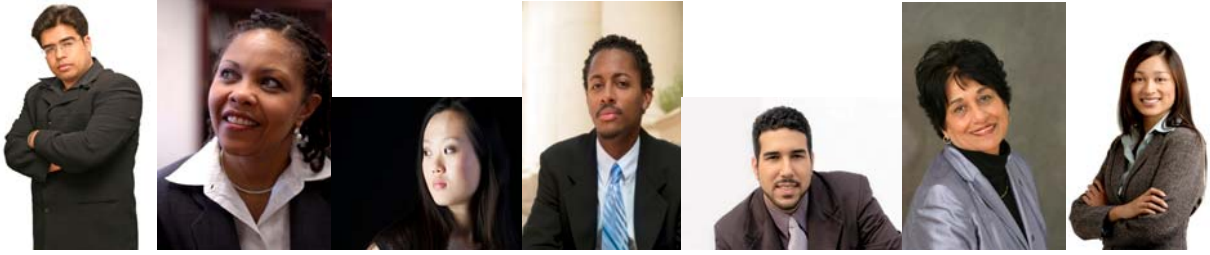


EMBRACING DIVERSITY



A publication of the TIPS Diversity in the Profession Committee



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Dedicated to Sharing Ideas that Create a Diverse Profession

August 2006

Beyond the Mascot: Diversity is More Than Mere Appearance

By: Britney A. Green

When dirty water came rushing into New Orleans, washing away the city and its people, it took days for the media to cover the racial and socio-economic dynamics of the whole ordeal. In the aftermath, some wondered whether the stagnant number of minority journalists induced such obviously superficial coverage. Organizations, such as the American Society of Newspaper Editors and the Radio and Television News Directors Association, have reported a critical shortage of minorities in the nation's newsrooms. The post-Katrina reporting helps make the case for those who argue that diminished diversity in journalism contributes to the mass dissemination of inaccurate and irresponsible images and text. The result is slanted; incomplete reporting that leaves core issues untouched.

Diversity in journalism makes for sharper illustrations of the issues, ensuring that the layers of a story are peeled away to expose the nuances, contrasts, and angles that are not readily apparent. One of the most common missteps is giving in to the Mascot Syndrome.

Firms use mascots to show that they are toeing the diversity line. They display these lawyers only to convince clients and the community of their fair hiring practices. Mascots are chosen because their race, sex, orientation, or physical disability will enable employers to satisfy the diversity checklist. Usually, mascots languish in the lower and middle tiers of their organizations, never handling the more lucrative, high-profile assignments. The mascots may toil in vain for a few years and then move on to places that, hopefully, offer better opportunities. Confronted with a cyclical exodus of their minority lawyers, firms face an ongoing retention crisis. When attrition rates increase, profits decrease, since attrition forces firms to re-hire, re-train, and re-group.

Some firms are genuinely interested in embracing and advancing diversity. They recognize the undeniable kinship among diversity, profit margins and quality service to a greater client base. In essence, diverse legal groups are better equipped to meet professional obligations and to positively impact the bottom line. Some in Corporate America fully agree.

Recently General Counsel at major corporations such as Sara Lee, Wal-Mart and BellSouth have begun to demand diversity within the ranks of their outside counsel. The concern is whether firms will sidestep the diversity requirement by simply hiring and parading their own mascots or by forming convenient alliances with minority-owned outfits. When General Counsel demands progress in diversity, they should ensure that the outside firms aren't simply using mascots as demonstrative evidence of quality hiring practices.

Consider how a firm might handle a corporate client's preference of having minority attorneys handle as much of its business as possible. The firm can offer minimal compliance by handing those lawyers grunt work and fringe assignments. Or, the firm can meet the client's diversity goals by casting those attorneys in prominent roles. Compliance with a client's diversity mandate means ensuring that minority attorneys have access to clients, strategy sessions, negotiations, and resources.

There is a sharp contrast between hiring and parading and hiring and promoting. The Mascot Syndrome finds a firm foothold in firms where employers diversify by filling an empty chair with a minority candidate. This is a stunted, futile approach, since retention, rather than hiring, is the greater challenge to achieving diversity.

