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GOAL IX

To promote full and equal participation in the legal profession by minorities

AMERICAN BAR ASSOCIATION COMMISSION ON RACIAL AND ETHNIC DIVERSITY IN THE PROFESSION Volume 13, Number 2



Why my mom's career didn't ruin my life...

By Rachel Hodge

J.D. Candidate, 2008 Boston University School of Law

When I was five weeks old, my mother returned to full-time work as a labor and employment lawyer. Since then, she has never been away from the office for more than four weeks at a time. For most of my childhood and adolescence I believed that my mom worked too much and that when I grew up I would be anything but a lawyer. One day however, I came to change my mind, and I write this now as a second year law student.

When I was a young child, I spent most of my time at my babysitter's house. When my parents found Joyce, shortly after my brother was born, they found more than just a woman who ran a day care facility out of her home. Joyce cared for around six or seven children at a time but also belonged to a circle of other babysitters in her neighborhood. This network provided an opportunity for large scale "play dates" as well as resources for emergency child care coverage. After I was old enough for school, I would spend each afternoon there until my dad picked me up after dinner on his way home from work. From what I hear from my parents and my older brother, I was not happy with the fact that my mom worked all the time. I do remember that there were times when she would leave for work before I woke up and not come home until after I was asleep. I also

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Cuban American Bar Association Pro Bono Project

By Manuel L. Crespo, Jr.

Manuel L. Crespo, P.A.

We recently learned that the Cuban American Bar Association ("CABA") in Florida is in the process of hiring (if it has not already done so by the time we go to press) staff counsel to head its pro bono legal services program. In sharing that good news, the Commission also thought that other minority bar associations might benefit from learning how CABA built its pro bono program and reached a stage where it could hire full-time staff counsel with an eye toward emulating that success.

The Cuban American Bar Association ("CABA") is the largest minority bar association in the State of Florida. One of CABA's stated missions is to give back to the community by providing legal assistance to the indigent Hispanic/Cuban American community. In furtherance of that mission, CABA established the CABA Pro Bono Project (the "Project") in 1984, to serve indigents in Miami-Dade County (those meeting 125% of Federal Poverty Guidelines).

For a period of time prior to September of 2006, the Project had been housed and administered by FIAC (Florida Immigration Advocacy Council) and mostly dealt with immigration issues. CABA's Board of Directors hoped to marshal the resources of its mem-

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Chair's Message

Diversity is a Global Issue

Kay H. Hodge

Chair, ABA Commission on Racial and Ethnic Diversity in the Profession

In April, I had occasion to represent the Commission as a participant in the Sixth Biennial Minority Lawyers' Conference presented by the Law Society of England and Wales ("Law Society") and the General Council of the Bar of England and Wales ("Bar Council"). This trip gave me an opportunity to meet with and learn from both the Law Society and the Bar Council as well as with leaders in the U.K. minority legal community. Although diversity is referred to as "equality," both the Law Society and the Bar Council have active equality committees which seek to ensure the full and equal participation of ethnic minorities and women in each of the respective associations and in the practice of law.

Our diversity collaboration with the Law Society and the Bar Council began during the 2000 ABA Annual Meeting in London with meetings and joint programming not only with the equality committees of the Law Society and the Bar Council, but also with the British minority bar associations. We explained and explored the concerns of minority lawyers on both sides of the Atlantic.

Since London 2000, the Commission has maintained a dynamic relationship with its counterparts in the United Kingdom. We make a concerted effort to share reports and research (such as our "Miles to Go" and Goal IX Report) that we publish and to keep each other apprised of issues impacting diversity efforts in our respective countries. Each year, the Law Society and Bar Council send some of their staff involved in equality issues and minority members to participate in Commission program-

ming and activities at the ABA Annual Meeting. We, in turn, have participated in their biennial Minority Lawyers Conference and, when circumstances have permitted, their annual meetings.

Minority lawyers in the UK have concerns that are very similar to those faced by minority lawyers in this country. The theme of the Sixth Biennial Minority Lawyers Conference was "Making a Difference" and began with an inspiring video and keynote address by Justice Albie Sachs of the South Africa Supreme Court. The conference addressed the impact on the minority and ethnic communities and minority legal practitioners of a proposed reduction in the government's support of legal services. In addition to covering some substantive law topics, many of the workshops addressed issues of business development, personal and career development, and judicial appointments. In the closing plenary, I was asked a number of questions about diversity and practice in the U.S. with some of the inquiries coming from lawyers, who reported that they were members of the ABA, and/or interested in taking a state bar exam in the U.S.

It was very clear that the minority lawyers attending the conference were eager to talk about issues confronting the bar from their perspective and how to progress within their profession. The conference felt a lot like the Commission's National Conference for the Minority Lawyer which will be taking place on June 28-29, 2007, in Boston.

