

# Spectrum

*Diversity News at Ballard Spahr*

## Summer '20

*May 2019-June 2020*



**Ballard Spahr**  
LLP

Diversity+Inclusion



# Welcome to the Summer 2020 issue of *Spectrum*.

*In this issue, we share ways in which Ballard Spahr is working to increase diversity in the legal profession, enhance inclusion in the workplace, and strengthen external relationships. So much has happened since our last publication—some of which you will read in the next few pages. We recently began our journey toward Mansfield Rule Certification, which I know we will achieve and exceed. We continued our partnership with the Leadership Council for Legal Diversity (LCLD) with Judy Mok, Of Counsel in the Consumer Financial Services Group, as our most recent Fellow. Kahlil Williams, Associate in the White Collar Defense/Internal Investigations Group, also joined LCLD’s Pathfinder Program.*

*We congratulated our first cohort of participants in INVEST, our sponsorship program, and welcomed a new class for 2020-2021. I am pleased to report that we have expanded our diversity and inclusion strategy to include a greater and more robust focus on including our administrative staff. To enable execution and integration of a fully inclusive strategy, we hired Maithili Pradhan as Manager of Diversity. You will get to know her better in this issue of *Spectrum*. I encourage you to read our interview with her in this issue.*

*Since the last issue of *Spectrum* was released in 2019, we have added two members to our department. Welcome to Julicia James, Diversity Coordinator, and Rudina “Rudi” Jackson, Diversity Administrative Assistant. Julicia responds to client, as well as national and local related requests for diversity and demographic information. She collaborates with other administrative departments for firm awards and national recognition.*

**Editor:** Julicia James

*She also works closely with our growing list of Business Resource Groups to plan programming and she coordinates our high school and college pipeline programs across the firm. Rudi processes sponsorship and events requests, handles logistics, and keeps us organized and able to meet the needs of internal and external clients.*

*Like our clients and colleagues in the profession, Ballard Spahr is on a journey toward strengthening diversity and inclusion with an expanded focus on racial justice and equity within the walls of firm, and in the communities where we live and work. You will hear more as we move closer to our destination.*



**Virginia G. Essandoh**  
Chief Diversity Officer

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# INVEST Sponsorship Program

*The INVEST sponsorship program is one way that Ballard Spahr lives its commitment to increasing diversity and inclusion—at our law firm and in the legal profession. We congratulate the inaugural first year cohort of INVEST participants.*

## WHAT IS INVEST?

It is a tactical approach to recruiting, retaining, and advancing talent from diverse backgrounds. It's a sponsorship program that provides career development opportunities to lawyers who have overcome significant obstacles in pursuit of a legal career, come from a disadvantaged background, or who are underrepresented at Am Law 200 law firms.

Associates chosen to participate in the program are paired with partners who understand that their role involves sponsorship, not just mentoring. Partners in the program will serve as advocates and advisers—introducing protégés to their clients and contacts, working with them on exercises designed to build business acumen, and opening doors that historically may have been closed to them.

Associates will participate in a Business Challenge Project by developing a potential solution to a firm management issue, and also will partner with a firm client in a Client Matter Leadership Opportunity.

### *Welcome to the 2020-2021 INVEST protégés:*

**Alice Huang**, *Associate*, Finance, Philadelphia

**Catherine LaGrange**, Finance, Minneapolis

**Liz Weissert**, *Associate*, Litigation, Philadelphia

### *The 2020-2021 INVEST Sponsors:*

**John Grugan**, *Partner*, Litigation, Philadelphia

**Karen McConnell**, *Partner*, Business and Transactions, Phoenix

**Lynn Rzonca**, *Partner*, Intellectual Property, Philadelphia

## CONGRATULATIONS TO THE 2019-2020 INVEST PROTÉGÉS AND THEIR SPONSORS:

### *2019 – 2020 Protégés*

**Jennifer Feden**, *Associate*  
Real Estate, Philadelphia

**Shonterra Jordan**  
Ballard Alum

**Kathryn Wendt**, *Associate*  
Litigation, Minneapolis

**Jacob Westlund**  
Ballard Alum

### *2019 – 2020 Sponsors:*

**Ken Jarin**, *Partner*  
Litigation, Philadelphia

**Alan Kaplinsky**, *Partner*  
Business and Transactions,  
Philadelphia/New York

**John Kerkorian**, *Partner*  
Litigation, Phoenix

**Randy Towers**, *Partner*  
Finance, Philadelphia

# BALLARD SPAHR WELCOMES NEW DIVERSE LAWYERS



**Ethan Anderson**  
*Associate*, Finance



**Garland W. Gantt, III**  
*Associate*, Finance



**Nick Kato**  
*Associate*, Litigation



**Christopher E. Byer**  
*Associate*, Litigation



**Robert S. Gutierrez**  
*Of Counsel*, Litigation



**Emil S. Kim**  
*Associate*, Litigation



**Sarah B. R. Dannecker**  
*Associate*, Business and Transactions



**Paul J. Holmer**  
*Associate*, Business and Transactions



**Sun Lee**  
*Associate*, Finance



**Jaryn S. Fields**  
*Associate*, Business and Transactions



**Stephanie M. Johnson**  
*Associate*, Intellectual Property



**Jacqueline Mabatah**  
*Associate*, Litigation



**Fanta Freeman**  
*Associate*, Litigation



**Patrick R. Jules**  
*Associate*, Finance



**Daniel M. Mayeda**  
*Attorney*, Litigation

**BALLARD SPAHR WELCOMES  
NEW DIVERSE LAWYERS**



**Aileen Ng**  
*Associate, Business and Transactions*



**Olamide S. Orebamjo**  
*Associate, Litigation*



**Conor H. Smith**  
*Associate, Litigation*



**Hui-Ju Wu**  
*Attorney, Intellectual Property*

**Not Pictured:**

**Devon N. Beverly**  
*Associate, Real Estate*

**Jessica W. Payton**  
*Associate, Real Estate*

**Ann T. Loftus**  
*Senior Counsel, Business and Transactions*

**Shana A. White**  
*Associate, Finance*

**Kristina C. Ng**  
*Associate, Finance*



**Theo Nix**  
*Attorney, Business and Transactions*



**Karen D Perzan**  
*Of Counsel, Real Estate*



**Andrew P. Valencia**  
*Associate, Litigation*



**Daniel J. Nuñez**  
*Associate, Finance*



**Tim Polmateer**  
*Associate, Finance*



**Eric T. Wang**  
*Associate, Intellectual Property*



**Jeannette Nyakweba**  
*Attorney, Litigation*



**Noah S. Robbins**  
*Of Counsel, Intellectual Property*



**Chrystal Williams**  
*Associate, Finance*



**Adanwimo Okafor**  
*Of Counsel, Business and Transactions*



**Elizabeth L. Schilken**  
*Attorney, Litigation*



**Elizabeth V. Wingfield**  
*Associate, Litigation*

**Diversity  
Awards  
&  
Rankings**

**Diversity &  
Flexible Alliance**

**2019**

We received the 2019 Diversity & Flexibility Alliance “Tipping the Scales” Award.

**Women in Law  
Empowerment Forum**

For the tenth consecutive year, Ballard Spahr has earned the Gold Standard Certification from the Women in Law Empowerment Forum (WILEF). We are one of only 12 law firms nationwide to have received this recognition every year since the program’s inception in 2011.

**10  
YEARS**

**HRC Corporate  
Equality Index  
100  
PERCENT**

Ballard Spahr received a 100 percent rating in the 2020 edition of the Human Rights Campaign (HRC) Foundation’s Corporate Equality Index (CEI), the nation’s premier benchmarking survey and report measuring corporate policies and practices related to LGBTQ workplace equality.

**Spotlight:**

# Alice Huang



**BY JULICIA JAMES**

*Alice Huang is an associate in the Finance Department, working out of the Philadelphia office. She began her career at Ballard as a summer associate in 2014 and 2015, and she started working at the firm in 2016. Alice is a protégé in the 2020-2021 INVEST class and is very active in pro bono work. Spectrum asked her about her career at the firm, her practice, and advice she would give to lawyers interested in getting involved in the work of diversity and inclusion.*

*“You have to jump in. You have to become active. There’s so many different ways that you can contribute.”*

*These are the words that Alice tells me when I ask her what advice she would give to a colleague interested in getting involved in the work of diversity and inclusion at Ballard Spahr. They also seem to be the guiding principles of her legal career.*

Alice started at the firm six years ago, spending two summers as a Summer Associate before joining the firm in fall 2016. An Associate in the Finance Department, her practice spans both Finance and Business and Transactions. She spends the majority of her time working for the Commercial Finance Group and the Mergers and Acquisitions Group.

“I find that my commercial finance work and M&A work fit well together. Oftentimes, borrowers are seeking a credit facility in order to finance a deal and financing is an important consideration for any M&A transaction.”

Alice enjoys the collaborative nature of working with clients and credits this as one of the things that drew her to transactions work. To Alice, it’s important to understand the client’s business and goals, which provides context to the work that she’s doing. “I enjoy client contact. I have a lot of direct communication with clients for the matters that I work on. I feel like I’m on a team with the client.”

Alice was recently accepted into INVEST, the firm’s Sponsorship Program. As an INVEST protégé, Alice, along with just two other associates, will work with partners who serve as advocates and advisers—introducing protégés to their clients and contacts, working

with them on exercises designed to build business acumen, and opening doors that historically may have been closed to them.

“I’m really excited that I was picked for sponsorship. I want to learn more about the business side of the firm.” Alice admits that it has been difficult to connect with her peer protégés with the quarantine, but says she feels lucky to have Intellectual Property Department Chair Lynn Rzonca as her sponsor. Although the program started just two months ago, Lynn already has helped Alice to fine-tune her professional goals and make great connections.

When the topic turned to diversity and inclusion during our interview, Alice was passionate. “It [diversity and inclusion] is something I think about all the time. It’s so important for any organization.” She stressed that it was critical to have a diverse workforce because different perspectives are beneficial to the bottom line of a law firm. Alice believes that firms need to push outside of their comfort zones.

“One of the struggles we have in the legal profession is that there can be a stark contrast between the number of diverse partners and counsel at a firm versus the number of diverse associates. We often don’t see diverse individuals in the leadership and that impacts

the career advancements of diverse associates.”

She continued, “Diversity and inclusion is a big aspect of our firm culture, and that’s a good start. It’s important that we’re able to have an open dialogue about not only our achievements, but also our shortcomings. I hope the firm continues put its full support behind our diversity and inclusion programs.”

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*“You have to jump in. You have to become active. There’s so many different ways that you can contribute.”*

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Alice has been very active in the firm’s pipeline programs. For three years, she co-led the firm’s 1L Resume Writing and Interview Workshop in Philadelphia, an annual workshop that provides mock interviews and resume feedback for diverse first-year law students. She served as a moderator of the event Generation to Generation: The Evolution of Diversity and Inclusion in the

Legal Profession, a fireside chat in which three speakers shared their personal experiences of diversity in the legal profession. Additionally, she has participated in the Ballard Spahr's Constitution High School Mentoring Program, serving as a mentor for high school students interested in the legal profession. This magnet school—with a 90 percent minority student body—is the only Philadelphia high school with a targeted curriculum focused on civics, democracy, and history.