If firms want to advance diversity and reap its benefits, they must recognize, invest, and develop. Recognize that minority hires face different challenges and obstacles; invest time and resources into resolving and removing those hurdles; and develop minority lawyers by ensuring opportunity for growth, exposure and promotion. Recognizing, investing and developing are cornerstones of substantive diversity efforts.

Making progress in diversity is a necessary and continuing challenge. It is more than just a "feel good" theory to be discussed and debated, then left lying on the symposium floor. Diversity has a real and undeniable impact on profits, service to the client and service to the profession. Law firms cannot afford to ignore this reality.

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Message from the Chair

Welcome to the first edition of *Embracing Diversity*. I am grateful to Pam Carter, our authors and the members of the TIPS Standing Committee on Diversity in the Profession for taking time out of their busy schedules to put this newsletter together. In this inaugural newsletter, you will find informative and provocative articles.

The mission of the Diversity Committee is to promote the involvement of attorneys of diverse racial and ethnic backgrounds, attorneys with disabilities and attorneys of diverse sexual orientation into the activities and leadership of the Section. We are making strides but still have more to achieve. We welcome your participation! TIPS is a wonderful resource for all sides of the bar, including plaintiffs' lawyers, defense lawyers and insurance and in-house counsel. Our General Committees are a great resource for learning more about your practice area. For more information about TIPS Committees, leadership opportunities, cutting-edge CLE programs and publications, check out the TIPS web site: <http://www.abanet.org/tips/>. You may also learn more about the Diversity Committee on our web page: <http://www.abanet.org/minorities/links/abaentities.html>.

TIPS is committed to increasing the diversity of its membership and leadership. Through the TIPS Leadership Academy, local outreach and recruitment programs, partnerships with national minority bar associations and programs geared towards the professional development of minority attorneys (just to name a few!), TIPS is putting its money where its mouth is and walking the walk to ensure attorneys of all backgrounds are afforded opportunities to get involved.

Please join us. Enjoy the newsletter!
Vani Singhal
Chair, TIPS Committee on Diversity in the Profession

Achieving Diversity Goals Requires Commitment

By: Jane Pribek

The homepage of the Jones Diversity Group LLC bears the tagline "Creating a legacy of diversity," along with the word "leadership."



Law firm managers who wish to diversify their ranks and keep them that way must exercise strong and creative leadership, according to the president of that Chicago-based consultancy, Sharon E. Jones. She gave a presentation entitled, "Practical Strategies for Achieving Diversity," at the State Bar of Wisconsin's Annual Convention earlier this month.

Hiring a diverse candidate is just the beginning when it comes to fostering a culture of inclusion. It's retaining him or her that might prove to be more challenging.

Jones, who is African-American, a Harvard Law graduate and former practicing attorney, offered a number of strategies to boost the retention rates of underrepresented groups in law firms.

Diversity Priority

Make diversity a top priority. Law firm managers need to be as committed to achieving their written diversity goals as they are to their billable hours and revenue goals. To do so, they should inquire about the status of the diversity initiatives at every management committee meeting.

The firm should engage in collective action to promote diversity within the community. This includes the legal community, too, by offering support to minority and gender-specific bar associations, for example.

And, if the firm is of a size that merits the creation of a diversity committee, this should include powerful people — not just diverse people.

Most importantly, law firm managers need to put in place a compensation system that rewards positive contributions to the implementation of the diversity plan, Jones urged.

Stamp Out Stereotypes

Cast aside stereotypes. Probably the most common, put in terms that lawyers understand well, are "presumptions." According to Jones, the "presumption of incompetence" overshadowing minorities and women in law firms is rebuttable these days, whereas in bygone years, it often was not.

As for the "presumption of a lack of commitment," this manifests itself for young women with attitudes to the effect of, "You're just going to have babies and quit."

Meanwhile, for minorities, the popular sentiment is, "You have 12 million job opportunities. You'll never stay."

Part of what makes stereotyping so dangerous is that those who harbor them are more likely to notice and recall information that reinforces them, Jones observed. "That's just the natural way that the human mind works. So, oftentimes, when a person of color makes a mistake, you tend to remember that, whereas when Bob, a white male, makes a mistake, he just had a bad day."

How Can Stereotypes Be Eradicated?

Mandate participation in diversity training. This should be for employees at all levels on a multi-year basis. In addition, management might consider seeking out a specialized component for it, Jones noted.