We made a presentation to the Law Society's Equality and Diversity Forum

which is group comprised of the largest law firms in London. It was interesting to see that many of firms represented in the Forum were the London offices of U.S. law firms. These meetings are held regularly and chaired by the Chief Executive of the Law Society, Desmond "Des" Hudson. The participants identified recruitment, retention and work/life balance as issues that affected their ability to maintain a diverse law firm. They were very interested in hearing from the Commission on strategies being tried by American firms and how those strategies might be applicable in the UK.

As in the U.S., the interest of British law firms in diversity is both a function of principle (it's the right thing to do) and business (clients want to be represented by diverse lawyers). A number of U.S. corporations are applying their expectations regarding diversity to firms with operations throughout the world. In addition, at least one major English corporation, Barclays Bank, has announced that it wants to be represented by diverse lawyers and will be collecting data to monitor its representation.

At the Equality and Diversity Forum, the Law Society also distributed and discussed the newly revised Equality and Diversity provisions of the Solicitor's Code of Conduct 2007 ("2007 Code"). Under the 2004 version of the Solicitor's Code ("2004 Code"), lawyers were required to comply with all anti-discrimination legislation and not discriminate, vic-

timize and/or harass on the basis of race, national or ethnic origin, color, nationality, religion or belief, sex (including marital status) or sexual orientation. The 2004 Code also required that “principal solicitors in private practice” adopt and implement an appropriate policy for dealing with avoidance of discrimination and the promotion of equality and diversity within their practice. The Law Society provided a model policy. (2004 Code Rule 3). If, however, the solicitor did not adopt or implement a policy, then the solicitor was bound by the provisions of the Law Society’s model policy. (2004 Code Rule 4). Further, solicitors with management responsibilities were specifically charged with the responsibility to “use all reasonable endeavours to secure the operation of a policy for dealing with the avoidance of discrimination and the promotion of equal opportunity within their department.” (2004 Code Rule 5).

The 2007 Revision added age and disability as prohibited grounds for discrimination, harassment or victimization. The rule also explicitly adds a requirement that a solicitor “must take such steps, and make such adjustments, as are reasonable in all the circumstances in order to prevent any of your employees, partners, members, directors or clients who are disabled from being placed at a substantial disadvantage in comparison with those who are not disabled.” (2007 Code § 6.01(2)).

While the earlier version of the rule made the model policy the default when a firm did not adopt its own policy, the revised rule now requires the adoption of a policy and no longer allows a solicitor or his/her firm to take no action. (2007 Code § 6.03). It also imposes the obligation of taking reasonable steps to adopt and implement a policy for preventing discrimination and promoting equality on in-house solicitors with management responsibilities. (2007 Code § 6.04). Finally, the rule makes it clear that there will be no waivers of any provision of this rule. (2007 Code § 6.05). The 2007 Code provides guidance and clarification about the amendments to the Code making it clear that the rule

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A Call To Action: Bringing Diversity Alive in Your Organization

P e g g y A . N a g a e

Principal, Peggy Nagae Consulting

It’s easy to say you’re committed to diversity. Everyone is for diversity, right? But mouthing the words is not the same as living the commitment and leading the way. When it’s real, people can feel the difference; they can sense when there is an authentic commitment to diversity.

What do true diversity champions do to turn their commitment into reality? They live it personally, and they lead it professionally. They’re not bystanders observing the process but active participants engaged in learning and leading, by turn, both of which are critical for diversity to succeed.

In their engagement with learning, leaders set the pace and the tone by understanding and articulating the value of diversity to their firm’s growth, market share, talent retention, workforce satisfaction and profits. They understand the positive effect of diversity on the bottom line. They learn about the subject area and know the data about diversity. They know that diversity proficiency is not a “soft skill” but a driving factor to achieve greater productivity and profitability.

In their engagement with leading, diversity champions also act on their knowledge and commitment. They do this by speaking about the value of diversity both from their heads and from their hearts, even when their organizations may have more traditional mainstream cultures. They let people know why diversity is important to them personally and share what they really think, feel and believe about diversity. They align their personal values about diversity with those of their firm. They care.

Diversity leaders champion results-oriented diversity initiatives with seven key action steps:

1. Charter a Diversity Committee to be the Organizational Point for Diversity. To be effective, the diversity committee should be composed of opinion leaders – such as the managing partner or senior officers in the legal department – as well as associates, other influential partners/leaders, and practice group chairs, who support diversity and who represent the multiple dimensions of diversity found within the firm. Members must possess clout, passion, and/or an ability to share their experiences. White males as full diversity partners are essential.

To further ensure success, the committee must elevate its stature and its work by: (1) reporting to the managing partner/board; (2) broadcasting its achievements at town hall meetings, in speeches and at other gatherings; (3) discussing diversity regularly at executive, partner and board meetings; and (4) including diversity within the responsibilities and compensation for executive managers, practice group chairs, partners in charge, etc.