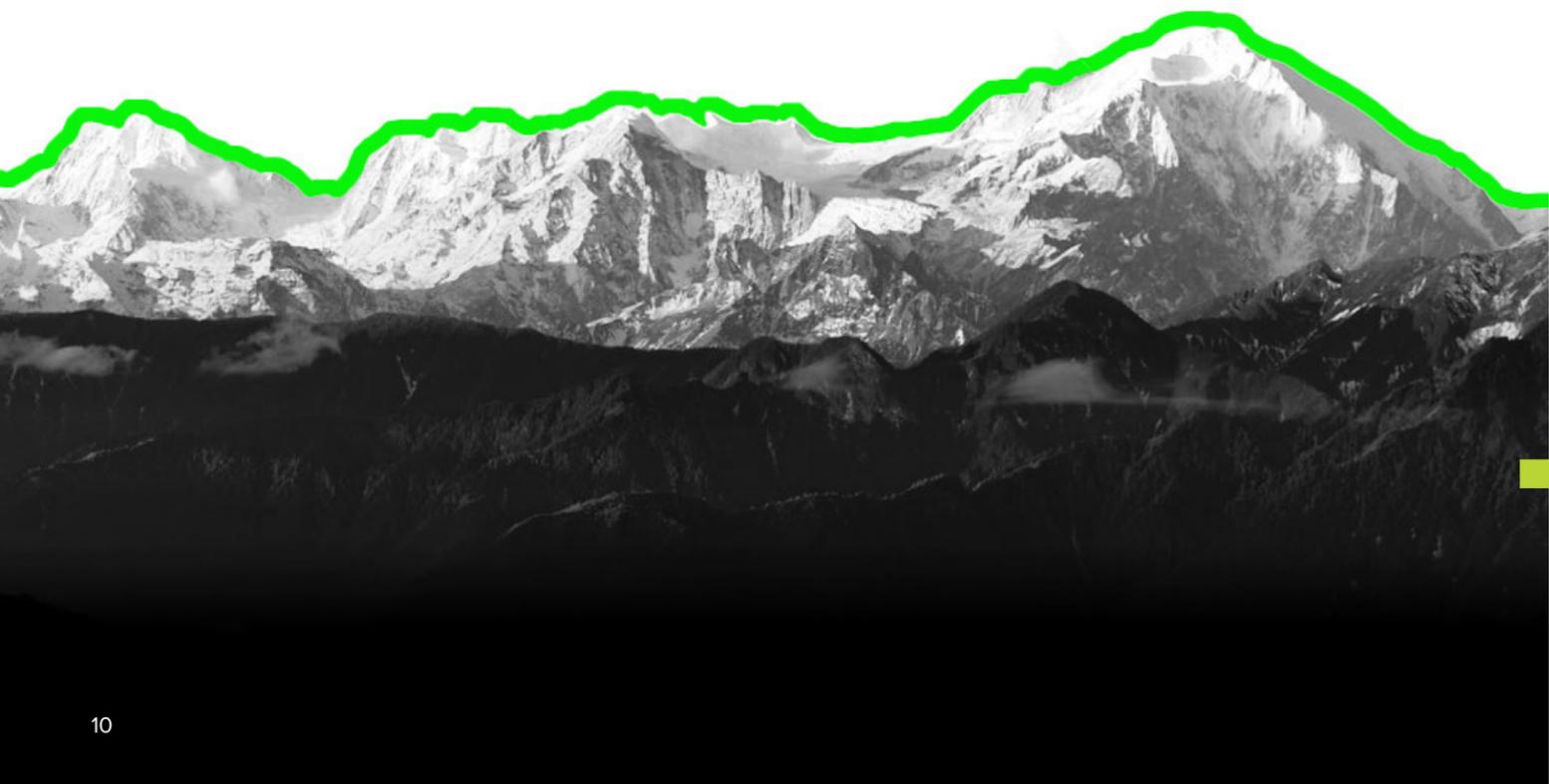
No one in Alice's family is an attorney, and she said she would have appreciated pipeline programs when she was younger. "Careers Services at schools have to serve hundreds of students, and there are limited resources. For diverse students, it can be even more difficult because they often don't have the option of having a parent or relative who is an attorney provide them with advice on their resume or cover letter or help them prepare for an interview."

In addition to her work in the diversity and inclusion sphere, Alice maintains an active *pro bono* practice. She has done a mix of litigation and transactional pro bono work, as well as several asylum cases. She shared that the asylum process is very rigid – one small thing on an application can lead to a denial. This can be tricky for clients such as the hearing impaired client whose only way to communicate was Ethiopian Sign Language. "It's heartbreaking hearing the stories of those clients who have escaped their countries to make it to America, only to have to go through this paperwork heavy process." She credits the firm, in particular Pro Bono Counsel Lisa Swaminathan, with making it easy to get involved with asylum work through resources and support.

For the past four years, Alice has been involved in the BASE program run, by Greg Seltzer and Kimberly Klayman. BASE provides free legal services to

student entrepreneurs working on start-ups. rePurpose Global, a start-up founded by University of Pennsylvania graduates while they were still in school, is just one of the organizations that Alice has provided with legal assistance. She helped them with corporate governance matters and the creation of a non-profit arm, including filing for 501(c)(3) status. This start-up's mission is to motivate consumers and businesses to go Plastic Neutral by financing the removal of ocean-bound plastic worldwide.

"One of my favorite things about being an attorney is that I'm constantly learning new things as the law develops and changes over the time. I enjoy furthering my knowledge, not only in different areas of the law but the different industries of the clients that we support."



## CONFERENCES, GALAS, AND AWARDS



**20TH ANNUAL CHARTING YOUR OWN COURSE**



**SOUTH ASIAN BAR ASSOCIATION OF NORTH AMERICA (SABA) CONFERENCE**



**JAZZ IN JUNE**



**UTAH NINTH ANNUAL FALL EMPLOYMENT LAW SEMINAR, "FIVE KEYS TO A SUCCESSFUL D&I PROGRAM"**



**MINNESOTA ASSOCIATION OF BLACK LAWYERS (MABL) SCHOLARSHIP GALA**



**UTAH MINORITY BAR ASSOCIATION SCHOLARSHIP & AWARDS BANQUET**



**BARBARA RUMMEL ACCEPTS BALLARD SPAHR'S "BEST LAW FIRMS FOR WOMEN" AWARD IN CHICAGO**



**MARTIN LUTHER KING, JR., BREAKFAST**



**Spotlight:**

# Hawa Salih

**BY JULICIA JAMES**

*Hawa Salih is an Administrative Support Assistant in the Office Services Department. She is trilingual, speaking Fur, Arabic, and English. Based in the Philadelphia office, she initially joined the firm in 2013 as a Record Clerk. Hawa is a humanitarian, and she received the 2012 International Women of Courage Award from Michelle Obama and Hillary Clinton. She sat down with Spectrum and shared stories from her challenges and eventual triumph as a humanitarian in Darfur; her career at Ballard Spahr; and her ambitions for the future.*

“Ballard has changed my life.”

Hawa was 14 years old when her hometown was attacked. She and her family lived in Tina, a small village in the region of Darfur in western Sudan. Her father was a businessman who managed the family’s farm, situated on acres of land. She grew up here with her nine brothers and sisters. They grew different vegetables, sold sorghum flour, and produced milk from goats and sheep.

“We had a good life,” Hawa said.

Everything changed the morning when the Janjaweed, the Sudanese militia, attacked the village of Tina. “Babies were killed, women were raped. We were forced to be refugees. I was kidnapped for three weeks.” I asked Hawa what those three weeks were like. She shared that there was no security, they weren’t given anything to eat, they couldn’t sleep, and they wore the same clothes the entire time. Her family was given one tent to sleep in. Eventually, they moved to a refugee camp.

Hawa had the courage to work with United Nations officials to bring awareness about conditions in the refugee camp. She said she was not afraid because she had nothing to lose. Sometimes she felt like the government would send officials to murder her. Indeed, she was arrested three times and kidnapped twice. But, she kept pushing forward and fighting for the right of her people to have access to education, health care, peace, and justice. Firm Chair Mark Stewart and former Ballard Spahr Pro Bono Counsel, Congresswoman Mary

Gay Scanlon, worked on her case and won asylum in the United States. “She has been a role model,” Hawa says of Rep. Scanlon.

“Freedom is a gift. If you have no freedom, your life is nothing.”

Hawa revealed that her life experiences taught her compassion and how to have a strong belief in herself. The highlight of her humanitarian career has been supporting women and children. Her future career ambition is to become a lawyer. Hawa is involved

In 2012, Hawa received the International Women of Courage Award from Michelle Obama and Hillary Clinton. The U.S. Department of the State grants this award every year to women who have shown leadership, courage, and self-sacrifice to promote women’s rights. Hawa felt “supremely honored and humbled” to have been chosen to receive this award. She believes it is her role to empower younger generations and the community to fight for their rights and that women can achieve anything they want.

*“Freedom is a gift. If you have no freedom, your life is nothing.”*

in diversity and inclusion at Ballard Spahr. For several years, she has spoken to students from Constitution High School on Job Shadowing Day about the ethnic genocide in Darfur, her experience as a refugee, and the United Nation’s Universal Declaration of Human Rights.

“This a time everyone can go out and make a difference. What Ballard did for me, I can give back to the community.”

I asked Hawa what advice she would give to a colleague interested in finding ways to give back or contribute to their community. “Do whatever it takes to make the community successful. Be who you are. Support women’s equality, empower everyone around you, speak up about injustice and police brutality. Give a voice to women and children, and to those who have no voice. Support them, empower them, encourage them.”



# How Corporate Legal Departments Can Advance and Retain Diverse Talent at Partner Law Firms

BY LISA DAVIS GEORGE

*As corporate clients, it is easy to place the burden and blame on our outside counsel partners for the pervasive industry challenge of retaining and advancing diverse talent. We suggest law firms need stronger affinity groups, mentor and sponsorship programs, and more inclusive and flexible working environments. As clients, we then demand diverse teams at multiple levels and express frustration when our law firms fail to deliver.*

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## CHEAT SHEET

**With power, comes responsibility.** Corporate counsel have as much power and responsibility as their partner law firms to contribute to the retention and advancement of diverse talent.

**Mentorship programs.** Collaboration between corporate clients and law firms in the form of mentorship programs can be a useful vehicle for increasing diversity, encouraging both sides to have a vested and personal interest in program mentees and their success.

**Three-part strategy.** Fostering relationship-building between inside and outside counsel and offering opportunities for leadership and visibility are key to helping diverse talent advance.

**Recruitment.** Programs that promote the advancement and retention of diverse talent can also serve as a recruitment tool for attracting diverse hires.

As a rule, we know that clients with their spending power wield considerable influence over their outside counsel counterparts. But are clients doing enough with their power to help address this pipeline problem in their outside counsel firms?

The law department at Discover Financial Services challenged itself to turn this ongoing dialogue into action. One of the ideas that came out of that challenge was Discover's pilot Diversity Mentoring Program.

## THE WELL-KNOWN PROBLEM

It is well known that even well intentioned, "best in class" firms with a recognized commitment to diversity may fall short in the effort to retain and advance diverse talent. From a client perspective, this ongoing dilemma means that even forward-thinking firms with an eye on diversity may not have a sufficient pipeline of diverse talent.

According to a 2018 law firm diversity survey of 200 firms by Vault and Minority Corporate Counsel Association, minority lawyers made up only 16.84 percent of the overall attorney population. Women comprised 35.7 percent of the overall population. The percentage of equity partners at surveyed firms who were ethnically or racially diverse was 8.82 percent, while the corresponding statistic for women was 20.64 percent.

According to the report, the landscape was bleaker for LGBTQ attorneys, representing 2.77 percent of the overall attorney population and attorneys with disabilities representing .44 percent of the total attorney population at surveyed

firms. The report summarizes: "Even with the gains recorded over the last decade, especially among new associates, demographic changes have been slow to trickle upward, as law firm partners remain overwhelmingly white and male."

The consequence is that clients lose out on the benefit of diverse thought at higher levels. But the question arises whether clients are just as well positioned as law firm leadership to contribute to the retention and advancement of diverse talent.

A founding member of the General Counsel's Thought Leader Experiment, which galvanizes the collective power of companies to shape the direction of the legal industry, Wanji Walcott, EVP, CLO and GC at Discover Financial Services, noted: "Discover views a diverse workplace as being essential to our success. As corporate clients, we have the power and therefore the responsibility to drive positive change within the legal profession. Collectively, we can leverage our influence as clients to drive

meaningful progress in the area of diversity and inclusion while collaborating with outside counsel who share our commitment to these important values."

## DISCOVER'S COMMITMENT TO DIVERSITY AND INCLUSION

Discover has an established goal of supporting the retention and advancement of diverse talent in its outside law firms. Co-chaired by Kareem Dale, director and senior counsel, and Raina Jones, director and senior counsel, the goal of the Law Diversity and Inclusion Committee is to develop and implement effective diversity initiatives. Some of the ways in which the committee achieves its goal is by staffing diverse attorneys and minority- and/or women-owned law firms on Discover legal matters, supporting the company's use of diverse suppliers, and increasing diversity awareness in the company.

As a client, all of these initiatives support the goal of advancing the retention and development

*Lisa Davis George is director and senior counsel at Discover Financial Services and program leader for Discover's Associate Mentoring Program. [lisageorge@discover.com](mailto:lisageorge@discover.com)*

*Sandy Paik serves on the steering committee of the ACC NCR Leadership Academy and is an associate general counsel at Freddie Mac. She contributed the sidebars on individual diversity action plans and cultural agility growth charts. [sandra\\_paik@freddiemac.com](mailto:sandra_paik@freddiemac.com)*

*Debbie Tang is a partner at Bridge Partners, a minority-owned executive recruiting firm specializing in diversifying C-suites and boards. She contributed the sidebars on individual diversity action plans and cultural agility growth charts. [debbie.tang@bridgepartnersllc.com](mailto:debbie.tang@bridgepartnersllc.com)*

*Rob Falk is general counsel of Truth Initiative and a member of ACC's board of directors. This article represents the personal views of the authors and is not attributable to their employers. He contributed the sidebars on individual diversity action plans and cultural agility growth charts. [rfalk@truthinitiative.org](mailto:rfalk@truthinitiative.org)*

## DEVELOPING YOUR INDIVIDUAL DIVERSITY ACTION PLAN: IT'S YOUR PATH TO GREATER CULTURAL AGILITY

The Discover legal department's partnership with its outside law firms to develop and retain diverse talent is a great example of how in-house counsel and outside counsel can tackle issues together rather than blame each other for the lack of diversity in the legal industry. However, members of the legal community don't have to wait for organizational leadership and mandates.

We each have individual agency to create a more diverse and inclusive legal community. The question we often ask ourselves is "How?" We believe an individual can become an effective actor by focusing on the core competency of cultural agility.

