



Virginia G. Essandoh

MESSAGE FROM THE DIRECTOR OF DIVERSITY

At Ballard Spahr, we believe that our diversity is linked to every aspect of who we are and how we conduct business. With that in mind, we are proud to unveil

Spectrum's new logo: Diversity = Excellence. While the look is new, the message — and our commitment to it — remains the same. The diverse perspectives of our attorneys and staff drive our creativity, empower fresh thinking, and give us the range of experience necessary to provide innovative solutions for our clients. Diversity makes for a more lively and inclusive work environment. That matters to our clients. In 2009, we experienced an increase in Requests for Proposals (RFPs) seeking information about our diverse workforce. Some companies require diverse legal teams, and their RFPs ask questions about diversity just as they do professional credentials, expertise, strategy, and billing rates. On all fronts, we can answer with confidence. This issue of *Spectrum* highlights excellence in leadership throughout the firm. Ballard Spahr is committed to fostering an environment where every individual can contribute to his or her full potential because we know that, in so many ways, Diversity = Excellence.

Virginia G. Essandoh, Director of Diversity

SPOTLIGHT: PARTNERS IN OUR WILMINGTON OFFICE



Wilmington partners Emilie R. Ninan, Beth Moskow-Schnoll, and Tobey M. Daluz attend a "Delaware Today" lunch honoring Ms. Daluz.

Ballard Spahr's Wilmington, Delaware, office is redefining traditional notions of law firm leadership locally. It is spearheaded by women partners, two of whom are minorities, including the office managing partner — no small feat, considering the recent study highlighted in this issue of *Spectrum* indicating that women attorneys of color face barriers at law firms.

Our attorneys in Wilmington are known for their work in bankruptcy and reorganization, public finance, commercial litigation, and white collar and government investigations. Each partner contributes the skills and hard work necessary to provide top notch legal services to clients while their passion and commitment to diversity work to transform the legal profession as a whole.

The office, opened in 2002, is located in the heart of the nation's corporate capital and serves clients such as DuPont, University of Delaware, and a variety of corporations, educational institutions, health care providers, and state agencies.

Our Wilmington partners are:

Tobey M. Daluz, the managing partner of Ballard Spahr's Wilmington office, focuses on corporate restructuring, workouts, and general bankruptcy litigation. She serves on the firm's expanded board and is Co-Chair of the firm's Diversity Committee. In its December issue, *Delaware Today* honored Ms. Daluz as one of 30 "Women in Business."

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Beth Moskow-Schnoll represents clients in litigation involving health care issues, bank and credit card fraud, money laundering, asset forfeiture, and tax evasion. Before joining Ballard Spahr, Ms. Moskow-Schnoll worked for more than 17 years with the U.S. Attorney's Office for the District of Delaware, including five years as the office's Criminal Healthcare Fraud Coordinator. Among her notable achievements was the successful prosecution of a major pharmaceutical company that resulted in a criminal conviction and the largest monetary penalty in the history of the District of Delaware.

Emilie R. Ninan is the partner in charge of the firm's public finance practice in Delaware. She has served as bond counsel, underwriter's counsel, and borrower's counsel on a variety of municipal bond financings. Ms. Ninan is the founder and President of the South Asian Bar Association of Delaware, the state's first minority bar association. She is also the co-founder of the South Asian Women Attorneys Network and a director of the North American South Asian Bar Association.

STUDY INDICATES WOMEN ATTORNEYS OF COLOR FACE BARRIERS AT LAW FIRMS

Women of color are advancing into leadership positions at law firms. Such is certainly the case at Ballard Spahr. In Philadelphia, we have more partners who are women of color than any other large law firm in the city. In Los Angeles, 60 percent of our partners are of color. And in Wilmington, we are the only firm where a managing partner is of color, as are two of its three female partners.

Still, according to a recent study, the overall workforce in the United States is tilted against women of color. The study "Women of Color in U.S. Law Firms" was released in July 2009 by Catalyst, a nonprofit whose goals include increased employment opportunities for women. It indicates that women of color face unique barriers that limit their advancement.