2. Define Diversity Broadly. Many firms have focused more on race, gender and sexual orientation because these have historically been the underrepresented groups in the organizations.

One of the most significant dimensions of diversity – often not thought about but often experienced – is the generational difference. For the first time ever, there are four generations in

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Cuban American Bar Pro Bono Project

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bership to provide a greater scope of services to its service population, and to that end partnered with Abriendo Puertas, a non-profit organization which provides social services to the indigent community. Abriendo Puertas is providing the necessary office space in Little Havana for CABA to better and more directly serve the community. In 2007, the independently run project has, to date, more than doubled its case intake, having accepted 416 cases, closed 165, and documenting more than 156 attorney pro-bono hours. CABA's vision is to supplement the efforts of the other legal service and pro bono legal programs in Miami-Dade County, such as Legal Services of Greater Miami, and the Put Something Back Program. As a minority voluntary bar association well known in the Hispanic community, there is a natural gravitation by the Spanish speaking indigent demographic to seek help from a group they perceive can identify with them linguistically and culturally. Otherwise, many of these same people might not seek help believing that they may not be understood, literally and figuratively.

The challenges of establishing this type of program are significant, but not insurmountable. The biggest challenge is funding. Funding is necessary so that administrative staff can be hired and assure prompt referrals and placement with volunteer member attorneys. CABA receives assistance from the Florida Bar Foundation, which is itself partially funded by interest from the trust accounts of Florida attorneys. The Foundation has numerous grant offerings every year, for which CABA applies and based on its proposals, objectives and results, many times receives. Additionally, the organization holds an annual fundraiser for which all net proceeds go directly to the pro bono project. Lastly, the members also make donations to the project when they pay their annual dues, or at different events throughout the calendar year. In 2006, our organization was awarded a service contract of \$100,000.00 by the Florida Attorney General for the purpose of expanding the project. Funding this type of project is a creative endeavor and it is imperative that all possible state funding allowances or contracts, partnerships with indigent service organizations, and grants be explored as possible sources.

Commission 20th Anniversary Commemorative Tile



To mark the occasion of its 20th anniversary, the ABA Commission on Racial and Ethnic Diversity in the Profession has produced a ceramic tile to commemorate 20 years of promoting the full and equal participation in the legal profession by minorities. Only a limited number of these tiles are available. They are suitable for hanging, framing or use as a paperweight or trivet. Each tile is \$20.00. Order yours today! Order forms are available at www.abanet.org/minorities.

There is also the challenge of obtaining commitments from attorneys to volunteer their time. However, by focusing recruitment efforts to its own membership, CABA's Pro Bono Project is enjoying a positive response. While anecdotal in nature, we believe our success in finding volunteers to take pro bono cases rests in the pride our members take in their organization and the wish to see this initiative grow and succeed. Perhaps the more intimate nature of a smaller bar organization makes the expense of donating time more palatable.

CABA strongly believes that voluntary bars, particularly minority volunteer bars, can serve a larger purpose than providing networking opportunities or advancing the interests of its members. Providing pro bono services is a practical and tangible way to fulfill a volunteer bar's mission of raising awareness of issues facing its community, assuring the protection of legal rights for those most vulnerable and fostering trust and respect for the legal profession. CABA is always honored to assist any other organization interested in establishing similar projects as well as learning from others with established programs. Those interested in learning more can visit CABA's website at www.cabaonline.com.

If your minority bar association is doing something new or innovative that you think other minority bar associations around the country would be interested in knowing, please let us share the information. Send your articles to Sandra Yamate at YamateS@staff.abanet.org.

Minority Caucus Meeting

The Minority Caucus of the ABA House of Delegates will convene on Sunday, August 12th, 2:00 – 5:00 p.m. in the Fallon Room on the Ballroom Level of the Grand Hyatt, 345 Stockton Street, in San Francisco.

Stepping Outside the Norm and Reaping Unexpected Benefits

By Verndell C. Williams
J.D. Candidate, 2007 Handon International Law School



My beginnings were typical of a child born into the ghettos to a single parent. I always wanted to be an international lawyer, and always dreamed of attending Cambridge in England. My mother a single parent worked during the day and went to school at night and she unselfishly sent my brother and me to Milton Hershey School. Milton and Catherine Hershey used their fortune to invest in children whose lives were less than perfect. It was there that I would realize that by applying myself and working hard anything would be possible. What does any of this have to do with my experience in Korea? Well, I'll tell you; it prepared me for the greatest challenge of my life. While the trip given twice a year to Korea was to help bridge the gap between African-Americans and Koreans in Philadelphia, I couldn't fathom the impact it would have on my life.