Meaningful Mentoring

Support mentoring and professional development efforts. One of the most common reasons minorities leave law firms is because they feel isolated — they've not found any informal mentors.

One way to combat this is to create "Affinity groups," said Jones, or groups of persons with commonalities. One law firm is home to the "Mamas and the Papas," a parenting group, while another hosts "Gray Matters," a group of seniors. Affinity groups can be based on race or ethnicity as well. Their activities might range from simple brown-bag lunches to highly coordinated retreats. Formal mentoring programs should also be in place, accompanied by thorough training programs. And, on a one-on-one basis, individualized goals should be set, with regard to skill development and marketing, such as conducting "x" number of depositions by a certain time. "Coaching" to reach these goals should be ongoing.

Offer meaningful assignments. Jones opined that, when hours are tight, it seems that minority lawyers are the first to feel that squeeze with fewer assignments being made available to them. Or even in good times, they might not be given highly visible, significant work. Diversity should be a central goal when forming client service teams as well.

Encourage balance. Not everyone agrees with the male partner who states, "My father never went to any of my soccer games, and I turned out just fine," Jones remarked.

Clearly, women tend to face more quality-of-life issues, being the child-bearers, but men should have opportunities that afford them balanced lives as well, Jones reminded. In this regard, flextime policies should be gender-neutral, and no one should be penalized for using them.

Communicate your diversity goals. Make this part of the firm's overall communications plan. Post them on the firm's Web site, and/or create a diversity newsletter.

Reprinted with permission from the *Wisconsin Law Journal*, published May 24, 2006. www.wislawjournal.com.

Marketing Effectively to Today's Clients: Workforce Diversity

By: Jacob H. Herring

Minority and women professionals are excellent marketing resources.

Today, marketing is part of nearly every attorney's job; being a "good lawyer" is no longer a sure ticket to success. In addition to technical superiority, one must get clients!

One component of successful marketing and a rapidly growing area of differentiation is *managing and valuing workforce diversity*.



While there are several ways to define managing and valuing workforce diversity, the following should suffice for our purposes here:

Bringing together professionals and support staff of very different backgrounds (e.g., race, gender, sexual orientation, culture, professions, etc.) and creating an environment, an organizational culture, that encourages and supports their working together synergistically to produce relevant, high quality services and products, while not feeling any need to defend or deny their particular racial, ethnic, professional or other characteristics that are the basis of their group identity.

Managing and valuing workforce diversity is an essential part of becoming and staying competitive in today's business world for a number of reasons—not the least of which are the changing U.S. demographics and the increasingly global nature of business and the practice of law. Consequently, your firm's reputation for managing diversity impacts you both internally as well as externally.

Recruiting talent

Having a reputation for having a very effective diversity program (i.e., being known as a great place to work for all kinds of people) can help you both in recruiting and retaining some of the best professional talent. As the Biblical phrase goes, "them that have, get." It's much easier to recruit first rate attorneys of color, white women, gays and lesbians, both laterally as well as from law school if you're known as a place that embraces workforce diversity.

If you've been successful at recruiting, retaining and developing professionals with diverse racial and gender backgrounds, over time, disgruntled associates among these groups have a larger real and/or potential "support base" to which they can turn during times of job or career stress and doubt. If your program is effective, the best cheerleaders you can have, as far as the disaffected associate or partner who is about to leave is concerned, is someone from his or her "identify group" who, in effect, challenges the disaffected lawyer about his/her perceptions of the firm and encourages him/her to experiment with different approaches that often lead to different results.

However, remember, the reverse is also **too** true: so-called *diverse* lawyers who leave the firm feeling discriminated against will, in all likelihood, bad-mouth the firm as a place for members of his/her group to work. This will make it **much** harder to recruit and retain members of that group in the future. In addition, not uncommonly, these dissatisfied lawyers frequently get hired either by current clients or potential new clients and their bad feelings toward their former employer may cost you huge amounts of money that you otherwise might have earned.

Competitive advantage

It is not news that increasing numbers of mid-to-large size corporations are putting more pressure upon their suppliers of professional services to do a better job at managing and valuing diversity. Being known as a firm that does a good job in this area can lead to a competitive advantage.