A culturally agile work environment is one where:

- Individuals can be their authentic selves in the workplace and add their voices and perspectives to the business dialogue.
- Leaders and managers effectively engage diverse cultural perspectives in decision-making and in overall contributions to company success.
- There is fair and even access to resources, growth and development opportunities, and sponsorship among employees regardless of their affinity group(s) and backgrounds.
- There is effective elimination of exclusionary behaviors and bias mitigation.

Cultural agility has been defined as the attitudes, skills, and knowledge necessary to provide effective leadership in an ever-changing global economy. Leaders must understand their own culture and how it shapes their experience, understand and

appreciate cultural differences with others, and incorporate this knowledge into their interactions and decision-making. Leaders who can operate with broad perspective and cultural agility will benefit all members of an organization. Simply put, inclusive leaders have a broader ability to mobilize team members, peers, and other stakeholders toward common goals. In an era of globalization, heterogeneity, and #MeToo (and other cultural "aha" moments), cultural agility and inclusion are essential workplace competencies.

Inclusion is not a mindset. It is a series of intentional and consistent actions and practices. And everyone has room to add to their skills in this space. One may be a minority in one respect (and therefore be a person of intrinsic cultural competence) and still not have skills to navigate in other diverse communities.

Adopting the framework of cultural agility as a core competency is actionable. An Individual Diversity Action Plan can be used as a roadmap for taking personal action to develop one's cultural agility. This crucial skill is the backbone for sustainable institutional and individual success going forward.

We offer the tool provided so that you can develop your own diversity action plan.

We encourage you to take the opportunity to brainstorm actions you might take in each of the boxes. Later you will create your personal action plan. Have fun with the idea generation stage.

of diverse talent diversity in our outside counsel firms. But the Discover team also recognized that outside counsel, diverse or otherwise, advance within law firms where they are able to develop and sustain meaningful client relationships. That aspect of relationship-building is an area

where Discover and other corporate clients are empowered to take a more proactive role in opening the door wider to those relationships.

With that rationale, Discover's law department partnered with four of its core litigation firms and asked them to put forward two diverse

mentees per firm, representing some of their top diverse talent. One of the chosen mentees was to have some prior Discover experience, i.e., to be previously identified in Discover's diverse talent pipeline, and the second mentee was to have no prior connection to Discover and no required experience in financial services.

## CULTURAL AGILITY GROWTH CHART

ACTION AREA	POTENTIAL ACTIONS
<b>RAISE AWARENESS:</b> Take stock of your cultural agility skills. What diversity and cultural context do you bring to the table, and how does it impact your work? What can you do to become more skilled at speaking with others about visible and invisible diversity?	
<b>EDUCATE:</b> What can you do to learn more about groups that you don't consider yourself to be a part of? What can you learn that will make you a more effective ally for your colleagues?	
<b>INTEGRATE:</b> What can you do to put yourself in spaces where you interact with people who are part of groups you don't consider yourself a part of?	
<b>ADVOCATE:</b> What steps can you take to "move the ball forward" in promoting diversity in your team or department; your organization; or your outside counsel and vendors? What form does this take? Providing a profile-raising opportunity? Providing a substantive development opportunity? Supporting cultural engagement (e.g., financial/permission to attend conferences, etc.)? Mentorship? Sponsorship?	
<b>COLLABORATE:</b> How will you call others into the work? How can you get different people or different groups engaged in this work?	
<b>EVALUATE:</b> After six months, reflect on what you accomplished. Where are you feeling more comfortable? What did you achieve? What was difficult for you and why? If you didn't achieve your goal, should it be reformulated to reflect where you are in your journey or unmovable obstacles? What will you do next?	

## TESTING CONCEPTS

Before launching the program more broadly, Discover's law department wanted to test certain concepts through the pilot program, including whether to look beyond associates connected with specific practice areas of interest to Discover. Discover wanted to challenge firms to put forward diverse talent it had never seen and to test the effectiveness of mentoring associates outside of financial services.

But while mentoring and relationship-building for diverse outside counsel talent is a noble goal, the question arose whether

the program would be meaningful if there was not an opportunity to send work to a program participant.

"We in no way wanted to set expectations with the program participants and their law firms that the opportunity to do Discover work was a given," said Sherri Nagel, head of litigation. "However, because the litigation team has ample opportunity to engage with outside counsel, we thought conducting a pilot program within our group would allow us to test some of these concepts and seek out opportunities for diverse associates to get on our radar screen. Could we still provide value as mentors in

the absence of working on a case together? Could the mentoring program make a difference in an associate's development and advancement even if they were not litigators? Was the program more effective for associates at certain levels? Could we develop meaningful relationships remotely? We were interested in exploring all of these questions."

## THE PROGRAM FRAMEWORK

In building out the framework of the program, the Discover litigation team settled on three career drivers that they wanted to promote as

## DIVERSITY ACTION PLAN

Next, you need to figure out your action plan. Our strong suggestion is to focus on two action items at a time. Make specific goals. Decide when you will take actions toward those goals. Block time on your calendar to do your work. For instance, you could commit to listening to two podcasts a month that would give you greater insight into another community, and put podcast listening on your calendar. We suggest you create an action plan for a specific period of time (e.g., six months). You can always revise the plan or pick two new goals after that.

The action plan below helps you focus on how you will meet your commitments.

- What are two things you commit to doing?
- When will you do those two things?
- What might get in your way of achieving the goal(s)?
- What changes will you make to overcome the challenges and/or reach the goal(s)?
- What support do you need to make those changes (from buddy/otherwise)?

Finally, studies show that individuals are much more likely to be successful in meeting personal goals when they publicly share the commitment and have an accountability mechanism. The easiest way to create accountability is to name an accountability buddy. The person doesn't have to be an expert in

the areas where you seek growth. All you need from them is a commitment to check in on you to make sure you are meeting your personal timetable to achieve your goals.

We challenge you to name an accountability buddy. Email your action plan to that person. Ask them to support you by having them check in with you periodically (at least monthly) to see how you are doing on your personal plan.

Finally, take the time to reflect after you complete an action plan. Where are you feeling more comfortable? What did you achieve? What was difficult for you and why? If you didn't achieve your goal, should it be reformulated to reflect where you are in your journey or unmovable obstacles? What will you do next?

This is an ongoing process, but the paths to do the work are almost infinite. You can develop your cultural agility skills by reading, listening to podcasts, volunteering, joining other voluntary bar associations, or raising your hand to support diversity and inclusion work within your organization. It can be a great way to make meaningful connections with others with whom you might not normally form bonds. And that too is cultural agility.

mentors and which they felt were key to success within a law firm: (1) relationship-building; (2) leadership; and (3) visibility.

The Discover team agreed that as young associates in law firms, individuals tended to focus primarily on doing good work and billing the right number of hours. However, the Discover attorneys wanted to share the value of relationships in particular, to help associates think about how they can demonstrate leadership on their cases and within their law firms generally, regardless of their role or level. As in-house counsel, the team also recognized that just by virtue of this program, Discover was helping diverse talent be more visible within their law firms and wanted to help these associates think about how to promote and sustain that visibility.

To determine the qualities for which they would mentor, the Discover litigation team discussed what they collectively valued most in outside counsel. The program framework came together as the Discover team converged sought-after attorney soft skills with those traits on which Discover attorneys themselves are measured in their in-house roles. These soft skills included, among others, qualities such as “empathetic listening,” “anticipatory thinking,” “effective communication (including client push-back),” and “investment in relationships.”

“By tying the traits we desire in our outside counsel with the traits that are valued in-house at Discover, we accomplished two purposes,” explained Karen Gossman, director and senior counsel and program

mentor. “We were able to define specifically those traits in outside counsel beyond expertise that are vital to a strong and successful relationship, and mentor for those qualities while at the same time bringing our outside counsel partners closer to the core values of Discover’s legal team.”

## SHARING THE IN-HOUSE PERSPECTIVE

The mentors and mentees convened on the Discover campus for the kick-off of the six-month pilot program. In addition to individual mentoring sessions that outlined short- and long-term career goals and aspirations for the program, the daylong event included an overview of the program’s objectives and framework, sharing information about Discover’s business model and litigation portfolio, as well as team-building exercises, not only to build rapport between the respective mentors and mentees, but also to promote a collaborative group dynamic among the mentees themselves.

A favorite session of the day was a panel of the Discover litigators, which gave the participating associates the opportunity to ask anything they liked of in-house counsel. The Discover litigators shared particular “pet peeves” for outside counsel, why they routinely called back favorite counsel, and why others do not get that second call. The group also collaborated on those qualities that make an “ideal” outside counsel. The group’s discussion expanded beyond doing good work and being responsive to client needs.

“Responsiveness and expertise are the price of admission for outside

counsel,” commented Simon Auerbach, director and senior counsel and program mentor, “and there are a lot of outside counsel with these qualities. We therefore see other skills serving as differentiators where our outside counsel helps to problem-solve and drive solutions. That is a major value add. It sounds simplistic, but the focus is often on identifying the obstacles without offering functional solutions. We also value our counsel’s ability to anticipate risk and to focus on the big picture beyond a single case. Bringing these skills to the table resonates with us and helps foster long-term partnerships.”

Partner Abe Colman of participating law firm Reed Smith further observed: “It is one thing to be assigned a matter to work on. It is a completely different thing to have an attorney from the in-house legal department assigned to be your mentor. As a supervisor of associates in the firm, I can stress all day long what it takes to make a client happy. It is completely different when an associate hears that directly from the client. This kind of contact and mentoring from the in-house legal department teaches the associates how to develop a client relationship and how to enhance and sustain an existing relationship.”

Following the initial meeting, the mentors connected one-on-one at least monthly with the program associates to discuss short- and long-term career goals. Participating associate Tanya Taylor, from Ballard Spahr in Los Angeles, CA, observed: “The six-month program allowed me to think more critically about my career trajectory.

The program afforded me the opportunity to formulate specific, quantitative plans to achieve my goals. The regular discussions with my mentor helped to hold me accountable to the goals I had set for myself and served as a check-in on my long-term career goals.”

The program culminated with a final in-person meeting on Discover’s campus that also included the respective firms’ relationship partners. Aside from client, associate, and partner collaboration on various topics and hearing from representatives of Discover’s various affinity groups, the Discover mentors again sat on a panel to give the associates direct feedback, this time covering positive approaches toward business development.

“We wanted them to think longterm,” said Lisa Ellis, director and senior counsel and program mentor. “So many outside counsel, even senior lawyers trying to get business, are focused on whether they will get an immediate call to handle the next case. The far better approach from our group’s perspective is to focus on building a long-term relationship.

Those who are willing to invest in that long-term approach are more likely to be rewarded in the end with sustained business.”

Another major component of the final day was a mock client presentation. The Discover litigators tasked the mentees in groups to deliver a strategy recommendation based on an actual Discover case. The associates then engaged in a mock client discussion to define goals

and determine a path forward. The Discover litigation team provided feedback following the presentations.

Dan McKenna of participating firm Ballard Spahr elaborated: “Practical litigation requires a variety of ideas and opinions, which can only come from teams with differing experiences and perspectives. Diversifying client teams is therefore hugely important. But building diverse teams is only a small part of the process. Everyone has to have an opportunity to find their perspective through experience. Discover’s Diversity Mentoring Program was a high-touch, hands-on experience unlike any other. It gave junior associates a very early opportunity for real access to clients and opportunities to grow through a variety of real-life experiences. The associates who participated came back more confident in themselves and their positions and ready to engage at a new client level.”

### MEASURING SUCCESS

The Discover mentors recognize that whether or not the participating associates in the program remain and advance within their firms will not be immediately measurable. Nevertheless, the Discover mentors did receive feedback of immediate and direct benefits from their personal investment.

### EXPANSION OF DIVERSE TALENT PIPELINE

All of Discover’s mentees had at least one opportunity to work directly with a Discover litigator on a live matter over the course of the six-month program. These cases gave the Discover litigators

opportunities to give feedback in real time about how they like to work with outside counsel. While not all the mentees worked in the area of consumer finance litigation when they started the program, an added benefit was tapping into the talents of diverse associates who took an interest in Discover once given the opportunity.

**“Practical litigation requires a variety of ideas and opinions, which can only come from teams with differing experiences and perspectives. Diversifying client teams is therefore hugely important.”**  
— Dan McKenna, Ballard Spahr

“The program allowed law firm associates who had never considered representing financial institutions a chance to join our client team after getting to know us and the work we do,” said Dave Meehan, director and senior counsel and program mentor. “This success reinforces the importance of clients looking proactively at a firm’s diverse bench and seeking opportunities for engagement, particularly with younger attorneys who may not yet have settled on a practice area.”

Ballard Spahr associate Sadé Calin, who is based in Cherry Hill, NJ, agreed: “The program gave me an opportunity to build relationships and move into a completely new practice area that I would not otherwise

have thought to explore. I’m excited to continue an ongoing working relationship with Discover and be part of their client team going forward.”