Handong International Law School (HILS) was only two years old at that time, Christian and half way around the world. While I experienced living abroad while in the Navy; I had never lived in a homogenous society. I had to overcome many obstacles in making this decision to attend law school in Korea. I would have to abandon my own world view and cultural understandings; believe in my abilities to actually complete the work, while overcoming a disability that appeared to steal my hopes and dreams.

But in February of 2004, I would be the first African-American person to attend any law school teaching American law in South Korea. This would be the second step in becoming an African-American who made a contribution to their culture and country.

Serving in the armed forces being having been my first.

The Korean students and community had never encountered an African-American and was inquisitive. Imagine standing in the train station and being surrounded by people speaking a language you can not understand and/or speak; while touching you all over because they had never seen any African-American before. I did have to suffer some discrimination from the community around me, but other Koreans and the other twenty-two countries embraced me as I did them.

The classroom experience with the different ethnicities was something beyond explanation. The discussions and camaraderie that grew between us was unexpected and cherished. I had many challenges; but I experienced other things that would outweigh them.

In July of 2005, I would go to Strasbourg, France as a representative from my law school to attend the International Human Rights Program given by Regent University of Law. While I was there I would be taught by former Attorney General Ashcroft who was hosted by Attorney Jay Sekulow of the American & European Centers for Law & Justice.

In the fall semester of 2005, I was chosen to be on the Jessup Moot Court Team. I received a second runner up for the best oralist in my school. In the spring semester of 2006, I would get the opportunity to be the foremost research authority on procurement from the United States for the pending

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New and Noteworthy

Call for Nominations: Spirit of Excellence Awards

The deadline for nominations for the 2008 Spirit of Excellence Awards is August 16, 2007. The Spirit of Excellence Award celebrates the achievements of diverse lawyers and others who contribute to the legal profession and society. Awards are presented to lawyers who excel in their professional settings; who personify excellence on the national, state, or local level; and who have demonstrated a commitment to racial and ethnic diversity in the legal profession. The 2008 Spirit of Excellence Awards will be presented on Saturday, February 9, 2008 at the Hyatt Regency Century Plaza in Los Angeles. To download a nomination form, go to <http://www.abanet.org/minorities/spirit/home.html> and tell us about the outstanding minority lawyers and judges in your area.

ABA Annual Meeting

The ABA Annual Meeting will be August 9-15, 2007 in San Francisco. And you can expect that the Commission on Racial and Ethnic

Diversity will have plenty of programs and activities planned in which minority lawyers from around the world will enjoy taking part. Among the highlights already set for the Commission's diversity programming and activities at the 2007 ABA Annual Meeting:

- A program about how we talk about race in law firms, including a discussion about current diversity trends — such as the creation of Chief Diversity Officers — in law firms around the country;
- An examination of “micro-inequities” as they manifest in law firms and corporate law departments and strategies minority lawyers are successfully implementing to address them;
- A discussion about how minority lawyers can become leaders in state and local bar associations and why this is so important;
- An exploration of the intersection of families, culture and the law in an increasingly multicultural

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Stepping Outside the Norm and Reaping Unexpected Benefits

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foreign trade agreement between the United States and South Korea. In the summer of 2006, I would practice law alongside an established attorney in Mandaluyong, Philippines at the International Justice Mission. Our team of ten student attorneys would help free seven children from adult prisons using the newly implemented constitutional law to separate children from adults in prisons. While all of those things were great and experiences I couldn't replace; none of them would surpass the feeling I received when I interviewed and given an internship with Congressman Timothy Murphy's office on Capitol Hill for the fall semester of 2006.

No one could have told me by just making a decision to step outside of the norm that my life would be impacted in such a great way. I would go on to graduate as the first African-American to graduate from any law school in South Korea, not just accomplishing a tremendous goal of becoming a lawyer, but an achievement for my culture and country.

I have been told that I am brave and a risk taker and my response to that is this; what I did was to trust in the Lord and I had to keep praying through all challenges. As our motto at HILS is; To do justice, Love Mercy and Walk humbly with our God; Micah 6:8.



Minority Bar Association Leaders!

Diversity-Local Bars is a list serve for minority lawyers serving on diversity committees or as officers or board members of state or local bar associations. This list allows its members to communicate as a group, share ideas and information, and keep apprised of Commission programs and events targeted toward them and the particular needs and interests of their bars and members.

If you are a member of your state or local bar association's diversity committee or an officer or board member and you'd like to join **Diversity-Local Bars**, send an e-mail to Sandra Yamate at yamates@staff.abanet.org with your name, the name of your bar association, your bar's city/state, and the office or position you hold in your bar association.

Calling all Diversity Committee Members!

If you are a member of the diversity committee of your ABA Section, Division or Forum and you'd like to keep apprised of about news, programs, projects and ideas from other ABA entities and minority bar associations, consider joining the Commission's list serve for ABA entities. To join, send an e-mail to Sandra Yamate at yamates@staff.abanet.org with your name, e-mail address and the name of your Section/Division/Forum.

