you. You are trying to build relationships with your colleagues. Also, make sure that you go to lunch occasionally with others at your firm who do not look exactly like you – associates and partners. This will give you a chance to
get to know others in your firm who may not be at your end of the hall or in your normal circle. Also, it will help you to understand the rules of the game. If no one has asked you to lunch, invite them.

5. **Create your brand.** When we hear the word “brand,” we often think of reality television stars. In order to be successful, you must remember that you are also creating a brand. It used to be referred to as your reputation. As you practice law, serve on board directors and in bar associations and become involved in your communities, you are developing your own brand inside and outside of your firm. You want to make sure that you do all that you can to be the best of your ability, and make sure that you do not become overcommitted and unable to put your best stiletto or wing tip forward. Social media can either enhance or hurt your brand. Like reality stars, your brand will determine how much you can ask for appearances and whether you get a spin-off—so protect it.

Ashley Wicks is an associate at Jones, Walker, Waechter, Poitevent, Carrère & Denège L.L.P in the firm's Tax & Estates Practice Group. She focuses her practice in federal, state, and local taxation; corporate finance; business and corporate transactions; and tax incentive financing including New Markets Tax Credits.
SPOTLIGHT ON DIVERSITY:

KANDACE WATSON, Esq.

Kandace Watson is a Partner at Baker & McKenzie LLP in the San Diego, CA office. Mrs. Watson has nearly 15 years of experience in the law and has had an accomplished, diverse career as a deal making professional.

Ms. Watson is a member of the Corporate and Securities Practice Group and the North America Pharmaceutical & Healthcare Industry Group. She is particularly versed in international and domestic transactions, license agreements, manufacturing, supply and distribution agreements, public and private offerings, multi-jurisdictional mergers and acquisitions, corporate reorganizations, strategic alliances and commercial transactions, among others. Corporate and management teams seek her legal and strategic advice to structure, negotiate and close complex transactions, comply with SEC regulations, and to expand operations globally.

Ms. Watson is also highly proficient in structuring joint ventures between majority and minority-owned business enterprises. Ms. Watson's practice focuses on business and financing transactions, intellectual property licenses, securities compliance and mergers and acquisitions. She is experienced in advising companies and individuals in a variety of industries with emphasis on healthcare and pharmaceutical, internet and media, technology, biomedical, as well as food and beverage companies.

Ms. Watson earned her J.D. from the University of Texas at Austin School of Law. She also earned a B.A. in Educational Administration from Hampton University. She is licensed to practice in California and Arizona.

Ms. Watson is also a mentor and former Ambassador of the Business Law Section. She values her participation in the ABA greatly. She said “Being an active member of the ABA, in particular having served as an Ambassador to the Section of Business Law, has given me access to top tier attorneys in all different disciplines that are more than willing to take a phone call to answer key legal issues in their areas of substantive expertise. It has been a wonderful way to stay on top of legal developments in my areas of expertise and to assist me in expanding to new arenas. In addition, I have made new friends, reunited with old friends, published, and presented, all as a member of the ABA.”

When not honing her skills as a deal making transactional professional, Ms. Watson enjoys service via handing pro bono matters and volunteering her time for various charitable organizations.

“For me, nothing is more exciting than multi-jurisdictional deals that bring diverse people, cultures and countries together to form a unified business or humanitarian purpose. Knowing that the legal structure I create will form the foundation to fulfill my client’s vision is exhilarating.”
2012 COMMITTEE AND SUBCOMMITTEE DESCRIPTIONS AND CHAIRS

DIVERSITY COMMITTEE
Chair: Meg L. Milroy
Verizon Communications, Inc.
Email: mlmilroy@aol.com

Secretary and Diversity Plan Coordinator:
Sharon Z. Weiss
Bryan Cave LLP
Email: sharon.weiss@bryancave.com

DIVERSITY RELATED PROGRAMS AND EVENTS
BUSINESS LAW SECTION SPRING MEETING 2012
CAESARS PALACE, LAS VEGAS, NV

WEDNESDAY, MARCH 21, 2012
6:30 – 8:00 p.m.
Diversity Networking Reception
Octavius 12 & 13, Promenade Level

8:00 p.m.
Informal networking get-together of members and friends of Lesbian, Gay, Bisexual, Transgender Involvement Subcommittee
Seahorse Lounge, Ceasars Palace

THURSDAY, MARCH 22, 2012
11:30 a.m. – 12:45 p.m.
Young Lawyer Institute CLE Program: Where do I go from here? Professional Development Strategies for Young Lawyers Trying to Get to the Next Level of their Careers
Florentine I, Promenade Level
Registration for the Institute for the Young Business Lawyer is required to attend this program.

1:00 p.m. – 2:00 p.m.
Corporate Director Diversity Committee Meeting
Messina Room, Promenade Level

4:30 p.m. – 5:30 p.m.
Lesbian, Gay, Bisexual and Transgender Involvement Subcommittee Meeting
Octavius 23, Promenade Level

10:00 p.m. – 11:00 p.m.
WBLN Sweet Endings Dessert Reception
Octavius 12 & 13, Promenade Level
FRIDAY, MARCH 23, 2012

10:00 a.m. – 11:00 a.m.
**Diversity Committee Meeting**
Octavius 17 & 18, Promenade Level

11:00 a.m. – 12:00 a.m.
**Lawyers of Color Subcommittee Meeting**
Octavius 17 & 18, Promenade Level

SATURDAY, MARCH 24, 2012

8:00 a.m. – 10:00 a.m.
**CLE Program: Strength in Diversity: Empowering All Lawyers to Thrive in the Workplace**
Milano IV, Promenade Level

11:00 a.m. – 12:00 p.m.
**Women’s Business Law Network Subcommittee Meeting**