

DIVERSITY

COMMITTEE NEWSLETTER

Summer/Fall 2006

Inside This Issue

Mentoring: The Tipping Point in One's Legal Career	1
Personal Note from the Editor	2
Inner-City Scholarship Fund (ICSF)	3
Diversity: An American Tradition	5
Benefits at the Intersection of Mentoring and Diversity	6
Pipeline Perspective: Street Law	8
Pipeline Perspective: North Star Challenge	9
NYC Board of Education Mentoring Program	11
The Final Report: ABA's Legal Opportunity Scholarship	15

Mentoring: The Tipping Point in One's Legal Career

The tipping point phenomenon takes place when in a short period of time, an idea, a trend or a social behavior intersects a threshold and rapidly spreads.

Malcolm Gladwell, Author
The Tipping Point

Mentoring in the legal profession is a powerful tool. When used properly and effectively, it can give a lawyer a competitive edge in negotiating a contract, arguing a case, or being offered a highly sought-after position. It can lead to a win for a trial lawyer in a high-profile lawsuit, a large contract for a government attorney or profit sharing partnership for an associate. Mentoring could even turn a former military lawyer into a general counsel for a FORTUNE 500 international coffee company!

For a minority attorney, a mentor can have the force and influence to open doors that were once shut, to help shape ordinary careers into lifelong dream positions and to instill in one a strong sense of who and what we are to become... the best lawyers that we can be.

In Malcolm Gladwell's bestseller, *The Tipping Point*, a phenomenon takes place when, in a short period of time, an idea, a trend, a social behavior or an event intersects a threshold and rapidly spreads. Gladwell calls this phenomenon the tipping point. Mentoring can be viewed as a tipping point in one's legal career. In some cases, small and subtle events occur between the sage and the apprentice that result in a long-lasting and trusting relationship and, at times, a meteoric rise in one's legal profession journey. A kind word of advice, a firm handshake, a gentle nod or a brief but frank and honest talk can help the lawyer gain quick access to an otherwise unforeseen position and to sharp discovery of the insight and passion for a particular cause. Having a mentor is no longer an option; it is one's tipping point to a successful and profitable legal career.

In my professional career—as a military lawyer, a White House staff counsel, an assistant United States attorney, a partner in a prestigious international law firm (Preston Gates

Continued on page 4



by Paula E. Boggs
Executive VP, Secretary,
General Counsel
Starbucks Corporation

PERSONAL NOTE FROM THE EDITOR

K&LNG and its lawyers continue to be active participants in the advancement of diversity within the firm, the legal profession and our communities. Recognizing that effective mentoring



by **Editor Sandip Kakar**
Associate, K&LNG New York

relationships are instrumental support mechanisms that help to accomplish these goals, the firm has established various mentoring initiatives for the benefit of K&LNG minority and women lawyers, law school and high school students from diverse backgrounds and community members from less fortunate backgrounds.

This edition of the Diversity Newsletter focuses on some of these initiatives, including K&LNG's formal mentoring programs for its young lawyers and its affiliations with community and civic organizations such as the Inner-City Scholarship Fund in New York City, the Street Law program at Pittsburgh's City Charter High School, the North Star Challenge program at a Newark charter high school, the New York Office Mentoring Program and the ABA's Legal Opportunity Scholarship program. It also includes the story of the extraordinary mentoring experiences that helped shape the personal and professional lives of Paula Boggs, general counsel of Starbucks.

As you will read in the stories within this edition, mentors of all kinds have a unique opportunity to shape or leave a lasting impression on a life. We sincerely applaud the mentors of K&LNG, who give their time, energy and experiences to both their fellow lawyers and to individuals outside of the firm. Our mentoring program is only as strong as those who participate in it, and its success is evidence of the quality of our mentors.

Special thanks to the authors of the articles in this publication and to the others who contributed to the team effort involved in the preparation of this newsletter. A special "thank you" to Benjamin Kail, who managed the entire process and its related substantial administrative responsibilities. Traci Melko in the graphic arts department also deserves special mention, as do Jim Duffy and Joanna Peduto from our communications team. Thanks also to Carl Cooper, Peter Kalis and Paul Sweeney for their insight and time.