However, what I think is less well appreciated is how this "movement" to get firms to embrace workforce diversity has been growing, not only in numbers, but in intensity; i.e., corporate clients that used to simply say, "this is something we wish, or would like for you to do," are increasingly saying, "if you don't do this, we will take our business elsewhere." This change in corporate attitude has led to significant changes in how corporations are relating to their law firm vendors.

In line with the above, corporations are asking firms for more specific internal information. For example, many want to know who is working on their matters, by race, gender, sexual orientation, etc., and how many hours did these particular lawyers bill and the dollar amounts. Corporate clients are increasingly feeling entitled to designate lawyers of color, or white women lawyers as the Billing Partner or Name Partner on their matters. The rationale for this, from the client's perspective, is that the firm often gets certain work because of the existence of a particular lawyer or the effectiveness of its diversity program. Therefore, certain clients feel they have the right to designate that lawyer (or a minority or woman lawyer) as the one who *initiated or is responsible for the business*.

Over the past five years, I've become aware of two or more corporate "consortia," composed of a number of *heavy-weight companies* (e.g., Daimler Chrysler Co., Ford Motor Co., the Dupont Co., Johnson & Johnson, among others) whose General Counsels have come together to share information and strategies about hiring professional firms that are increasing their diversity and either letting go of those that are not making such progress and/or offering them help in the form of consultants like myself to assist them in bringing their efforts and results in line with expectations.

It seems that it is no accident that the intensity and impatience of this movement is growing at a time when people of color, white women, gays and lesbians as well as people with disabilities have been increasing, slowly though inexorably, among the senior management ranks of corporations and corporate legal departments and Boards of Directors.

In addition to the growing intensity of the pressure from medium and large corporations for diversity, it should be noted that the number and percentage of so-called small businesses that are owned and/or operated by people of color, white women, immigrants, gays and lesbians, etc., is growing more rapidly than any other sector of the economy. Women in general and immigrant women in particular are opening small businesses at higher rates than any other groups.

Learning to manage and value workforce diversity is not an easy, no-brainer achievement and, like freedom, it requires eternal vigilance. Those on hiring committees who think they can be successful at developing a diverse workplace simply by hiring great attorneys and staffs and treating them all "equally" without addressing the relevant issues involved, are naïve, at best.

However, once your firm starts down the diversity track, it's important to advertise your intent and achievements by deeds as well as words. There are dozens of ways to get the word out to the targeted communities and to present and potential clients. As IBM has found, minority and women employees are excellent marketing channels (see Harvard Business Review, Sept. 2004). One is as limited as one's imagination and resources.

Jacob H. Herring, President and CEO of Creative Culture Changes, LLC, an organization and management development firm in Ashland, Oregon. He can be reached at herjrh@acninc.net.



The Changing Face of Our Leadership: TIPS Leadership Academy

In February 2004, a planning retreat of several TIPS leaders was held in Salt Lake City. At that meeting, several issues affecting the section were discussed. One of the primary discussion items involved the lack of diversity in the Section Leadership. Moving forward from that retreat, several TIPS leaders met, and the TIPS Leadership Academy was born.

The TIPS Leadership Academy aspires to serve the public by providing the participants with the knowledge and skills necessary to develop a vision to lead the legal profession and to improve leadership service in the community as a whole. It has four important goals. They include:

1. To increase the diversity of leaders within our communities.
2. To nurture effective leadership with respect to ethical, professional and community service values.
3. To build relationships among leaders from across the country and from disciplines within the profession.
4. To raise the level of awareness among lawyers regarding the broad range of issues facing the profession.

The Task Force was developed to implement the program. In addition to the Mission Statement and program goals being developed, the Task Force examined several models for successful leadership programs that were presented in both legal and non-legal settings. An initial meeting was held in October 2005 to identify a class of new leaders that would meet the expectations of the Section. From the outset, the Committee's position was to identify a truly diverse class of new TIPS members to participate in the Leadership Academy. The members were to be diverse in gender, ethnicity, practice areas, and geographic origin.

At the end of last year, the Task Force began identifying potential nominators. These individuals were leaders within the profession and included TIPS leaders, ABA leaders in general, leaders in other legal organizations, and members of the judiciary. Each nominator was provided a letter explaining the program in detail and asking for three nominations. By the time the selection process was to begin, we had received almost 100 nominations.