### PROMOTING VISIBILITY OF DIVERSE TALENT

One aspiration of the Discover program was to heighten visibility of top diverse talent at the participating law firms. Discover litigators routinely ask for diverse teams to work on their matters, but the program encouraged a vested and personal interest in the program mentees.

“Participation in this program definitely raised my profile within my law firm,” observed participating associate James Roberts from Burr & Forman based in Birmingham, AL. “Although I practice in the area of creditors’ rights and bankruptcy and am not in the regular pipeline to work on Discover litigation matters, this program was on the radar screen for firm leadership, and my participation in it sparked interest of other partners in my work. I’ve since had business development opportunities with senior partners at my firm that emerged from conversations about Discover’s Mentoring Program. As for the work that I do, I am more empowered to interact with clients based on the benefit of the in-house perspective I received from the program. To me, this program was unique in not only diversifying the pipeline but also building expertise at the same time, which makes me more valuable to my firm and our clients.”

### SUPPORT OF FIRMS’ RECRUITING INITIATIVES

Another unanticipated benefit of the program was the possibility

for firms to use it proactively in recruiting diverse talent. Partner David Elliott from Burr & Forman observed: “Discover’s mentor-ing program provides us with another important component to attract, retain, and train diverse lawyers. When our participants tell other diverse lawyers in our firm about the program, as well as diverse candidates we’re trying to attract to our firm, it helps illustrate our commitment to diversity and the success of our diverse lawyers.”

The continuous focus on diverse staffing for Discover matters further drives firms’ recruiting initiatives and strategy. Husch Blackwell partner Jennifer Ziegenhorn noted: “The client’s influence over the firm’s focus on diversity is extremely helpful in understanding its importance and moving past easy staffing to one that makes sense to build the long-term relationship for Discover. Just asking the question of whether there is also a diverse attorney that could work on a matter raises the profile of young talented attorneys. It also creates a focus in recruiting, knowing we need to look toward a long-term growth plan to meet our client’s needs.”

### OUTSIDE COUNSEL COLLABORATION AND NETWORKING

Despite being from firms that routinely compete for Discover’s business, firm participants agreed that the mentoring program set a collaborative tone and provided a solid base for relationship-building. It also created touch points for the various firms that regularly work on Discover litigation matters, fostering a greater sense of team for the benefit of Discover.

Participating associate Miya Moore, from Burr & Forman based in Birmingham, AL, agreed. “It was empowering to be in a room with so much diversity, and where diversity was so highly valued. Based on this experience, I have an expanded network of diverse peers across law firms, geographies, and practice areas. What I also found interesting was that the program encouraged us all to connect at a personal level, regardless of our respective diverse backgrounds, and that was true both at the peer level and also with our Discover mentors.”

### HIGHLIGHTING DISCOVER’S COMMITMENT TO DIVERSITY

Discover also received feedback from the participating firms that the reputation of the program heightened its reputation as a desirable client. Where Discover wishes to have top talent working on its matters, Discover hopes to attract a competitive associate pool where top associates are in high demand across practice groups.

Participating associate Brandon White, from Reed Smith in Miami, FL, noted: “It is no secret that personal relationships drive our profession and, ultimately, our success. I found it extremely valuable to interact up-close-and-personal with the lawyers of Discover via the Diversity Mentoring Program, and learn more about what success looks like from an in-house perspective. With each roundtable and presentation, I could feel the investment that Discover was making into the success of young, diverse lawyers like me. The rush of that feeling sparked my motivation to work more with Discover because I

now understand fully that it’s not all about business to them — it is also about investing and building.”

### NEXT STEPS

The program participants reunited on Discover’s campus in the fall where they participated in Discover’s biannual Attorney Summit where they again had the chance to present and network with Discover attorneys and other law firms. Discover continues to deepen relationships with the 2019 mentorship class while mentoring a new class of associates in 2020.

From a metrics perspective, Discover recognizes that its ability to measure the impact of its program will take time. In reality, Discover may still be two to three years away from collecting initial data based on associates’ levels and the length of partnership tracks at their respective firms. Discover intends to track the duration of its mentees’ careers at their respective firms, the number of mentees who achieve partnership status, the extent to which participating associates expand Discover’s diverse talent pipeline for outside counsel working on its matters, and, through individual surveys, the extent to which mentees believe the program contributed to their success in their legal careers.

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## WELCOME TO OUR NEW MANAGER OF DIVERSITY, MAITHILI PRADHAN



### When did you join the firm?

I joined the firm in February, just a few weeks before we all started working from home due to the pandemic! Sometimes it feels like I joined a week ago, sometimes it feels like 10 years.

### Tell us about your background. What did you do before you joined the firm?

After I graduated from law school, I started my career as a human rights lawyer, working for my alma mater at the Cornell Center for Women and Justice. While there, I had some wonderful opportunities to engage in human rights research and advocacy for gender justice. I then transitioned into the private sector, working in New York City with Ambassador Melanne Verwee, the former Global Ambassador for

Women, at her consulting firm, advising large corporations and public and nonprofit institutions on advancing their corporate social responsibility practices and diversity and inclusion work. After a memorable few years, I moved to Philadelphia to be closer to family. I decided to explore in-house opportunities and landed at Comcast, working with their Diversity and Inclusion team. After a couple of years filled with great learning opportunities and new experiences, I joined Ballard Spahr in February 2020. I've already experienced a warm welcome and am excited about how we are advancing diversity and inclusion here.

### What does diversity and inclusion mean to you?

Diversity to me is about making sure that a host of different voices, including those that are typically underrepresented, are at the table. And inclusion is about making sure those voices are being heard and cared for, that those voices are being given the necessary supports they need to feel like they truly belong and can thrive and create impact.

### Manager of Diversity is a new role at Ballard Spahr. Could you share more about the work you'll be doing and how it's different

### from the diversity work that has been done before at the firm?

The firm has a long history of holding diversity and inclusion as a core value. This commitment, and the work that has gone into it, has meant more diverse viewpoints at the table and an expanded ability to provide our clients the innovation and excellence they deserve and expect from us. I'm excited to be here to help continue that work. In 2020, we also are recognizing that delivering the best solutions for our clients means ensuring that our commitment to diversity and inclusion truly touches all parts of our firm. This year, we have begun developing and implementing an expanded diversity and inclusion strategy that will fully integrate all staff into a true firm-wide commitment to diversity and inclusion. This will mean a number of different things: more education around diversity and inclusion so that we are all operating from a shared understanding of diversity and inclusion, more staff-inclusive programming and initiatives, and close partnerships with the various departments to ensure that we are bringing in a diversity of talent, recognizing how all parts of our firm help drive client value, and providing each of us the opportunity to contribute the wealth of our unique experiences to the excellence of our firm.

### Describe what you enjoy most about working in this field.

The people! Working in diversity and inclusion, I get to meet and interact with people from all different backgrounds, with all kinds of different perspectives and ideas, and that adds so much to my own understanding and experience of the world. Being in this field is also an incredible opportunity to create impact and see change happening in front of your eyes.

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*Diversity to me is about making sure that a host of different voices, including those that are typically underrepresented, are at the table.*

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### What are some upcoming programs that staff should know about/keep an eye out for?

We have some great programming and initiatives coming up! We've launched the Ballard Professional Women Book Club, which is having its first meeting in August. We also are launching a Ballard Professionals Peer Mentorship Program, which will be an opportunity to establish supportive one-on-one relationships that can be a source of knowledge sharing, guidance, and connection. I hope everyone who is interested will take advantage of that. In September, the entire firm will have a Fundamentals of Diversity and Inclusion education session that will be a key way for everyone to begin developing that shared understanding of diversity and inclusion. We'll continue to have more education on diversity and inclusion-related topics including, in October, a virtual speaker event on "The Spectrum of Identities" hosted by our Equality Ballard Business Resource Group, which is open to lawyers and staff. We also have a firm-wide survey coming up that will be a great opportunity for everyone to contribute their insights and voices to help guide our future

strategy and initiatives. Those are just a few of the initiatives that we are actively working on, and there's more that will be happening in the coming months.

### What are ways that staff can get involved in diversity and inclusion at Ballard Spahr?

Email me! We are always looking for ways to include staff, whether in *ad hoc* committees that can help us develop a particular initiative or as leaders of diversity and inclusion-related programming and initiatives. And if you want to find out more about anything that is currently in the works or have ideas for advancing diversity and inclusion at the firm, my (virtual) door is always open.

### Is there anything else that you would like to highlight?

This work of advancing diversity and inclusion is only impactful and sustainable if each of us understands its value, commits to it, and takes action from wherever we sit and in whatever way we can. This is truly a joint effort, and we all have a role to play in advancing this core value and firm-wide commitment to diversity and inclusion.



## EVENTS AND SPONSORSHIPS

May 2019 – June 2020

Arizona Black Bar - Hayzel B. Daniels Scholarship Dinner

Arizona Collaborative Bar - Annual Reception

Asian Pacific American Bar Association of Pennsylvania - 35th Anniversary Banquet

Asian Pacific American Bar Association of Pennsylvania - Lunar New Year

Black Law Student Association of Rutgers University(BLSA) – Camden - 24th Annual Dr. Martin Luther King , Jr., Champion of Social Justice and Equality Gala and Awards Ceremony

Center for Legal Inclusiveness - A Night in New Orleans: The Path to Transforming the Legal Profession

Center for Legal Inclusiveness - Diversity Summit

Chamber of Commerce, Southern New Jersey - Diversity is our Strength Conference

Charting Your Own Course Career Conference (CYOC) - 19th Annual Career Development Conference

Colorado Hispanic Bar Association - 2020 Annual Banquet

Corporate Counsel Women of Color - 15th Annual Career Strategies Conference

Corporate Counsel Women of Color - Men of Color Conference

Delaware Barristers - Louis L. Redding Benefit

Delaware South Asian Bar Association - An Evening with Attorneys General Gurbir Grewal of New Jersey and Kathy Jennings of Delaware

Delaware State Bar Association - 2019 Haile L. Alford Memorial Breakfast

Delaware State Bar Association - LGBT Section Annual Reception

DirectWomen - Sandra Day O'Connor Board Excellence Award Luncheon

Equality Forum - LGBT History Month Kickoff Brunch

Hispanic Bar Association - Los Abogados 43rd Annual Awards Dinner

Hispanic Bar Association of Pennsylvania - 30th Annual LEF Scholarship Dinner and Awards Ceremony

Hispanic Bar Association-DC - 2019 Equal Justice Awards Reception

Hispanic National Bar Association (HNBA) and Via Fund (VIA) - Corporate Counsel Conference & Annual Convention

Langston & Black Women Lawyers of Los Angeles - Summer Soiree

Law School Yes We Can - 2020 Building Futures

LUCY Outreach

Mid-Atlantic Black Law Student Association 52nd Annual Regional Convention

Minnesota Association of Black Women Lawyers - 2019 Scholarship Gala

Minnesota Hispanic Bar Association - 2020 Gala

Minnesota National Asian Pacific American Bar Association Gala

Minority Corporate Counsel Association - 2019 Creating Pathways to Diversity Conference

Minority Corporate Counsel Association (MCCA) - MCCA Rising Stars

National Asian Pacific American Bar Association - "Prospective Partners Program" Reception

National Asian Pacific American Bar Association - 2019 Convention

National Bar Association - 94th Annual Convention

National Bar Association Women Lawyers Division Philadelphia Chapter - Jazz in June

National Bar Association Women Lawyers Division Philadelphia Chapter - Rising Together: Leading Beyond Boundaries

National Bar Corporate Law Section - Gateway to Success Corporate Law Section

National Pre-Law Diversity Initiatives, Inc. - 15th Annual National Black Pre-Law Conference and Law Fair

New York City Bar Association - Diversity & Inclusion Celebration Dinner

New York City Bar Association – Office of Diversity and Inclusion Sponsorship

Page Education Foundation – All-Star Gala

Penn Law Asian Pacific American Law Student Association - Annual Conference "Fighting for Visibility: Asian Americans in Law and Politics"

Penn Law Women's Association - Carrie B. Kilgore Annual Dinner

Pennsylvania Bar Association's Minority Bar Committee - 30th Minority Attorney Conference; Theme: Communities Under Attack: Leadership Going Forward

Philadelphia Bar Association - Quarterly Meeting and Luncheon

- Honoring Ballard Spahr alumna Charisse Lillie.