All of these contributions are reflective of the firm's special commitment to the promotion of diversity, but perhaps its most clear manifestation is demonstrated within K&LNG's lawyer population. Since the creation of the Chief Diversity Officer position in 2003, the firm's minority lawyers in the U.S. have increased in number from 67 to 107, and the number of women lawyers in the U.S. has increased from 208 to 249. In the same time frame, the firm's minority partners have increased in number from five to 17. When the CDO first took office, K&LNG had 34 women partners/of counsel. Today, the firm has 64.

We are excited by the progress K&LNG is making in this important area and look forward to meeting tomorrow's challenges.

Sandip Kakar
Associate, K&LNG New York

Diversity Committee Membership

Carl G. Cooper
Chief Diversity Officer
Pittsburgh

Paul W. Sweeney, Jr.
Chair
Los Angeles

Jaime Ramón
Dallas

Patricia C. Shea
Harrisburg

Tina Two
London

Christian T. Major
London

Carol C. Lumpkin
Miami

Betty Louie
New York

David S. Kwon
Newark

Mary M. O'Day
Pittsburgh

Edward W. Diggs
Pittsburgh

Sandra L. Geiger
San Francisco

Ndenisarya Meekins
Washington

Inner-City Scholarship Fund (ICSF)

The Inner-City Scholarship Fund (ICSF) was founded in 1971 by a group of New York City executives with the goal of providing financial assistance to some of the city's most disadvantaged children. While the purpose of the scholarships is to permit children to attend parochial schools, there is nothing parochial or sectarian about the effort. The ICSF was and remains nondenominational both in the support it receives and the support it provides. Of the 45,000 students who attend New York City parochial schools, over one-third are non-Catholic (in fact, in some schools, the vast majority of students are non-Catholic). Scholarships are granted strictly on the basis of economic need and without regard to religious affiliation. Similarly, some of the Fund's most generous supporters—including the president and chair of its board of trustees—are not Catholic. The Fund's principal goal is to provide a choice in education to inner-city children for whom choice would otherwise be impossible.

My own involvement with the ICSF dates back approximately ten years, when I was asked by a friend to attend a luncheon sponsored by the lawyers' committee of the ICSF. The featured speaker was the principal of a high school in the South Bronx. Her speech was so compelling that I promptly signed up for an ICSF program called "Be a Student's Friend." The program's structure is simple: Sponsors provide a portion of a child's tuition for a set period of time, assuming the student maintains a B average. Sponsors receive report cards and periodic updates from the students about their progress, both in and outside of school. Visits to the child's school are readily arranged through the ICSF. In January, I decided to become more deeply involved in the ICSF's work by agreeing to become cochair of its lawyers' committee.

As Benjamin Friedman points out in his new book, *The Moral Consequences of Economic Growth*, perhaps the best investment any society can make is in the education of its children. For a postindustrial society such as ours, the need for a highly educated workforce is especially urgent. Looked at the other way around, in a service-oriented society like

America's, economic advancement depends on the early acquisition of strong literacy and at least fundamental numeracy skills. This inescapable fact of contemporary economic life puts many inner-city children at risk. A large number of such children come from families with modest educational backgrounds, limited economic means and/or rudimentary or nonexistent English-language capabilities. The burden of imparting reading, writing and mathematical skills to these children falls squarely and almost exclusively on the school system.

As a product of New York City's public school system myself, I regret to say that—despite the enormous resources devoted to the task and the hard work of many dedicated professionals—the job just isn't getting done. Earlier this year, the city's board of education released a report acknowledging that, of the students who entered ninth grade in 2001, only 44% graduated from high school in four years. Among boys, the graduation rate was an even more abysmal 37%.

The comparable statistics for the city's parochial schools are, by contrast, profoundly heartening. With a diverse and mostly disadvantaged student body—93 percent of whom are members of minority groups and 64 percent of whom live at or below the federal poverty level—an astonishing 98 percent graduate from high school (84 percent do so in four years). Even more remarkably, 72 percent graduate with NYS Regents-level diplomas (compared with only 18 percent of public school graduates who do) and 95 percent go on to postsecondary education (with over 88 percent going on to four-year colleges). Moreover, ICSF schools produce these results at 60 percent of the per-student cost of New York City's public schools.