Among the challenges to inclusion:

- A greater sense of "outsider status" and limited growth opportunities
- Racial and gender stereotyping, more feelings of sexism in the workplace
- Lack of access to high-profile client assignments
- Missed opportunities for candid feedback

The study concludes that efforts to foster advancement by women must respond not only to the differences between women of color and white women but also to those among minorities. For example, it found that black women were more likely than Asian or Hispanic women to believe that diversity programs fail to tackle workplace bias.

Catalyst found that the legal industry faces challenges in attracting and retaining women of color. According to the study, women of color are more likely to leave their firms before their seventh year than are female associates overall. It also found that more than 75 percent of them left their firms within five years.

Catalyst researchers identified steps a company could take to attract and retain women of color:

- Include senior leaders as active players in creating an inclusive workplace
 - Raise awareness of how needs differ among minority groups
 - Create opportunities for conversation between firm leaders and female attorneys of color
 - Educate all attorneys, especially those in leadership posts, on how to recognize bias and stereotyping
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BALLARD SPAHR HOSTS DIVERSITY CONFERENCE

In November, we hosted the Philadelphia Diversity Law Group's Fall Conference. The highlight was a panel discussion in which a group of accomplished women lawyers of color offered insights into workplace success.

The panelists, all of whom hold senior positions in the law and in government, were asked about the challenges they have faced as women attorneys of color and how they overcame those obstacles. (See photo on page 5.)

DIVERSITY LEADERSHIP

Many Ballard Spahr attorneys serve in leadership positions that advance diversity within the legal profession and within their communities. Recent accomplishments include:

Sapna K. Anderson, a Litigation associate in Philadelphia, was named a “Rising Star” by the Pennsylvania Bar Association’s Minority Bar Committee. The committee recognized Ms. Anderson for her significant contributions to the committee and the bar association.



Sapna K. Anderson

Cecilia M. Andrews, an Intellectual Property associate in Atlanta, joined the board of the Atlanta Bar Association Women in the Profession Section.



Cecilia M. Andrews

Muhammad At-Tauhidi, a Business and Finance associate in Philadelphia, was named to the board of The Enterprise Center, a nonprofit organization created to inspire, support, and provide resources to minority entrepreneurs. Mr. At-Tauhidi is a graduate of the Wharton School at the University of Pennsylvania, where The Enterprise Center was founded.



Muhammad At-Tauhidi

Ballard Spahr earned a 100 percent rating in the 2010 edition of the Human Rights Campaign Foundation’s Corporate Equality Index. The perfect rating recognizes the firm’s benefits and protections for lesbian, gay, bisexual, and transgender employees and their families.

Ballard Spahr’s Denver office joined Colorado Campaign for Inclusive Excellence (CCIE). CCIE is dedicated to increasing diversity in the legal profession and actively recruiting, educating, and supporting private and public sector legal organizations in their own individual campaigns to create cultures of inclusion.

Aisha M. Barbour, a Litigation associate in Philadelphia, spoke to minority college students interested in pursuing legal careers as part of Black Law Students Association (BLSA) Mid-Atlantic’s regional Law Camps.



Aisha M. Barbour

Lucretia C. Clemons, a Litigation partner in Philadelphia, was a speaker at the Society for Human Resource Management (SHRM) Conference in San Diego on “The Obama Promise and the Workplace: Spotlight on Sexual Orientation and Gender Identity.”



Lucretia C. Clemons

Adiah I. Ferron, a Business and Finance associate in Philadelphia, was a panelist at the National Bar Association’s 21st Annual Wiley A. Branton Issue Symposium. The program focused on the disparate economic impact of increasing energy costs and the impact of President Obama’s Energy Reform Plan and the emerging green economy.



Adiah I. Ferron

Stephanie L. Franklin-Suber, a Business and Finance partner in Philadelphia, was a speaker at the National Conference for the Minority Lawyer. The topic was “The New New Deal: Transactional Skills For a Changing Environment.”