Rutgers Law School's Association of Black Law Students - Annual Jazz for Justice Event

Sam Cary Bar Association - Sam Cary Scholarship Endowment Fund Gala

Silver State Equality - Inaugural Equality Awards

South Asian Bar Association of North America - 16th Annual Conference: Rise Up & Represent

State Bar of Arizona - Bar Leadership Institute

Temple Law APALSA - Asian Pacific American Law Student Association Lunar Banquet

The Arizona Opportunities Industrialization Center - Dr. Martin Luther King, Jr., Awards and Scholarship Breakfast

The Barristers' Association of Philadelphia, Inc. - 2019 Scholarship Gala

The Barristers' Association of Philadelphia, Inc. - Dr. Martin Luther King, Jr., Annual Memorial Breakfast

The Institute for Inclusion in the Legal Profession - Denver Symposium on Diversity and Inclusion

The LGBT Bar - 2019 Lavender Law Conference and Career Fair

The Minnesota Lavender Bar Association (MLBA) - 19th Annual MLBA Conference

The National LGBT Bar Association - Out and Proud

The Stanford Black Law Student Association (SLSBLSA) - 7th Annual Stanford Law School Black History Month Gala

Tri-College Recruiting Consortium (Swarthmore College) - 2019 Tri-College Diversity Showcase

Twin Cities Human Rights Campaign - 30th Annual Dinner

University of Baltimore - Fannie Angelos Program for Academic Excellence Sixth Annual Gala

University of Maryland Francis King Carey School of Law - 45th Annual Scholarship and Awards Banquet

Vietnamese American Bar Association - 11th Annual Scholarship Celebration

Women Owned Law - Symposium

Women's Way - 42nd Annual Celebration

# IN THE PIPELINE

## High School Pipeline Programs

### PHILADELPHIA

#### CONSTITUTION HIGH SCHOOL JOB SHADOWING DAY

Since the school's inception, every ninth-grader has had the opportunity to experience a day of job shadowing at Ballard Spahr. Students learn about different careers within the law firm and larger legal profession. They learn practical skills such as negotiation and contract drafting and engage in job-exploration activities that encourage them to pursue higher education and consider careers in law.



### PHILADELPHIA

#### CONSTITUTION HIGH SCHOOL, A DAY IN THE LIFE PANEL

Constitution High School students and their Ballard and Comcast mentors attend the "A Day in the Life," panel. This session featured lawyers and professional staff throughout the office who discussed their roles in the firm.

### PHOENIX

#### SOUTH MOUNTAIN HIGH SCHOOL

The lawyers spoke to the high school students about their practices and how they got to law school.



### MINNEAPOLIS

#### CRISTO REY JESUIT PIPELINE PROGRAM

Sara Gonzalez Roldan. Sara graduated in June 2020, and was with Ballard Spahr from 2017 to 2020. She was a Service Specialist and assisted with various general office administration tasks around the Minneapolis office.



### NEW YORK

#### 2019 SUMMER LAW INSTITUTE AT COLUMBIA LAW SCHOOL

Ballard Spahr Partner Marjorie Peerce spoke to middle school students interested in a career in law at the 2019 Summer Law Institute at Columbia Law School.



## Law Student Pipeline Programs

### PHILADELPHIA AND WASHINGTON D.C. AFRICAN LAW STUDENTS MEET AND GREET

African law students were invited to join Ballard Spahr's African lawyers for an intimate dinner of African cuisine. Students were invited to network and build community around their shared values and experiences as African lawyers and law students.



## 1L RESUME AND INTERVIEW WORKSHOPS

In the cities of Atlanta, Denver, Philadelphia, Salt Lake City, and Washington, D.C., diverse first-year law students are invited to participate in our annual Resume Writing and Interviewing Skills Workshops. The event, hosted by the Diverse Lawyers Group with the support of staff, is a way to advance diversity in the legal profession.

Participating students had the opportunity to meet with practicing legal professionals in one-on-one sessions designed to provide frank and informative feedback on the materials and skills necessary for landing a position in the field of law.



## GENDER IN THE LEGAL PROFESSION, WOMEN LEADERSHIP & EQUALITY PROGRAM

University of Maryland Law School, March 4, 2020

Virginia and Jon Laria were speakers



# Sponsorship Programs As A Talent Investment

BY VIRGINIA G. ESSANDOH

*Virginia G. Essandoh, J.D. has served as Ballard Spahr's chief diversity officer since 2008. She is a member of the Association of Law Firm Diversity Professionals and a Fellow of the College of Law Practice Management.*

*This reprint is courtesy of American Law Institute Continuing Legal Education, [www.ali-cle.org](http://www.ali-cle.org)*

Volumes of articles, and even books, have been written about sponsorship programs and how critical they are to the success of women and diverse lawyers in corporations and law firms. For the uninitiated, sponsorship programs are formal efforts by organizations to improve the retention and advancement of traditionally underrepresented groups within that organization. Promising, high-potential employees, or “protégés,” are matched with “sponsors”—leaders who have influence and reach within an organization. Sponsors play a critical role in the advancement of protégés and use their insights and connections to fill experiential gaps and open doors to opportunities. Sponsors are an organization’s respected

masterminds who are capable of being queen- and king-makers. Research shows that in law firms, diverse lawyers (especially lawyers of color) are less likely to have a sponsor.

## SPONSORSHIP IS NOT MENTORSHIP

While “sponsorship” and “mentorship” are often used interchangeably, each has several key attributes that distinguish them from the other. Sponsors serve as champions for an individual, typically behind the closed doors of an organization’s most coveted boardrooms or offices. Sponsors take co-ownership of protégés’ career development and are willing to go out on a limb to advance the careers of their protégés. They

show diverse employees that the organization believes in their potential and is invested in their success. More importantly, they provide access to leadership that is necessary for advancement. In contrast, mentors typically focus on developing skills or performance for an individual’s current role.

## ATTRIBUTES OF PROTÉGÉS

Protégés demonstrate intellectual curiosity, have a passion to succeed, and actively seek opportunities to network. They solicit and are open to incorporating feedback—recognizing the effort and risk sponsors take in promoting their development—and are willing to be the “captains of their careers.” Protégés must be able to: leverage

their sponsors’ coaching abilities and build relationships; initiate contact with their sponsors; establish regular check-ins to provide progress updates; and serve as a resource or sounding board to provide useful perspectives for their sponsors.

## INVEST

After researching best practices from other successful sponsorship programs, Ballard Spahr’s Diversity Council and professional development professionals collaborated to develop INVEST, the firm’s first sponsorship program. This article will share the framework for INVEST and lessons learned from its pilot launch.

## THE FRAMEWORK

### Objective

A law firm must first determine the target audience and objectives for its sponsorship program. This can be a difficult and controversial discussion. Some law firms and corporations choose to target women or professionals of color only, while others open it up to everyone in the organization. Some choose those who are already on a high-potential or leadership track, and others are more deliberate in selecting employees who may not be readily seen or noticed by management. A law firm must follow the path that makes the most sense given its existing programs and individual culture.

In forming our objective and target audience, Ballard acknowledged the historical underrepresentation of diverse voices in the legal profession, both generally and specifically at the partnership level. We decided that our sponsorship program would focus on providing career development opportunities that would position diverse lawyers to grow and develop within the firm. INVEST would be part of our firm-wide commitment to the successful integration and professional development of all lawyers and support our goals of recruiting, retaining, and advancing diverse talent. We encouraged those who have overcome one or more substantial obstacles in pursuing a legal career; come from a disadvantaged background; and/or are part of a diverse community that is underrepresented in the Am Law 200 (gender, race/ethnicity, sexual orientation, disability status, veteran status, etc.) to apply.

### Tenure

We realized quickly that not everyone is ready for a sponsor or even needs one. Eligible associates should: have a good initial handle on the practice of law, exhibit mastery in at least some of the basic technical aspects of their practice, and be in excellent standing at the firm.

For Ballard, this meant finding the sweet spot in terms of tenure. We decided that fourth- to sixth-year associates were our target group. At least two years as an associate at the firm was also deemed an important consideration.

### ***Selecting Protégés and Sponsors***

Law firms need to decide whether to select associates or have a process by which associates apply for consideration. The same must be determined for partners who intend to serve as sponsors. Keep in mind that associates must be clear about what the sponsorship program is and what is expected of them. If they are looking for guidance and advice that a mentor can provide, then the sponsorship program is not right for them. Partners also must be willing to put themselves out on a limb for an associate; they are signing up to be accountable and responsible for someone else's success.

Ballard decided on an application process whereby we asked associates to describe how they personally met the firm's objective for INVEST and their goals for the sponsorship program. We realized that we could not effectively choose sponsors until we chose the protégés and then determined which partners could fulfill the goals of each protégé.

### ***Matching***

This is a critical element to a successful sponsorship program—the match has to be right. A firm should decide whether protégés and sponsors should be matched by practice area, office, and demographic-based affinity. Cross-practice area matching may seem counterintuitive, but it has proven to be effective in most of our matches. When we asked our protégés and sponsors about the cross-practice match, most found it helpful to work outside their traditional practice group and gain a broader opportunity for

exposure. When possible, an office match is most effective, but national practices may not require an office match. Finally, we should not ignore studies that show that those who hold the most power, most influence, and greatest access make the best sponsors. I will leave it to the reader to determine which demographic profile(s) meet these criteria.

### ***Accountability and Measurements of Success***

Keeping the protégés and sponsors on task and focusing on goals in the midst of a busy practice can be daunting. Sponsorship programs should include accountability metrics and ongoing measurements of success. At Ballard Spahr, we assigned each protégé and sponsor pair an accountability partner who conducted individual and joint check-ins and provided guidance as needed.

Objective measurements include the retention rate of protégés, the number of protégés promoted to higher positions, and exposure to learning opportunities with partners and clients. Subjective measures include career growth, increased career satisfaction, and cultivation of a positive affinity with the firm. Potential benefits for sponsors include development of diverse talent, increased career satisfaction gained by providing opportunities to make a difference in terms of diversity and inclusion, and demonstrating leadership skills and behaviors.

We believe benefits to the firm include the opportunity to develop a firm-wide culture of sponsorship, as this demonstrates the firm's

commitment to engagement, development, and retention of diverse talent.

### **LESSONS LEARNED**

Ballard Spahr is halfway through our INVEST pilot program, and we already have learned some important lessons that will help determine how we will improve our next iteration of the program. It is important to clearly define the difference between sponsors and mentors when accepting applications or choosing protégés and sponsors. Some associates will be better suited for a mentoring program versus a sponsorship program, and associates must understand that their stated goals must be matched for sponsorship. It is important that sponsors attend pre-orientation to ensure they understand their role in the sponsorship relationship and are prepared to accept accountability for the success of the protégé.

Making a successful protégé–sponsor match means ensuring that the applications are detailed enough to fully understand the goals of the protégé. Matches should be based primarily on a partner's ability to meet the needs of and open doors for the associate.

INVEST is evolving at Ballard Spahr, and we are refining and improving the program regularly. This includes adding elements related to pairs working to solve firm management challenges, engaging clients as part of our sponsorship program, and investing in our talent and retention efforts to shape the future of our firm.

## **BUSINESS RESOURCE GROUPS**

*Our Business Resource Groups comprise lawyers with shared cultural, experiential, or job-related interests, experiences, or backgrounds. Business Resource Groups support retention through informal mentoring, internal networking, business development support, and recruiting. Their goals and activities are carefully planned and linked to the firm's business goals.*

## Ballard Women

*Led by Maria Gall, Nicole R. Hittner, Jane Rose Siegfried, and Chittam U. Thakore*



### **COSTUMING THE CROWN JUNE 2019, WILMINGTON**

Ballard Women held a breakfast and a viewing of the exhibit Costuming The Crown, featuring iconic costumes from the Emmy® award-winning Netflix series, The Crown. The exhibit provided a behind-the-scenes look at how costume design is used to create riveting drama and to re-create history.



## Diverse Lawyers Group

*Led by Todd Reece, Daniel A. Arellano, Elliot I. Griffin, and Lanre Popoola*



### **FROM GOVERNMENT TO BIG LAW AND BACK AGAIN JULY 2019, PHILADELPHIA**

The Diverse Lawyers Group hosted a panel to explore career choices within the field of law. Distinguished attorneys who have held key positions in private practice, government, and in-house, discussed the benefits and characteristics of each choice, as well as how they made the transition from—and into—Big Law.



### **DIY TERRARIUM OCTOBER 2019, SALT LAKE CITY**

Ballard Women hosted a succulent social with refreshments in the greenhouse for a DIY garden workshop. Each guest had the chance to create her own succulent or terrarium planter while receiving hands-on guidance about caring for those plants.

### **CELEBRATING DIVERSITY IN THE LEGAL PROFESSION NOVEMBER 2019, WASHINGTON, D.C.**

The Diverse Lawyers Group honored the cultures and contributions of Indigenous peoples during Native American Heritage Month during its annual D.C. diversity reception. Gigi Modrich, Attorney Advisor from the U.S. Department of the Interior, Office of the Solicitor, was the guest speaker.



### **BON APPÉTIT WITH BALLARD WOMEN NOVEMBER 2019, SIOUX FALLS**

Ballard Women sponsored a private cooking class with a professional chef at Plum's Cooking School.



### **DEMYSTIFYING LAW SCHOOL: PREPARING FOR DAY ONE AUGUST 2019, MINNEAPOLIS**

Ballard Spahr attorneys and local legal professors led an informative mini boot camp for first-year law students. They covered a variety of need-to-know fundamental skills, insights, and tools to prepare first-year law students for success from Day One.