Why my mom's career didn't ruin my life...

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remember that the mornings when she was around, she forced me to sit through the pain as she brushed my hair and she picked out my clothes, a job that I thought I was old enough to handle.

Much of my childhood resentment of my mom's job came from the ways in which it made my life different from all of the other kids at school. Until I started school most of my playmates had two parents with full time jobs. Once enrolled in school I discovered that some mothers didn't work crazy hours. Other children did not need a taxi service to pick them up after school, their moms were there every day on time.

There are many reasons why my mom's career didn't prevent us from developing a strong relationship or keep me from considering the law as a profession. First, even though my mom missed some of the everyday, she was always there for the big occasions. Even though she didn't make a home-cooked dinner each night, she never missed a school performance or ceremony. She always made her presence felt. She also avoided bringing work home, or at least doing it while I was awake. When my mom was home, she was home. She never made me think that she would rather be working, which made me more accepting of the fact that she worked really hard. She also chose to be with my brother and me when she wasn't working. Years later, I earned extra money as a babysitter throughout college. Luckily I was well prepared by fifteen years in family day care. Most often I would be called in so that the parents could have "date nights." My parents didn't really do date nights; when they dined out my brother and I came along. In fact, I've been told that my parents stopped for dinner on their way home from the hospital with my brother. My mom has since explained that she didn't get to spend every day with my brother and me so she wanted to be with us whenever she had the chance.

Another part of my childhood that was really positive was the fact that I had the same day care provider my whole life. I think it would have been harder to deal with the fact that my mom worked without the stability that gave. My babysitter Joyce has always been more a part of my extended family than anything else. Since all of our immediate family lived on the other side of the country, finding Joyce was important for all of us.

I will admit though, that being able to accept my mom's long hours and choosing to follow her to law school are two completely different issues. My decision to go to law school wasn't made suddenly. In some way, I suspect that my decision was the result of a long slow process of manipulation that only a mother who truly knows what is best can execute. More generously though, I expect that I am simply emulating someone that I love and respect. But it wasn't until my sophomore year of college that I finally admitted that law school might be the right path for me.

As part of some ABA activity, my mom was coordinating a panel discussion aimed at getting students of color to choose the law as a profession. The panel consisted of a number of lawyers of color who used their degrees and legal education in very different ways. Some practiced law, others were judges, still others were business people or public servants, and one was a sports agent. Because she was concerned about having a panel speaking to an empty room, my mom made me attend. Listening to that panel sparked my change of heart. For the first time I realized that my mom's version of being a lawyer wasn't the only one. It finally dawned on me that the JD is just about the most versatile graduate degree there is and no matter what I could possibly decide to do with my life, a law degree would help. Even though I think my mom found a good balance between having a career and having a family, I finally realized that it would be possible for me to strike a different balance than my mom even if we shared the same professional title.

I think that any lingering resentment I had over my mom's career dissipated as I formed my own ideas about the role that women play in our society. As I learned and grew during college, I realized that the things I wanted from my mom when I was growing up were the things that I was told by popular culture that she was supposed to do for me. It took a while, but I finally realized that she gave me so much more. I think that every young woman looks to the women in her life to see what it is possible to accomplish. Luckily for me, my mom has showed me something that most women my age worry about, that it is possible to have both, a family and a career.

I think that it would be hard for any daughter who grows up with a full-time working mother not to respect and hope to emulate her someday. So here I am, very far from the little girl who thought she would be anything but a lawyer...

If you are interested in further exploring subjects such as this, please join Rachel and a group of other minority women lawyers and law students at the 2007 ABA Annual Meeting for a CLE program that will be an intergenerational discussion of minority women's issues:

"Being the Best Lawyers (Who Also Happen to Be Minority Women) We Can Be: Trading Strategies and Sharing Secrets Among the Baby Boomers, Gen X and Gen Y" will be held on Saturday, August 11th from 2:30 – 4:00 p.m. at the Grand Hyatt Hotel in San Francisco. And following that program will be "Tea for Two (or Three) Generations – Minority Women's Afternoon Tea" from 4:00 – 5:30 p.m., also at the Grand Hyatt, where we'll continue the discussion of issues raised during the CLE program. Please Note: The afternoon tea is a ticketed event that is free to attendees of "Being the Best Lawyers (Who Also Happen to Be Minority Women) We Can Be: Trading Strategies and Sharing Secrets Among the Baby Boomers, Gen X and Gen Y" / \$40 per person for all others before August 1st / \$50 per person after August 1st. Contact Nicole Martinez at martinen@staff.abanet.org or 312-988-5643 to reserve tickets.)

Bringing Diversity alive in your organization

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the workplace – veterans, baby boomers, generation Xers, and Millennials (sometimes called Gen Yers) – working side-by-side.