Stephanie L. Franklin-Suber

Roxann S. Gallagher, a Public Finance associate in Phoenix, was named Chair of the State Bar of Arizona’s Committee on Minorities and Women in the Law for 2009-2010. Ms. Gallagher will lead the committee’s work to support minority and women attorneys and law students.



Roxann S. Gallagher

Steven D. Kim, a Litigation associate in Philadelphia, participated in a panel discussion on large law firm life at Villanova Law School’s 1L minority student orientation.



Steven D. Kim

Gregory J. Kirsch and **Winston T. Folmar**, an Intellectual Property partner and associate in Atlanta, spoke at ARTSI's robotics conference in Atlanta. ARTSI Alliance is a consortium of historically black colleges and universities dedicated to teaching entrepreneurship and robotics to minority students.



Gregory J. Kirsch Winston T. Folmar

Emilie R. Ninan, a Public Finance partner in Wilmington, was a panelist at the Trustees of Color Networking and Professional Development event.



Emilie R. Ninan

Heidi Nunn-Gilman, a Litigation associate in Phoenix, was elected Diversity Director for Arizona SHRM.



Heidi Nunn-Gilman

Brian D. Pedrow, a Litigation partner in Philadelphia, is Vice President of Diversity for Southeastern Pennsylvania SHRM. Mr. Pedrow recently moderated a panel discussion at the regional SHRM Convention.



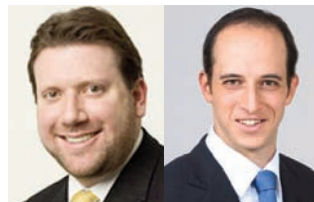
Brian D. Pedrow

Lynn E. Rzonca, managing partner of the Philadelphia office, was named one of Pennsylvania's Best 50 Women in Business by Governor Edward G. Rendell. Ms. Rzonca also was named a 2009 Woman of Distinction by *The Philadelphia Business Journal*.



Lynn E. Rzonca

Ariel E. Stern, a Litigation partner in Las Vegas, and **Mauricio Leon de la Barra**, a Real Estate associate in Los Angeles, were panelists at the Hispanic National Bar Association Convention in Albuquerque, New Mexico.



Ariel E. Stern

Mauricio Leon de la Barra

Melanie J. Vartabedian, a Litigation associate in Salt Lake City, was elected President-elect of Women Lawyers of Utah. She will begin her term in May 2010. Ms. Vartabedian served as Chair of Women Lawyers of Utah's Initiative on the Advancement and Retention of Women Attorneys from 2007 to 2009.



Melanie J. Vartabedian

EVENTS AND SPONSORSHIPS

Ballard Spahr supported the following events from June 2009 through December 2009:

June 2009

2nd Annual National Conference on the Employment of Lawyers with Disabilities

Ballard Spahr hosts the Gay and Lesbian Lawyers of Philadelphia (GALLOP) Summer Associate Reception

Mid-Atlantic Region Diversity Dinner

Minority Associates Affinity Group hosts summer associate event

National Bar Association's Women Lawyers Division Scholarship Luncheon

Philadelphia Diversity Law Group (PDLG) and *The Legal Intelligencer* Luncheon

August 2009

Colorado Campaign for Inclusive Excellence Pipeline Working Group's Annual Reception for Diverse 1L Students

DuPont Minority Job Fair

Villanova Law School Orientation for Diverse 1Ls

September 2009

Atlanta Bar Association Women in the Profession (WIP) Section

Hispanic National Bar Association Convention

National Conference for the Minority Lawyer

Philadelphia Bar Association Diversity Summit

October 2009

Hispanic Bar Association of Pennsylvania Legal Education Fund Scholarship Reception

Mid-Atlantic Black Law Students Association Philadelphia Law Camp

Project for Attorney Retention (PAR) Diversity & Flexibility Connection Conference

Stonewall Bar Association of Georgia



The Hispanic Bar Association (HBA) Legal Education Fund's Award for Outstanding Community Service was presented in October to Richard Negrin, Vice President and Associate General Counsel of Aramark, by Ballard Spahr associate Marlene Gomez, President, HBA Legal Education Fund, and Teresa Rodriguez, President, HBA of Pennsylvania.