Even so, many students who attend, or who would like to attend, parochial schools find the \$5,700 annual tuition beyond their reach. That is where the ICSF



by Carl Chiappa
Partner, K&LNG New York

Continued on page 14

The Tipping Point

continued from page 1

& Ellis), an executive lawyer at Dell Computer Corporation and now the executive vice president, general counsel and secretary of Starbucks—I have enjoyed many tipping-point experiences with mentors. But first and foremost, my mentoring story begins on a more personal level with my family, my dad and my mom.

TIPPING POINT # 1— PARENTS

I spent my early years in Virginia, in a primarily black neighborhood. But it wasn't just any black neighborhood; it was a community where smart black professionals lived and became role models for the younger generation. I am the product of well-educated and well-grounded parents, who delivered good old-fashioned mentoring to their children—role modeling. My dad, Nathaniel Boggs, Jr., was a college professor at Virginia State College and the first alumnus from Howard University to earn a doctorate in biology. My mom, Janice, who holds two master's degrees, is a part-time instructor at University of Texas at San Antonio. From my dad, I learned the importance of focus, the value of the written word and the magic of innovation and discovery. From my mom, I learned the significance of risk-taking. In 1972, she packed her bags—with four kids in tow (me the oldest)—and began a 23-year sojourn in Europe. In Germany and Italy I learned how to live the duality of being an American citizen near a U.S. military base and of being a black American within an international community. My overseas experience transformed my view of the world and my place in it.

TIPPING POINT # 2— TEACHERS

While living in Europe, I learned how to reach out and make new friends. For a teenager living in a foreign country, this was taking a big risk. I met teachers who became my mentors. Through this overseas experience and from these mentors and friendships, I began to understand that America was only one small part of the world. I began to see

beyond my roots as an American. For me, racism, when it appeared, was just a speed bump. In Europe, I learned from Mr. Hakim, my world literature teacher in Vicenza, Italy, about Nietzsche and Camus. From Mr. Burgeson, my music teacher in Wurzburg, Germany, I learned about Handel and Haydn. As an athlete, I learned from Coach Foutz how to win and to how to lose like I had won anyway. From La Rae Rhoads, my best friend's white mother, I learned about John Coltrane and Miles Davis. It was also from living in a foreign country that I moved beyond the "skill" and into the art of risk-taking.

TIPPING POINT # 3— MILITARY AND GOVERNMENT LAWYERS

Shortly after graduating from law school in 1984, I served in the Office of the Army General Counsel in Washington, D.C. Ten years later, I was hired by Jamie Gorlick to return to the Pentagon to serve as staff director of an advising board formed by Congress to examine Pentagon investigative practices after the Tailhook scandal. Ms. Gorlick, who at the time was general counsel at the Department of Defense, could have hired a more experienced and accomplished attorney to lead the task force. Instead, Ms. Gorlick saw me as "raw talent" with "leadership potential," and one who could get the job done—which I did. To be able to envision someone in a role very different from one he or she has done before is a unique and invaluable feature of a tipping point mentor. Ms. Gorlick was that mentor for me. To this day, I continue to consult periodically with Ms. Gorlick. Currently, Ms. Gorlick is a law partner with Wilmer Cutler Pickering Hale and Dorr, a Washington, D.C. firm, and most recently served as a member of the 9/11 Commission.

TIPPING POINT # 4— UNITED STATES ATTORNEYS

During my five-year tenure as a federal prosecutor with the U.S. Attorney's Office, Western District in Washington, I was fortunate to work under the wings of two seasoned and well-respected federal prosecutors, the late Kenny Parker and the late

Continued on page 12

Diversity: An American Tradition

Most large U.S. publicly held companies list diversity among their core corporate values. Infrequently, however, do these same companies define what they mean by diversity, or detail the time, energy and resources that they are using to promote diversity within the company's culture.