Thereafter, the application process proceeded, and each nominee was sent a letter explaining the program and a brochure outlining the history of the program, the mission and goals, the program topics, and other relevant facts. By the time the application deadline had arrived, more than 50 people had applied for the inaugural class of the Leadership Academy. Then, in late March, the Task Force met and selected a class of 26 candidates to participate in the program. The class represents a wide cross-section of individuals. There are ten African-Americans, eleven Caucasians, two Asians, two Hispanics, and one Mexican-American. There are fourteen males and twelve females in the inaugural class of the Academy. Of the Caucasians, six are female and five are male. Of the African-American participants, six are male and four are female. Of the Asian participants, one is male, and one is female. The Mexican-American candidate is female. The candidates are from all areas of the country and represent all practice areas.

Finally, members of the Task Force have developed the schedule for the programs. The first session will be an opening retreat held at the Pinehurst Meeting in October 2006. The second session, at the Miami Mid-Year Meeting, will feature a discussion of ethics, justice and values. The third session, at the Spring Meeting in Newport Beach, will focus on leadership in the individual practice setting. The final session and graduation ceremony will be held in conjunction with the Annual Meeting in 2007, and will focus on leadership and public service.

Although the programs are being planned now, a second class of the Leadership Academy is already being planned, and those applications will be collected during the Fall 2006.

Please contact Janet Hummons with any questions concerning the TIPS Leadership Academy. hummonsj@staff.abanet.org

A Lawyer in a Chinese Body *Creating Diverse and Inclusive Cultures*

By: Joy Lyu Monahan



I am a lawyer who happens to be Asian-American. Like all other practicing attorneys, I am pretty much faced with the same obstacles, i.e., work hard, do the best I can to represent the clients' interest(s), and bill a

gazillion hours. The fact that I look "Chinese" on the outside, does not or should not affect the work I do as a lawyer. That being said, it would be irresponsible and inaccurate for me to say that racial discrimination against Asian-Americans does not exist. However, I have been fortunate that I have not personally experienced any overt acts of discrimination and never felt restricted because of my ethnic background. In the end, the work product is much more important than any ethnic background.

Therefore, it is hard for me to say whether being Asian-American has placed me at a disadvantage. I actually believe that being a conspicuous minority works to my advantage because I am readily identifiable.

In the context of racial diversity in the legal profession, Asian-Americans generally are not the center of attention. Perhaps this is the case because the demographic reality is that there are not a large number of Asian-American lawyers in the United States. According to the American Bar Associations' Commission on Racial and Ethnic Diversity in the Profession, Asian-Americans make up 2.3 percent of the nation's 871,115 lawyers.

It is also important to note that the term "Asian-American" is not all encompassing and is not a concrete identification of ethnicity. Asian-Americans include, but are not limited to those persons whose heritage originates in China, India, Indonesia, Japan, Korea, Malaysia, Nepal, Pakistan, Philippines, Singapore, Taiwan, Thailand, and Vietnam. One article cannot meaningfully represent the view of such an enormous collective because everyone has a different story. Any legitimate discussion about "Asian-Americans" must recognize the distinctions among the various constituent nations and regions of Asia. Each nation and region (whether transnational – such as Korean – or contained within one nation—such as Tibet) has its own particular history, culture, language, religion and economic system. As an Asian-American in law, I hope that I am helping to familiarize the general population with the notion that Asian-Americans can be lawyers. Even though I grew up in Baton Rouge, Louisiana, a community where not only were Asians rare, but the Asian professionals I ordinarily encountered were science-oriented, such as doctors, engineers and professors, I never allowed racial barriers to prevent me from doing what I wanted to do. I may have received little direct encouragement to become a lawyer, but there was nothing to discourage me either. Instead, I operated under the motto that "you can do anything you want as long as you just do it."

Since there are few Asian-American attorneys, those of us who do exist actually accomplish two goals. First, we have become role models for upcoming generations of Asian-Americans who wish to enter the practice of law. We show that Asian-Americans can succeed in the legal profession, and that any preconceived barriers are not insurmountable. Second, we change stereotypes and perceptions that not all Asian-Americans are quiet, shy, passive or solely oriented to technical fields. No one has ever described me to be "quiet or shy" and, like many of us, my aversion to math and science drove me into the field of law.