November 2009

Asian Pacific American Bar Association of Pennsylvania Annual Banquet

Minority Corporate Counsel Association (MCCA) 10th Annual Creating Pathways to Diversity Conference

National Asian Pacific American Bar Association Conference

National Bar Association 21st Annual Wiley A. Branton Issue Symposium and Awards Luncheon

Philadelphia Diversity Law Group (PDLG) Fall Conference on Women Lawyers of Color

December 2009

DuPont Street Law Conference



Ballard Spahr Real Estate partner Monique Y. DeLapenha (second from left) serves as a panelist at the PDLG Fall Conference Women Lawyers of Color conference, hosted by Ballard Spahr in November.

IN THE PIPELINE

Constitution High – In September 2009, Ballard Spahr began the fourth year of its groundbreaking pipeline partnership with the Philadelphia School District, the National Constitution Center, and the Gilder Lehrman Institute of American History to sponsor the Constitution High School for American Studies, a magnet school whose students—80 percent of whom are minorities—are interested in civics, history, and law. This year, we expanded our mentoring program to include our clients. Lawyers from Merck's legal department now mentor students from Constitution High School. In June, Constitution High will graduate its first class of seniors.

Hyde Leadership Public Charter School – For a second year, our attorneys mentored students at Hyde Leadership Public Charter School in Washington, D.C. We are inspired by notes of appreciation from the school such as this one:

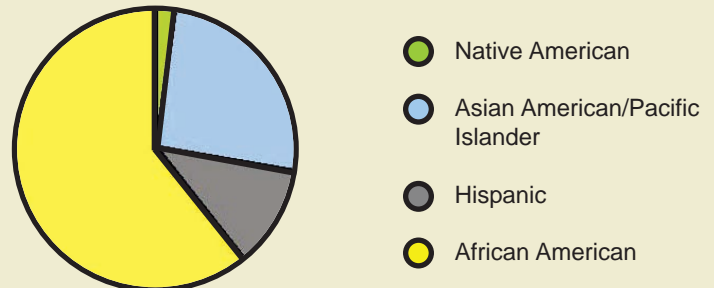
"One of the students just came in with his permission slip and said his mother was so proud of him and really looks forward to him having that guidance. He wants to be an ATTORNEY... I'm excited for them, and appreciate you guys."

Facts & Figures

MCCA's 2009 Survey of Fortune 500 Minority General Counsel

Fortune 500 Minorities By Race/Ethnicity*	No.	%
Native American	1	2.3
Asian American/Pacific Islander	11	25.6
Hispanic	5	11.6
African American	26	60.5
Total	43	100

*Percentage of Fortune 500 minority general counsel



Source: September/October 2009, *Diversity & The Bar*

Thanks to the following lawyers and staff who contributed time as participants, speakers, and event organizers:

J. Scott Anderson	Monique Y. DeLapenha	Stephanie L. Franklin-Suber	Richard P. Jaffe	James B. MacDonald II
Cecilia M. Andrews	Virginia G. Essandoh	Roxann S. Gallagher	Leslie E. John	Emilie R. Ninan
Jeffrey S. Ballard	Kenya Mann Faulkner	Marlene S. Gomez	Daniel V. Johns	Mary Gay Scanlon
Aisha M. Barbour	Adiah I. Ferron	Gerald J. Guarcini	Robert C. Kim	Mitzie V. Smith-Mack
Lucretia C. Clemons	Winston T. Folmar	Cynthia M. Hajost	Gregory J. Kirsch	
Tobey M. Daluz	Tracy Perry Ford	Lynne M. Hanson	Kimberly A. Klock	

A special thanks to the more than 40 lawyers and staff who participate as mentors in our pipeline programs.

Ballard Spahr Diversity Committee Members

If you have any diversity-related inquiries, please contact any of the following Diversity Committee members:

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For more information on the diversity program at Ballard Spahr, please visit our Web site at www.ballardspahr.com/diversity.