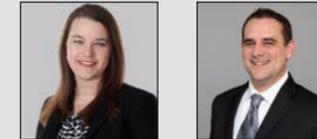
**GENERATION TO GENERATION:  
THE EVOLUTION OF DIVERSITY AND  
INCLUSION IN THE LEGAL PROFESSION  
OCTOBER 2019, PHILADELPHIA**

The Diverse Lawyers Group held a fireside chat with Charisse Lillie, Thomas Warnock, and Elizabeth Weissert. Guests were encouraged to join in a dialogue with speakers, who shared their personal experiences with diversity in the legal profession.



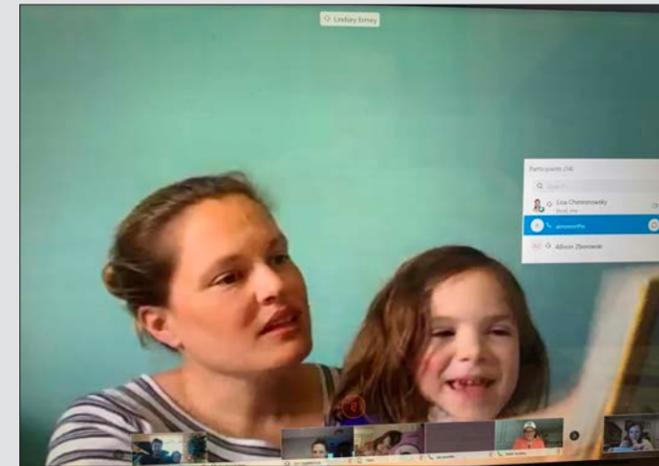
**Work-Life Integration Group**

*Led by Sarah E. Pruett and John Zurawski*



**VIRTUAL CHILDREN'S STORYBOOK TIME**

Attorney Career Advancement, Ballard Women and the Work Life Integration Group hosted a virtual children's storybook times open to everyone in the Firm.



Private Client Services Group Partner Lindsey Ermev and her daughter read Chrysanthemum, by Kevin Henkes.



Virginia Essandoh and her daughter read "A Perfectly Messed-Up Story" by Patrick McDonnell.

**Equality Ballard: Lesbian, Gay, Bisexual,  
Transgender, Queer Lawyers and Friends**

*Led by Elizabeth P. Weissert  
and Allison Phillips Belnap*



**2019 LAVENDER LAW  
CONFERENCE  
PHILADELPHIA**

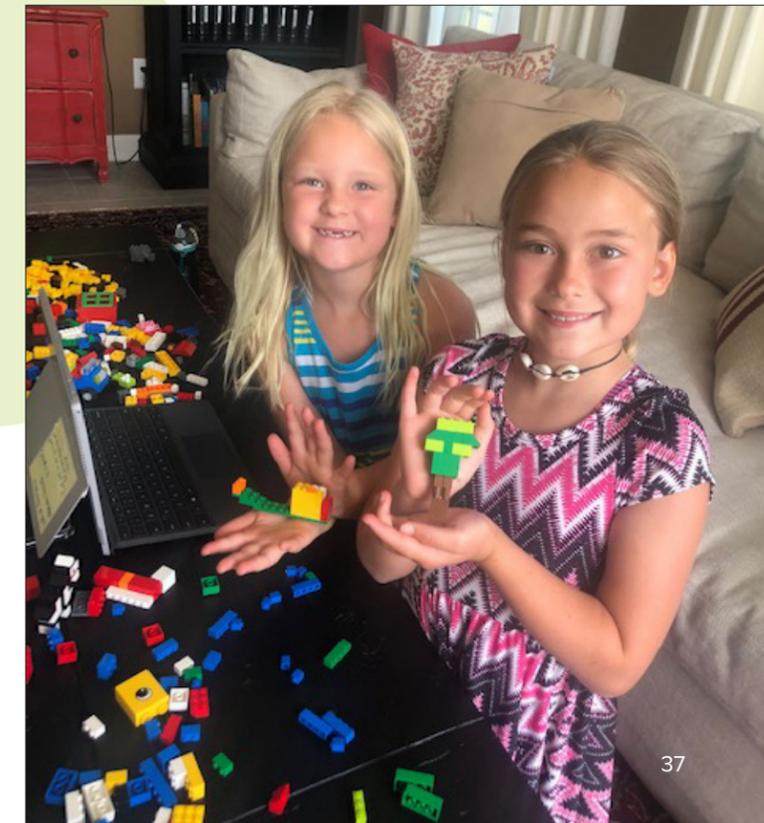
Equality Ballard held a reception at Barbuzzo restaurant in Philadelphia during the 2019 Lavender Law Conference to connect with friends in the LGBTQ and Ally legal community.



In offices across the firm, Equality Ballard staff and lawyers celebrated National LGBTQ Pride Month with an Ice Cream Social.

**CALLING ALL MASTER BUILDERS:  
LITTLE BLOCKS FOR LITTLE HANDS**

The Work-Life Integration Group sponsored a virtual design challenge along with Snapology of Minneapolis. In The Great Tower Challenge, children at the firm connected via Zoom to have fun while learning engineering concepts.



Melissa Prince's daughters participated in our Lego activity.

# INTRODUCING NEW BUSINESS RESOURCE GROUPS

## Asian American Business Resource Group (AABRG)

Led by Judy Mok and Steve B. Park



The Asian American Business Resource Group seeks to cultivate a welcoming and supportive environment for all AABRG members and create opportunities through various activities and events during the year. The goal is to enable AABRG members to effectively network with internal and external clients, support each other in both professional development and business development initiatives, and create an environment that would foster mentorship within the group.

### HOW TO NAVIGATE YOUR LAW FIRM CAREER THROUGH THE LENS OF TWO APA PARTNERS JUNE 2020, WEBEX

In this panel, AABRG leadership Robert C. Kim and Steve B. Park shared the story behind their journey to partnership, challenges they've faced along their career path, and the skills necessary to succeed in their practices. Judy Mok moderated.

## Black Lawyers Group

Led by Kahlil Williams



### RESOURCE GUIDE ON RACE, RACISM, AND ALLYSHIP

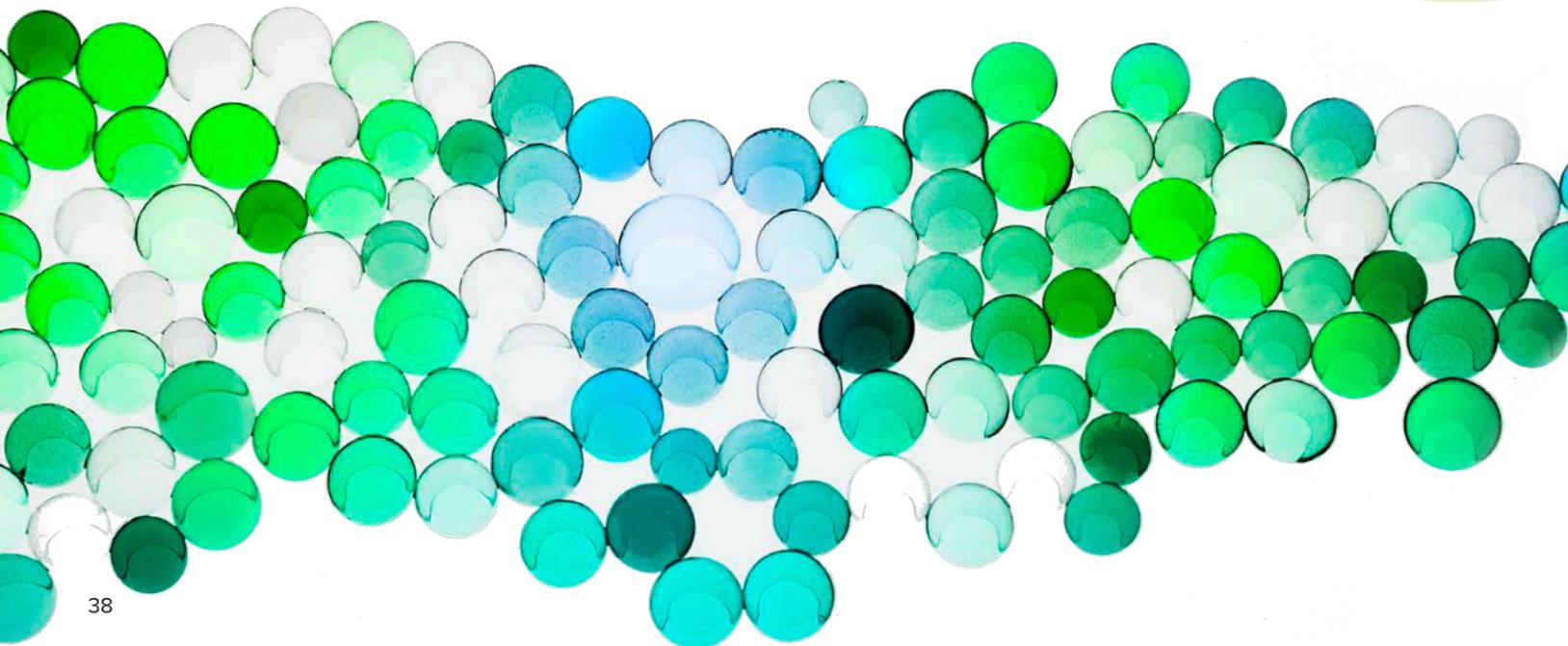
Ballard's Black Lawyers Group thoughtfully curated a list of resources on Race, Racism, and Allyship that will aid in moving us toward introspection and self-reflection.

The Black Lawyers Group seeks to support the recruitment, retention, development, and advancement of Black lawyers across Ballard Spahr, in furtherance of the firm's long-standing commitment to diversity and inclusion. The group is committed to improving the professional experience of Black lawyers at the firm through fellowship, networking, and programming in both formal and informal settings. The group also is dedicated to creating and sustaining a pipeline of Black law students who aspire to work at Ballard Spahr, as well as maintaining and strengthening bonds with Ballard Spahr's Black alumni. The group is open to all Ballard Spahr lawyers and welcomes all who share its mission.



### DINNER WITH BALLARD SPAHR'S BLACK LAWYERS FEBRUARY 2020, PHILADELPHIA

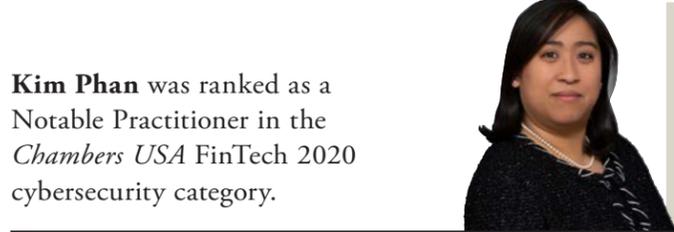
The Black Lawyers Group came together for dinner at the South Jazz Kitchen.



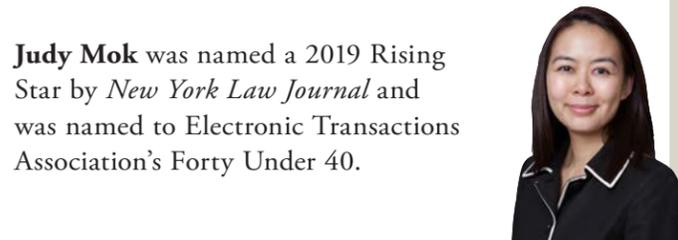
# IN THE NEWS



**Maya Salah** attended iftar, the fast-breaking meal for Ramadan, at the St. Paul home of Minnesota Governor Tim Walz.



**Kim Phan** was ranked as a Notable Practitioner in the *Chambers USA* FinTech 2020 cybersecurity category.



**Judy Mok** was named a 2019 Rising Star by *New York Law Journal* and was named to Electronic Transactions Association's Forty Under 40.



**Daniel Mayeda** was honored by the East West Players' 54<sup>th</sup> Visionary Awards.



**Jessica M. DuBois** and **Jacob N. Westlund** were named co-chairs for the Minnesota Lavender Bar Association (MLBA) for the 2019–2020 board year.



**Justin Kerner** was selected by Eastern Produce Council as a participant in its 2020 Leadership Class.



**Dameon Rivers** was named a 2019 Rising Star by the Minority Corporate Counsel Association.

**Christopher E. Byer**, working with **Steven D. Zansberg**, persuaded a Denver County judge to issue three permanent civil protection orders against members of "Defend Denver," an extremist group that has propagated anti-Semitic and anti-LGBTQ ideology.

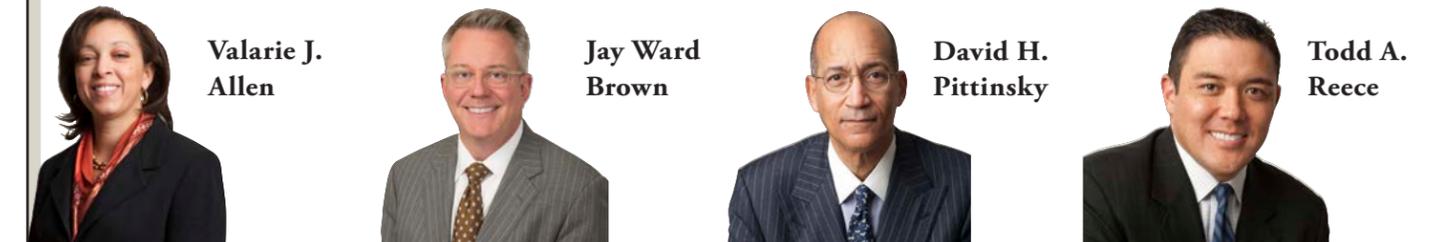


**Kahlil Williams** was named a Leadership Council on Legal Diversity Pathfinder.

**Matthew Kelley**, along with **Chuck Tobin** and **Max Mishkin**, provided legal guidance that contributed towards "The Afghanistan Papers" winning the Investigative Reporters and Editors (IRE) Freedom of Information (FOI) Award.