Like any other segment of the bar, Asian-Americans should be able to pursue their profession free from stereotypes, prejudice and biases. The ultimate goal of diversity efforts will be achieved when all of us, regardless of our sex, race, or ethnicity, are treated first and foremost as lawyers regardless of our different body characteristics.

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Being Latino - Being a Lawyer

By: Francisco Ramos, Jr.

Being a minority attorney has its challenges. First, there is the obvious. You are, by definition, in the minority. Your background is not like the background of most of your peers. Your upbringing is likely different from theirs. Your outlook on life has been affected by being a minority. Theirs has not, because, well, they are not. These differences can cause friction in your law firm. These differences, however, shouldn't be seen as obstacles.



In fact, these differences can make your law firm stronger.

Celebrate your differences. Don't be shy about your differences. Celebrate them. Celebrate your race and ethnicity. Celebrate your culture and upbringing. It is these differences that give you a different perspective, and it is that different perspective which may come in handy when everyone looks at the next case through the same old prism.

Make the most of your differences. Your differences can be one of your firm's strengths. In our ever increasing multi-cultural business environment, your native language may prove very useful in speaking to clients around the world. Your culture may make you better suited to interact with clients from similar backgrounds. It is one thing for an Anglo attorney to try and understand a minority client's culture and world view. It is quite another to have lived it yourself. When your firm's clients share your differences, those differences become an asset to your firm.

Emphasize the advantages of diversity. Diversity has its advantages. Different perspectives. Different approaches to the same old problems. Minority clients looking for those who are similar to themselves. These benefits need to be emphasized. Once a firm understands the benefits of diversity, what diversity means to its bottom line, it will embrace it.

Find a mentor. Search out mentors who have gone through what you have gone through—who have experienced what it is like to be different in a law firm. These attorneys faced the barriers you are facing. They are still facing them today. In all likelihood, their barriers were greater, and they likely played a role in tearing them down, making them more manageable for attorneys like you. Listen to them, learn from them and learn how they have embraced their differences and embraced who they are in everything they do.

Seek others like you. Don't just seek out mentors, but peers who, like you, are different. Learn from each other. Share your experiences. Hear how they have dealt with being a minority and tell them how you are dealing with it. There is no right or wrong way of being a minority in a majority firm. Learning to cope and to thrive comes through trial and error. Learn from each other's mistakes and experiences.

Establish a support group. Consider forming a group of minority attorneys to get together and address the issues that are important for you. In all likelihood, there is a minority volunteer lawyers group near you that is addressing the issues that are important to you.

Bring diversity with you. In the current business culture, where businesses are looking to diversify both inside and out, and are looking to diversify their outside vendors, including the make-up

of their outside counsel, you can do your firm a huge favor in recruiting other attorneys like you to the firm. Increasing your firm's diversity will make your firm stronger, more attractive to prospective clients and will serve to provide you a support network.

Being different has its advantages. Embrace your differences and make the most of them. If your firm doesn't appreciate them today, they soon will.

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Spotlighting . . . Robert Grey

By: Tom Calarco

You could say that Robert Grey, former president of the American Bar Association, is a product of his neighborhood. He grew up in the same Virginia community that produced the noted civil rights lawyer, Oliver Hill, and the first African-American governor of Virginia, Doug Wilder.

"Most of the civic leaders in my community were lawyers," he said, "and that was a role I understood, and believed was honorable and worthy as a career."

After graduating from Washington and Lee School of Law in Lexington, Virginia, Grey started out in criminal defense work. His early years also gave him exposure to civil litigation, domestic relations, and bankruptcy cases.

"My first jury trial was an armed robbery case in which I got an acquittal," he said, "and my first civil trial in a jury setting was a landlord-tenant dispute, and I got a verdict in favor of my client."

These early cases marked only the beginning of his tremendously successful and expansive career.

"And that has been very satisfying to me," Grey added, reflecting on his professional career, "the diversity of experience that I've had. I've worked for small and large law firms, for the state and the federal government, and this has given me a broad experience base."

A diverse experience and diversity in the work-place are hallmarks that Grey fully supports.

"I think that maybe on the issue of diversity, the profession is certainly a viable vehicle for providing leadership," he said. "Lawyers are uniquely trained and have developed skills in problem solving that can help our communities achieve the highest level of diversity that we can in our society."