The two older generations, veterans and boomers, tend to make up more of the management ranks and have designed rewards and workplaces that they like. Their structures and practices may clash and collide with the sometimes differing attitudes of the younger generations.

For all cultural differences, including generational ones, there are three steps through which you can bridge the divide: (1) **Be aware of the differences.** Styles or personalities can impact attitudes and approaches to how work gets done. (2) **Appreciate the strengths.** The experiences of each culture bring value to the workplace in the ways people view and resolve problems. (3) **Leverage the differences.** Use the best of each culture's talents.

3. Use a Diversity Assessment to Identify Your Diversity BHAG. A diversity assessment or audit can establish a baseline and define the firm's current status on diversity-related matters. It can also be used as a springboard for identifying your firm's BHAG (Big, Hairy, Audacious Goal). Your BHAG is something LARGE that can be achieved in three to five years. If you are at a loss for what your BHAG could be, you can ask the following questions to your stakeholders:

If you knew you could not fail, what would you envision for diversity at your firm?

What legacy would you like to leave at your firm regarding diversity?

If the diversity initiative was highly successful, what would be different? What might people be doing their work differently? (e.g., analyzing issues, giving feedback, conducting marketing, and client relationships?)

What are other organizations with diversity initiatives that are well underway doing, saying, experiencing?

What do workplaces with diversity fully integrated into their fabric look like? How is diversity integrated into their culture, policies, structures, practices and everyday ways of working?

Gaining input from your stakeholders and looking at other organizations can provide a jump-start to identify your BHAG. You can better see the gap between where your firm or legal department wants to be and where it is currently.

4. Identify a 12-Month Stretch Goal and Design an Ideal Scene. With the BHAG in mind, identify a 12-month diversity stretch goal that will keep your diversity initiative on track to attain the BHAG. What would you need to accomplish next year to keep your diversity trajectory on target?

Once next year's goal is identified, create a vivid picture of what people will be doing, feeling, saying and thinking when it is reached. This "ideal scene" is an evocative description of the desired end-state and a reference point for people's attention and intention. It captures people's feelings, thoughts and actions with words and pictures. Make it lively, evocative and a point of reference so that it bolsters people's energy, enthusiasm and excitement.

5. Identify the Areas of Focus Needed to Reach the 12-Month Stretch Goal. Brainstorm areas of focus that are necessary to reach the 12-month stretch goal. What priorities will ensure success? Examples include focusing on:

- Recruitment & Hiring
- Professional Development
- Promotion & Advancement
- Creation of Affinity Groups
- Accountability & Measurement
- Communication Strategy
- Marketing
- Knowledge & skill development
- Rewards & Recognition
- Leveraging other strategic busi-

ness goals and objectives

- More inclusive work environment

Once the areas are identified, determine which are the most essential for reaching the goal and discard the rest. Identify who will "take the point" for each focus area. "Taking the point" means collaborating with others and leveraging their experiences, perspectives and ideas to ensure that the most creative, innovative end results are accomplished. You do not work solo.

6. Develop a Strategic Diversity Plan. Having taken the preceding steps, you now have the outline for a strategic plan. To flesh it out, each point person drafts specific action steps, time lines and measurements of success to ensure her/his focus area is accomplished. Again, they do not develop these steps by themselves; they collaborate with others.

The strategic plan is sufficiently flexible to anticipate changes, course corrections, and additional areas of focus that may take priority given new developments or unforeseen circumstances. The plan should include mileposts and periodic check-ins to change course, include additional objectives and celebrate wins and learnings.

It is essential that the highest levels of leadership buy-in and approve the plan. With that approval, the plan can be disseminated broadly and used as an educational tool, point of reference, and place of focus. With broad dissemination, other contributors will surface. Departments may wish to work on various areas of focus. Ideas and options from others can generate innovative ways to achieve the focus areas and/or the stretch goal using fewer resources, less time and greater ease.

7. Communicate, Celebrate and Continue. The refrain in many organizations is, "We don't know what's going on with diversity," or "We don't know what the diversity committee is doing." So, communicate! Design an intranet site; circulate diversity-related articles; integrate diversity into professional development courses; sponsor

diversity dialogues or lunch-and-learn sessions; and link diversity to strategic business objectives. Encourage other avenues for greater learning and more communication about diversity.

Be sure to celebrate your wins, near misses and learnings (e.g., an annual ice cream social and diversity update; blogs to communicate about diversity; diversity-grams to announce awards or best practices.) Whatever the color, texture or sound, keep the energy, enthusiasm and excitement high by communicating often. External communication is vital as well. Tap external audiences by developing a diversity page on your website, creating an annual diversity report, sponsoring diversity events for outside audiences to attend, etc.