The following diverse lawyers have been included in the 2020 edition of *The Best Lawyers in America*:



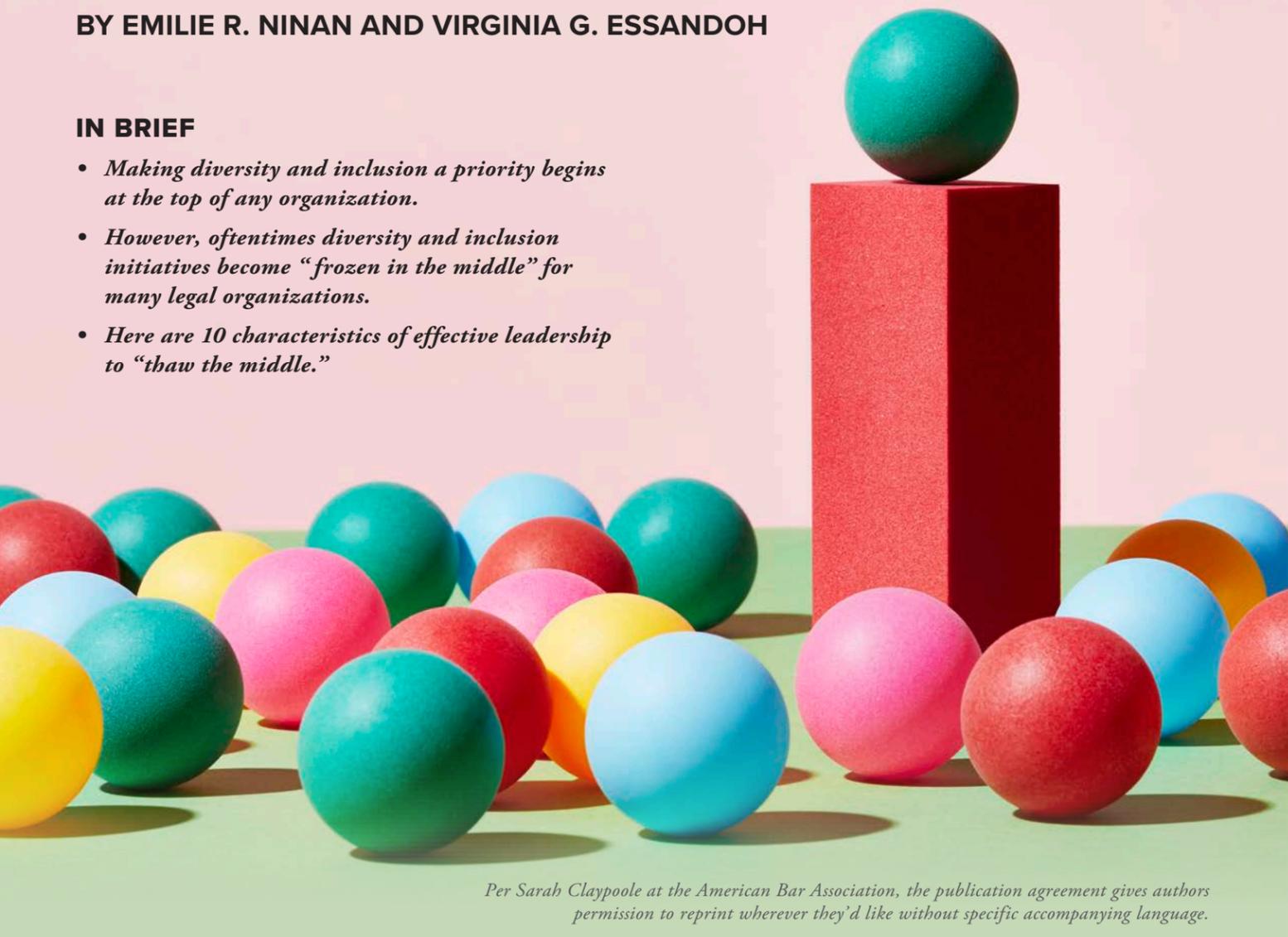
\*Also named as a **2020 Lawyer of the Year**:

# 10 Characteristics of Inclusive Leadership

BY EMILIE R. NINAN AND VIRGINIA G. ESSANDOH

## IN BRIEF

- *Making diversity and inclusion a priority begins at the top of any organization.*
- *However, oftentimes diversity and inclusion initiatives become “frozen in the middle” for many legal organizations.*
- *Here are 10 characteristics of effective leadership to “thaw the middle.”*



*Per Sarah Claypoole at the American Bar Association, the publication agreement gives authors permission to reprint wherever they'd like without specific accompanying language.*

Ensuring that a legal organization both represents and is inclusive of a wide array of backgrounds, viewpoints, and beliefs is a business imperative; yet, legal organizations struggle to translate big-picture concepts like diversity and inclusion into practical steps and actionable plans. Although many will say that the key lies in the actions and behaviors of top leaders modeling

inclusion, what actually opens doors are the mid-level leaders and every day relationships that make or break an individual's experience in a law firm. Being “frozen in the middle” is the stumbling block to inclusion for many legal organizations. This concept of “frozen in the middle” has been used to describe organizations where there is support and buy-in for diversity and

inclusion at the highest levels of an organization, but the response to implementation of diversity and inclusion initiatives from colleagues on a day-to-day basis ranges from complete disregard to passive opposition.

Before jumping into the 10 characteristics of inclusive leaders that translate through an

organization, let us first review the concepts of diversity and inclusion and why they matter to the bottom line. The terms “diversity” and “inclusion” continue to evolve and can be defined as narrowly or as broadly as makes sense for a particular organization's culture and needs. For purposes of this article:

- **Diversity** in a legal organization means a work environment comprised of lawyers and staff from different backgrounds, experiences, and perspectives who are reflected and valued throughout all levels of the organization.
- **Inclusion** is the means by which individuals from all backgrounds are engaged, integrated, motivated, and valued. Inclusion means that diverse individuals are fully integrated into the process by which individuals have exposure to the work, clients, and relationships that are critical to development and success.

Diversity and inclusion are important for many reasons, but for the moment, let us focus on the economic. Client outside counsel guidelines increasingly include language about the client's expectation that lawyers with diverse backgrounds be a part of the delivery of legal services. These clients recognize that if their law firms reflect the wider world, the legal advice will be well rounded and provide legal protections that take into account all potential blind spots. A McKinsey report found that those firms that were more ethnically and gender diverse performed significantly better than others. Need more evidence

that this is important to clients? Take a look at the November 2019 announcement by Intel's Executive Vice President and General Counsel Steven R. Rodgers that beginning in January 2021, Intel will not use outside counsel with an “average” or “below average” on diversity. Intel defines “above average” as 21 percent equity partners being women and 10 percent equity partners being underrepresented minorities to include people of color, LGBTQ, the disabled, or veterans. At our firm, we have seen our market share increase in instances where we produced a more diverse team over our competitors. We have also added to our bottom line because clients sought out our firm for its inclusiveness.

Creating a legal organization that has leadership with the skills and competencies to be inclusive will benefit any organization. Below are 10 characteristics of inclusive leaders:

- **Exercise Self-Awareness.** It is critically important for leaders to be self-aware and identify, understand, recognize, and correct their own biases. One tool is the Implicit Association Test, which allows you to test your biases in dozens of areas. This tool helps identify where your vulnerabilities lie and how they impact decision making.
- **Mindful of Gatekeepers.** Gatekeepers are the individuals who open or close the door to opportunities in legal organizations. This includes those on hiring committees, those who screen resumes, those who assign work, and those who control advancement. These gatekeepers

must have skills related to cultural competencies that encourage diversity and inclusion.

- **Weave Diversity and Inclusion into Larger Messages.** In addition to merely discussing diversity and inclusion, they also must be infused in larger, wider messages. By speaking about their importance consistently, law firms can emphasize their importance. For example, diversity and inclusion should be infused in a practice area's strategic plan—not a section of the plan, but infused throughout. Thus, if a broad goal is to recruit top talent, refine it to say: recruit top talent with diversity and inclusion in mind.
- **Thaw the Middle.** One of the issues identified by diverse lawyers is that there is often little to no commitment to diversity and inclusion in the rank and file of legal organizations. Commitment at the top does not mean much if it does not trickle all the way down. The commitment and talk is most often hot at the top, but it is frozen in the middle layer where day-to-day interactions take place. One way to correct this is to ask all partners to personally

***Creating a legal organization that has leadership with the skills and competencies to be inclusive will benefit any organization.***

commit to the core values or tenants of the organization. At our firm that includes excellence in legal service, commitment to pro bono, commitment to developing the next generation through regular feedback, mentoring, etc., and *commitment to fostering and cultivating an environment in diversity and inclusion.*

- **Acknowledge Inclusion Happens in the Everyday.** Diversity and inclusion must be pervasive and infuse the actions both big and small that happen throughout the work day. What might be a trite invitation to lunch to one person could be a difference maker to someone who never receives an invitation to lunch. It could be as simple as a partner offering a last-minute invitation to join him or her at an external board meeting, bar-related activity, or client meeting.
- **Seek Missing Perspectives.** Inclusive leaders seek to integrate many voices into discussions and decisions. They pay attention to whose perspectives are missing from discussions and make sincere and consistent effort to include those viewpoints.

- **Comfortable Communicating about Diversity and Inclusion.** Having frank and earnest discussions about diversity and inclusion can take some people outside of their comfort zones. However, inclusive leaders continue to exercise that muscle despite discomfort. As with most things, this is something most individuals become more comfortable with the more they do it.
- **Encourage People to Speak Up.** It is uncomfortable when a person says something uninformed or offensive, but letting it slide perpetuates the problem. Inclusive leaders realize when they must speak up because they cannot let such comments go unaddressed, and they encourage others to do the same.
- **Support Employee Resource Groups.** Employee resource groups address unique needs of underrepresented individuals. They also promote interaction with leaders and provide ways to engage and connect people. A thoughtfully designed and successfully implemented affinity

group can help previously marginalized people feel connected to one another and the legal organization. Inclusive leaders support such groups.

- **Demonstrate and Reward Courageous Leadership.** At legal organizations where diversity and inclusion are prioritized, leaders seek out opportunities to be a role model and elevate others into leadership positions. Inclusive leaders are aware of the tremendous responsibility they have to contribute to the empowerment and inclusiveness of the organization.

Leaders of today and tomorrow are expected to have an expanded set of competencies, including those related to diversity and inclusion, beyond what was required of leaders of yesterday. Whether it is a law firm, governmental legal agency, or law department, our organizations continue to evolve, and a smart and successful leader has his or her eye not only on the bottom line, but on the horizon ahead.

## A SPECIAL THANK YOU TO STAFF

*In mid-March, the coronavirus pandemic completely changed how the firm operates. Almost overnight, we went from working in offices to working from home. Here are a few words of thanks from different leaders at the firm:*



**MARK STEWART**  
**FIRM CHAIR**

“Facing what at times must have felt like mission impossible, you summoned the ingenuity, energy, and strength of character to get the job done. I continue to marvel at what we have accomplished. So many lawyers have commended the work of our staff in recent weeks.”



**MARK C. LANGDON**  
**EXECUTIVE DIRECTOR**

“Seemingly overnight, we implemented sweeping changes in how we work in the transition to virtual operations. What hasn’t changed is the essential character of Ballard Spahr—our commitment to excellence in client service and support for one another. Through and despite the disruptions connected with shelter-at-home orders, we have continued to deliver exceptional value to our clients. This would not be possible without the extraordinary dedication and teamwork of the Ballard Spahr support staff. At every level, in every area of the firm, in every office, you have responded to each challenge with creativity, flexibility, and resilience.”



**DIANNA L. BOUCHER**  
**DIRECTOR OF ADMINISTRATION,**  
**BALTIMORE**

“THANK YOU to our amazing Baltimore support staff and Epiq team! Your resourcefulness and dedication during this difficult time has been inspiring. Juggling work responsibilities, parental and grandparent duties, while also taking the necessary steps to preserve your health, has been extremely challenging. We greatly appreciate all that you have done. Your commitment to your colleagues, the firm and our clients is extraordinary. You are the best!”



**SUSAN GAMEL**  
**DIRECTOR OF OFFICE**  
**ADMINISTRATION, BOULDER**  
**AND DENVER**

“Oh for the naïve pre-March days we had!

When worries were smaller and not quite as bad.