Grey, a partner at the international law firm Hunton and Williams, which is based in Richmond, has coupled his legal experience with a strong commitment to public service. His bio reveals a long list of awards for his public service, and early in his career, he became active in the American Bar Association.

"It was a very gradual progression within the association, by participating on committees, chairing committees, and then making a decision to run for an elected position," he said.

Grey's first elected position was as a state delegate to the ABA's House of Delegates. In 1998, he was elected chair of the House, making him the first lawyer of color elected to an officer position of the ABA. Most recently in 2002, he was elected as president-elect of the ABA, the second person of color to ascend to that post. It's a position with awesome responsibilities and requires a lawyer with a broad range of experience.

"We're the spokesperson for the lawyers in our society, and anything that impacts the judicial system is likely to be reviewed and commented on by the association," he said.

One of the major issues confronting the profession is the compromise being made on civil liberties as a result of the 9/11 terrorist attack.

"What we're trying to achieve is a balance in our society," he said. "We believe strongly in protecting our civil liberties and we need to create an approach to national security that is least intrusive, that you maintain a democracy that we want to perpetuate, but also protect it from outside threats."

What he believes separates our society from many others is our reliance on the law.

"The ABA tries to be thoughtful and supportive of this idea that we're built on a society based on the rule of law," he said, "that we resolve conflict in a peaceful and orderly manner, and that though our society might seem very litigious, it is better than the reverse of taking the law into your own hands."

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AUGUST DIVERSITY CALENDAR

August 1	Lammas and Lughnassad (Britain, Pagan, United States)
August 3	Tisha B'av (Jewish)
August 4	Nelson Mandela Arrest: 44th Anniversary
August 12	Bon Festival/Feast of Lanterns (Japan)
August 14	Pakistan's Independence Day
August 15	India's Independence Day
August 15	Liberation Day (Korea, South Korea)
August 26	Women's Equality Day (United States)
August 28	March on Washington Anniversary



Tort Trial & Insurance Practice Section

TIPS CALENDAR

2006

September 14-15	Staff Counsel Committee Philadelphia, PA
September 22	Women in Transportation Detroit, MI
October 4-6	FSLC Fall Meeting Washington, DC
October 19-22	TIPS Section Fall Meeting Village of Pinehurst, NC
October 25-27	Aviation Litigation Meeting Washington, DC
December 9-11	U.S. Supreme Court Admissions Ceremony Washington, DC

2007

January 11-14	33rd Annual Committee MidWinter Meeting Laguna Beach, CA
January 25-26	FSLC MidWinter Meeting San Francisco, CA
February 7-13	ABA Midyear Meeting Miami, FL
February 15-18	ICLC MidWinter Meeting Tucson, AZ

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Copies may be requested by contacting the ABA at the address and telephone number listed above.

HELPFUL WEBSITES	
American Bar Association Commission on Racial & Ethnic Diversity in the Profession	www.abanet.org/minorities
American Bar Association Commission on Women in the Profession	www.abanet.org/women
Black Women Lawyers Association of Greater Chicago	www.bwla.org
Charting Your Own Course	www.cyoc.org
Cook County Bar Association	www.cookcountybar.org
Hispanic National Bar Association	www.hnba.com
Minority Corporate Counsel Association	www.mcca.com
National Asian Pacific American Bar Association	www.napaba.org
National Association for Law Placement	www.nalp.org
National Association of Women Lawyers	www.nawl.org
National Bar Association	www.nationalbar.org
National Native American Bar Association	www.nativeamericanbar.org
The Association of the Bar of the City of New York (Diversity Statement and Signatories)	www.abcny.org/pdf/diversity_principles.pdf
The Bar Association of San Francisco Breaking the Glass Ceiling Commitments	www.sfbar.org/about/diversity.html
The Bar Association of San Francisco Goals and Timetables for Minority Hiring and Advancement	www.sfbar.org/about/goals.html
"Walking the Talk—Creating a Law Firm Culture Where Women Succeed", 2004, by Sharon E. Jones and Jane Pigott, ABA Commission on Women	www.abanet.org/women
American Society for Women Accountants	www.aswa.org
Association for Women in Science	www.awis.org
Catalyst	www.catalystwomen.com
National Black MBA Association	www.nbmbaa.org
National Society for Hispanic MBAs	www.nshmba.org

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