Bringing diversity alive in your organization takes clarity, commitment, and consistency. The challenge is to continue on when (not if) resistance surfaces. Resistance is a sign that people are paying attention; that's good. To turn the resistance into positive action involves understanding and empathy coupled with vision and determination.

Diversity champions come in no particular form. They are people of all sizes, stripes, colors and genders. They do, however, have attributes and attitudes in common. They work from the inside out and are open to learn again and again. They get comfortable with not knowing the answers, with being uncomfortable. Being a diversity champion takes courage, backbone and the willingness to act from both your head and the heart. Paraphrasing Gandhi, diversity leaders know they must become the change they wish to see in the world. Nothing short of that will do.

Peggy A. Nagae founded her own consulting firm, peggynagae consulting, in 1988. She has extensive experience and expertise in the areas of diversity, cultural competency and inclusion, organizational development and change, conflict and communication, executive and team coaching, and mediation. She can be reached at peggynagae@earthlink.net



*You are cordially invited
to join the*

**American Bar Association's
Commission on Racial and Ethnic Diversity
in the Profession**

for its ABA Annual Meeting

**STATE and LOCAL BAR ASSOCIATIONS'
DIVERSITY COMMITTEES LUNCHEON**

For the Diversity Committee Members of
State and Local Bar Associations

on

**Saturday, August 11, 2007
Grand Hyatt Hotel
345 Stockton, San Francisco
Union Square Room – 36th Floor
Noon – 1:30 p.m.
\$50 per person**

The ABA Commission on Racial and Ethnic Diversity in the Profession is pleased to invite our colleagues who spearhead the racial and ethnic diversity efforts of state and local bar associations to join us for a group luncheon. Come and meet the members of the Commission. Learn about the Commission's work and share information about the diversity work of your bar association. Hear what the diversity committees of other state and local bar associations are doing to diversify their membership and the profession. See old friends and make some new ones!

**Please RSVP to Nicole Martinez at (312) 988-5643 or
martinen@staff.abanet.org
by August 1, 2007**



ABA Commission on Racial and Ethnic Diversity in the Profession 2007 Annual Meeting AT-A-GLANCE SCHEDULE

Thursday, August 9	Friday, August 10	Saturday, August 11	Sunday, August 12
<p style="color: red; text-align: center;">CLE PROGRAM</p> <p>8:30 a.m. - 10:00 a.m. Minority Lawyers: Breaking the Glass Ceiling of Bar Association Leadership – How, Where, and Why</p>	<p style="color: red; text-align: center;">CLE PROGRAM</p> <p>8:30 a.m. - 10:00 a.m. Talking About Race</p>	<p style="color: red; text-align: center;">CLE PROGRAM</p> <p>8:30 a.m. - 10:00 a.m. Families, Culture, and the Law</p>	
	<p>Noon - 1:30 p.m. Minority Bar Association Leaders Luncheon (by invitation only)</p>	<p>Noon - 1:30 p.m. Luncheon for State and Local Bar Association Diversity Committees (Ticketed Event)</p>	
	<p>1:30 p.m. - 5:00 p.m. Commission Business Meeting</p>	<p style="color: red; text-align: center;">CLE PROGRAM</p> <p>2:30 p.m. - 4:00 p.m. Being the Best Lawyers (Who Also Happen to Be Minority Women) We Can Be: Trading Strategies and Sharing Secrets Among the Baby Boomers, Gen X and Gen Y</p>	<p>2:00 p.m. - 5:00 p.m. Minority Caucus Meeting</p>
<p style="color: red; text-align: center;">CLE PROGRAM</p> <p>3:45 p.m. - 5:15 p.m. "Micro-inequities": The Perspective from In-House and Law Firms</p>		<p>4:00 p.m. - 5:30 p.m. Tea for Two (or Three) Generations – Minority Women's Afternoon Tea (Ticketed Event)</p>	
<p>5:30 p.m. - 8:00 p.m. Commissioners, Liaisons and Speakers Dinner (by invitation only)</p>	<p>5:30 p.m. - 7:30 p.m. Minority Lawyers Reception (by invitation only)</p>		

(For more details about Commission programs and activities at the 2007 ABA Annual Meeting in San Francisco, please visit our website at www.abanet.org.)

New and Noteworthy

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- tural world;
 - An intergenerational discussion of issues confronting minority women lawyers;
 - The Minority Women Lawyers intergenerational afternoon tea;
 - A luncheon bringing together minority bar association leaders from around the country;
- A luncheon and discussion of diversity trends and strategies for state and local bar association diversity committee members; and,
- The annual Minority Lawyers Reception, this year celebrating the first minority woman to become an officer of the ABA.

Some of these events are invitation only; if you need an invitation, please contact Nicole Martinez at MartineN@staff.abanet.org. Additional details will be posted on the Commission website at www.abanet.org/minorities as they become available.