When we said “what’s up” instead of “WebEx,”

And when we could hand each other papers instead of using FedEx.

The days when we could see smiles not hidden by a mask; and when if you had a question, you could in-person ask.

When it was a dream to think of working from home, as opposed to a nightmare that just goes on and on and on.

But you have taken it in stride, and continue to persevere; with an attitude of “I can” rather than one of fear.

You’ve conquered Citrix (or, at least made a truce); your usage of paper you’ve drastically reduced.

Nuance PDF editing is almost second nature to you now, and for your positive attitude you should really take a bow.

Remote notarizations don’t seem so strange any more, and you’ve shown you can work anywhere – even on the floor.

You’ve offered creative solutions and taken all things in stride; you’ve bolstered each other’s attitudes and deserve to have pride.

It’s not possible to list all the ways you’ve been a help, to get through this curve ball we all have been dealt.

This 2020 “year of hindsight” is an eye opener for sure, and certainly we are all waiting for a vaccine or a cure.

Until then, keep truckin’ and know your efforts are not in vain; we’re doing great work, and can’t wait to see you in person again.”



**BOB FRATANTONI**  
**DIRECTOR OF**  
**ADMINISTRATION, DELAWARE**  
**AND NEW JERSEY**

“Thank you to the New Jersey support staff who adapted to the immediate change of working from home while continuing to provide top level support to the lawyers. Our thanks and gratitude to our office services team who are in the office everyday supporting the lawyers and LAA’s. Their contribution is above and beyond expectations to the entire office.”

“Thank you to the Delaware staff who adapted to the immediate change of working from home while continuing to provide top level support to the lawyers. Our thanks to Office Services who has done a wonderful job supporting the lawyers, LAA’s, and administrative personnel on a daily basis. Their contribution greatly appreciated by all!”



**ANDREA BRYANT**  
**DIRECTOR OF OFFICE**  
**ADMINISTRATION, LOS ANGELES**

“Thank you to all the lawyers, paralegals, and staff in the Los Angeles Office for the dedication and flexibility demonstrated during our transition to working remotely. We continue to be creative and committed to support each other and our clients through these tough times. I look forward to the day when we can all gather in our beautiful new office suite and celebrate the milestone for our team.”



**JOHN RANDALL**  
**DIRECTOR OF ADMINISTRATION,**  
**MINNEAPOLIS AND SIOUX FALLS**

“When we went out the middle of March, we would have never imagined we’d still be working from home nearly six months later. The success of our abilities to do so rest squarely on the dedication, creativity and the unwavering can do attitude of the staff located in Minneapolis and Sioux Falls. Their ability to adapt to a new normal is astounding. I am so impressed by their willingness to work as a team, helping each other when asked, while continuing to deliver a top-notch product time and time again. I send each of you my gratitude and a thank you for all that you have done and continue to do as we navigate through these uncertain times.”



**LUCY DARILEK**  
**DIRECTOR OF OFFICE**  
**ADMINISTRATION, LAS VEGAS**

“A simple thank you cannot express our gratitude for how resilient our staff has been through these times of uncertainty. Their prevailing attitudes and teamwork have been key factors in keeping our office operating as seamless as possible from the onset of this crisis.”



**MARIANNE JOHNSON**  
**DIRECTOR OF OFFICE**  
**ADMINISTRATION,**  
**NEW YORK**

“As the ball dropped at midnight on a very cold January in Times Square, ringing in a brand new year, little did we know that it would bring in one of the most challenging years for both the New York office and the entire firm. While making our resolutions in the comfort of our homes with our loved ones, we did not realize the challenges we would face.

This story is about the resilience, adaptability, and dedication of my staff as we pivoted to a work-from-home environment whereby our firm and clients continued to be successfully supported. Thanks to each and every one, few beats were skipped as they tirelessly worked to embrace this new way of working.

Now, already five months later, our resolve still stands. We continue to carry on with the same work ethic we had that blustery cold day in March when life changed. I would like to thank my New York staff and everyone at the firm who supported them in so many ways as they moved forward during this very challenging time.

I will end with a New York office saying, ‘We will make it work.’ And we did! I am pleased and proud to be part of this team. Thank you all.”



**PETER B. BULKLEY**  
**DIRECTOR OF OFFICE**  
**ADMINISTRATION,**  
**PHILADELPHIA**

“Many thanks to Philadelphia office support staff members who have provided on-site essential services. Thank you to IT and Office Services teams that have worked tirelessly to ship equipment, scan mail, provide notary services, find personal belongings, print and prepare work product, coordinate on-site video meetings, and to do

whatever needs to be done for our clients that can only be done in the office. Without your contributions, the virtual firm could not function.

Thank you to the Philadelphia LAA teams that have come together to share work and improve quality and response time, despite the challenges of distance and resources. Your collective effort shines a light on the power and opportunity of the teams, and upon your commitment to the firm.”



**COLLEEN M. VARELA**  
**DIRECTOR OF OFFICE**  
**ADMINISTRATION, PHOENIX**

“I continue to be impressed by the agility, perseverance, and hard work of the staff in the Phoenix office. I am so appreciative of this team and proud to be a member of it! Thank you for your dedication to our attorneys, our clients, and each other.”



**TRISTA LAWSON**  
**DIRECTOR OF**  
**ADMINISTRATION, SALT LAKE**  
**CITY**

“I want to express my sincere thanks to the Salt Lake City support staff who demonstrated extreme flexibility and patience at the sudden shift to remote working. They remained dedicated to supporting the attorneys and other members of their teams. Their resiliency and professionalism remains unwavering as we continue to navigate these unusual and trying times. I sincerely appreciate their hard work and commitment to supporting one another and the office.”



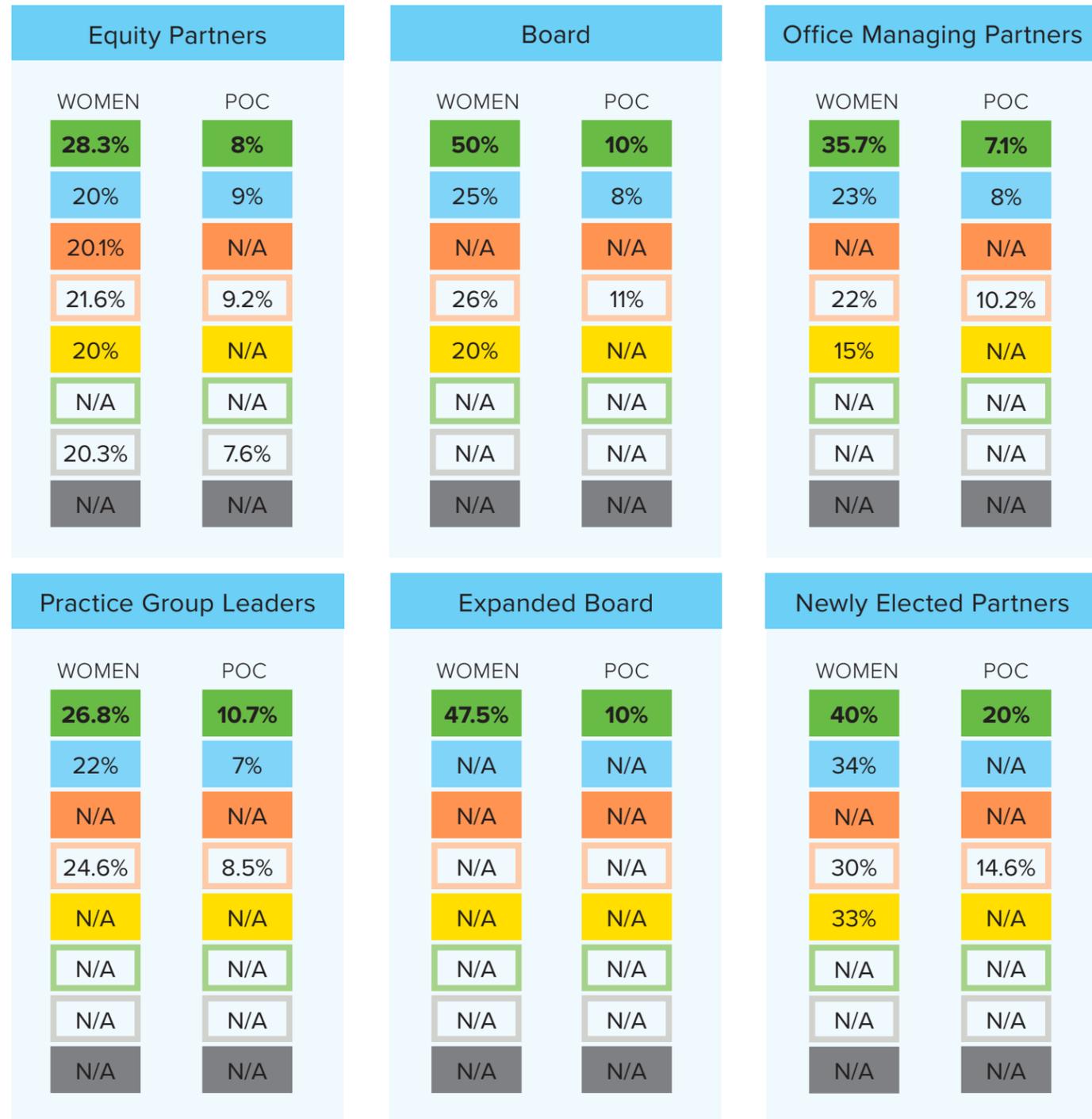
**ADAM A. STOKLOSA**  
**DIRECTOR OF OFFICE**  
**ADMINISTRATION,**  
**WASHINGTON, D.C.**

“A special thank you to all the staff in our D.C. office - your hard work, dedication, adaptability, and ability to overcome any challenges made the transition to remote operation as seamless as possible. Also, a special thank you to our office services team for your tireless work in supporting our staff and lawyers every day during these challenging times. Lastly, thank you to our great IT team—you stepped up to the challenge and redefined how we can deliver our product to our clients without setting foot in our office space.”

# SENIOR LEADERSHIP DIVERSITY TRENDS

## Women and Lawyers of Color

JULY 2020



\*Percentages are based on WILEF minimum criterion.

\*\*Not yet available for 2020.

# DIVERSITY AND INCLUSION COUNCIL

Ballard Spahr's Diversity and Inclusion Council works closely with the Chief Diversity Officer to develop, promote, and implement key initiatives to guide the firm toward its diversity and inclusion goals and to collaborate with clients on diversity and inclusion issues of mutual interest.

### CHIEF DIVERSITY OFFICER

**Virginia G. Essandoh**  
essandohv@ballardspahr.com

### MANAGER OF DIVERSITY

**Maithili Pradhan**  
pradhanm@ballardspahr.com

### DIVERSITY COORDINATOR

**Julicia James**  
jamesdj@ballardspahr.com

### COUNCIL MEMBERS

**Mary A. Akkerman**  
Counsel, Sioux Falls

**April Hamlin**  
Partner, Minneapolis

**Tom Sager**  
Senior Counsel, Philadelphia

**David J. Bodney**  
Partner, Phoenix

**Leslie E. John**  
Partner, Philadelphia

**Jane E.R. Siegfried**  
Associate, Philadelphia

**Charley Brown**  
Partner, Atlanta

**Robert C. Kim**  
Managing Partner, Las Vegas

**John D. Socknat**  
Partner, Washington D.C.

**Barbara A. Casey**  
Partner, New Jersey

**Justin P. Klein**  
Partner, Philadelphia

**Dee Spagnuolo**  
Partner, Philadelphia

**Alicia B. Clark**  
Partner, Denver

**Jon M. Laria**  
Managing Partner, Baltimore

**Mark S. Stewart**  
Chair, Philadelphia

**Tobey M. Daluz**  
Partner, Delaware

**Jason A. Leckerman**  
Partner, Philadelphia

**Raymond G. Truitt**  
Partner, Baltimore

**Meredith Swartz Dante**  
Partner, Philadelphia

**Karen C. McConnell**  
Partner, Phoenix

**Melanie J. Vartabedian**  
Partner, Salt Lake City

**Scott S. Humphreys**  
Partner, Los Angeles

**Emilia McKee Vassallo**  
Associate, Philadelphia

**Elizabeth Weissert**  
Associate, Philadelphia

**John T. DiBattista**  
Chief Human Resources Officer,  
Philadelphia

**Brian D. Pedrow**  
Partner, Philadelphia

**Kahlil C. Williams**  
Associate, Philadelphia

**Jessica Dubois**  
Associate, Minneapolis

**Marjorie J. Peerce**  
Partner, New York

**David J. Fernandez**  
Of Counsel, New York

**Kim Phan**  
Partner, Washington D.C.

**Maria Gall**  
Partner, Las Vegas

**Maithili Pradhan**  
Diversity Manager, Philadelphia

**Elliot I. Griffin**  
Associate, Philadelphia

**Dameon M. Rivers**  
Partner, Washington D.C.

For more information on the diversity program at Ballard Spahr, please visit [www.ballardspahr.com/diversityandinclusion](http://www.ballardspahr.com/diversityandinclusion).