Minority Counsel Program Fall Meeting

The fall meeting of the Commission's Minority Counsel Program will be held September 6-7, 2007 at the Crowne Plaza O'Hare in Rosemont (Chicago), Illinois. Details will be posted on the Commission website at www.abanet.org/minorities as they become available. Remember, your law firm must re-new its membership for the 2007-2008 bar year (September 1 – August 31) in order for you to be eligible to register for this meeting.

Running for Office

Have you ever thought about what you'd do if you were in charge? Have you thought about the changes you'd propose, the improvements you'd make, the common sense you'd apply? Well now is the chance! Lawyers, with their analytical abilities and problem-solving experiences, are uniquely well-suited to serve as public officials. Yet surprisingly few minority lawyers ever seek elected

office. In conjunction with the Charles Hamilton Houston Institute for Race and Justice at the Harvard Law School, the Commission will be presenting a program to educate and train minority lawyers about how to run for elected office – be it judgeships, school boards, local town councils, state legislatures, or even statewide office – and how to do it successfully. The program will be held October 3-5, 2007 at the Harvard Law School in Cambridge, MA. Watch the Commission website at www.abanet.org/minorities for more details.

Oral History Project

The Commission's oral history project is off and running! The objective of the Oral History Project is to capture the personal histories of those individuals who have been notable pioneers in the ethnic and racial integration of the legal profession, in particular, those who have had a role in effecting change in our profession and in our society, and who have overcome great obstacles in achieving their accomplishments. The primary purposes for the preparation of these histories are to insure the stories of our trailblazers live on, to inspire racially and ethnically diverse students to join the profession, to educate the public concerning these pioneers, the world in which they lived and how much richer and freer our world is due to their efforts and their sacrifices, and to provide informational material for the ABA. Our goal is to create high quality, superior content products that can be disseminated efficiently and stored in a central location to serve as an archive. Working with ALI-ABA, we have completed or are in the process of completing interviews with Hon. George N. Leighton, Hon. Cruz Reynoso, Mario Obledo, Percy Sutton, Oliver Hill, and Hon. William S. Richardson.

If you would like to suggest other individuals whose stories should be preserved through an oral history interview, please let us know. Send your suggestions to Nicole Martinez at the Commission at MartineN@staff.abanet.org.

Chair's Message

continued from page 2

is intended to add to a solicitor's obligations, not just as a substitution for his/her legal obligation.

Lawyers and firms in the U.S. are subject to and expected to comply with non-discrimination laws and obligations. In many instances, states have adopted requirements that employers adopt written policies and perform training. However, the ABA model rules do not have such a requirement and I am not aware of any state that has imposed such a requirement as an ethical obligation. Should we consider revisions to the Model Rules of Professional Conduct?

As a result of my trip to London, my eyes have been opened to the fact that diversity is not just an issue in the U.S., but is a global concern. Bar associations in other countries are also addressing equality/diversity issues within their bar and are affirmatively addressing the impact of globalization. With many U.S. firms opening offices throughout the world, it will be important that those firms be sensitive and knowledgeable about diversity from not only a U.S., but also a global perspective. It will also be important to continue to collaborate and share our experiences across borders to ensure that our profession is able to effectively serve the needs of our clients globally.



Interested in being published?

If you'd like to write an article for publication for the ABA Commission on Racial and Ethnic Diversity in the Profession's Goal IX Newsletter, please contact Editor Robert Mussehl at BobMussehl@earthlink.net or (206) 352-4215

Upcoming Events

SEPTEMBER 2007

Minority Counsel Program Fall Meeting
September 6-7, 2007 • Chicago, IL

Spirit of Excellence Awards Selection Meeting
September 14, 2007 • Chicago, IL

Commission Fall Business Meeting
September 15, 2007 • Chicago, IL

OCTOBER 2007

Running For Office
October 3-5, 2007 • Cambridge, MA

FEBRUARY 2008

ABA MIDYEAR MEETING
Minority Bar Leaders Luncheon
February 8, 2008 • Los Angeles, CA

Spirit of Excellence Awards Luncheon
February 9, 2008 • Los Angeles, CA

Commission Midyear Business Meeting
February 9, 2008 • Los Angeles, CA

Minority Caucus Meeting of the ABA House of Delegates
February 11, 2008 • Los Angeles, CA

For more and updated information about upcoming events, please visit our online calendar at www.abanet.org/minorities/events/home.html.

GOAL IX



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321 N. Clark Street
Chicago, IL 60610
www.abanet.org/minorities

Editor
Robert C. Mussehl
Seattle, Washington

Staff

Director
Sandra S. Yamate
312.988.5638
YamateS@staff.abanet.org

Administrative Assistant
Nicole Martinez
312.988.5643
MartineN@staff.abanet.org

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GOAL IX

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American Bar
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To promote full and equal participation in the legal profession by minorities