At AMR Corporation—the corporate parent of American Airlines, American Eagle Airlines and American Beacon Advisors—we have publicly defined our view of diversity and are very willing to discuss our efforts to promote diversity within the corporate family known as AMR.

Our definition of diversity is quite simple: We want our workforce and the way we do business to reflect the diversity of the customers we serve each and every day. In 2005, American and American Eagle served more than 118,000,000 customers. Because we serve more than 250 cities in 40 countries, those customers represent every race, religion, and ethnic heritage imaginable. Many of our customers are English speakers, but a large number come from a variety of foreign countries, speaking a variety of languages.

To ensure that our workforce and the way we do business truly mirror this array of cultures, we have taken a multidimensional approach to diversity. Thus, we focus on four areas: our workforce; our vendors and service suppliers; the communities we serve; and our customers. In this article, I will focus primarily on our employees, so with respect to the other three areas, let me summarize as follows:

- a) Vendors and service providers—We establish goals every year for each department within AMR relating to the purchase of supplies and/or services from diversity-owned or female-owned businesses. We also partner with chambers of commerce and other organizations affiliated with minority-owned businesses to support the outreach efforts of these organizations;
- b) Communities—We support a wide range of nonprofit organizations (some local, some national in scope) including, for example, National Council of La Raza, the Susan G.

Komen Foundation, Lambda Legal Defense and Education Fund, the United Negro College Fund and many others;

- c) Customers—We value our diverse customer base and strive to ensure that our service respects and is welcoming to the totality of the cultures in which we do business.

For our employees, a key component of our diversity effort is administered through the Diversity Advisory Council (DAC) and our Employee Resource Groups (ERGs). The DAC comprises two representatives from each of our 14 ERGs. The ERGs are company-sanctioned employee groups who have identified themselves by certain shared characteristics. Thus we have ERGs representing the following employee groups:

- 40+ years of age
- African-American
- Asian/Pacific Islander
- Caribbean
- Christian
- Employees with Disabilities
- GLEAM—gay, lesbian, bisexual and transgender
- Indian
- Jewish
- Hispanic/Latin
- Muslim
- Native American
- Parents at Work
- Women in Aviation

The number of ERGs has grown over the years and, given the passage of time, there will probably be more. The ERGs allow our employees to meet and share concerns and solutions with AMR's senior management team. They also help build understanding and awareness among all employees. Importantly, the ERGs provide an opportunity for the company to tap into the cultural expertise of our employees as we do business in the global marketplace.



by Charles D. Marlett
Corporate Secretary
& Associate General Counsel
AMR Corporation
American Airlines, Inc.

Continued on page 13

Benefits at the Intersection of Mentoring and Diversity

“Never doubt that a small group of thoughtful, committed citizens can change the world. Indeed, it is the only thing that ever has.” —Margaret Mead

In a recent speech to our associates, ABA president and K&LNG partner Michael Greco spoke eloquently about his vision for a “Renaissance of Idealism” in the legal community. His vision evokes images of well-rounded lawyers who not only do well for their clients, but also serve as respected citizens, civic leaders and problem solvers in the community.



by **Maureen A. Shannon**
Professional Development &
Mentoring Program Administrator
K&LNG Pittsburgh



by **Richard M. Weinerman**
Professional Development &
Mentoring Program Administrator
K&LNG New York

This fall, thousands of lawyers will start their careers as associates at the nation’s largest law firms. They will join thousands more who have already chosen this path. Were Mr. Greco’s vision to be realized by a small group of these associates, the results would be noteworthy. Were a larger group to embody and live out these ideals, their accomplishments would be limitless.

At K&LNG, we believe that a strong formal mentoring program is a vital first step toward this renaissance of idealism. While informal mentoring of young lawyers is as old as the legal profession, changes over the last few decades have eroded its effectiveness at large law firms. The sheer number of associates, the expanded time demands on partners, and the increasing size and complexity of law firm matters limits the amount of one-on-one training and informal mentoring that young lawyers receive.

Many large law firms have created formal mentoring programs to adapt to these changes. Few, if any, however, have gone to the extraordinary lengths that K&LNG has to put the necessary time and resources behind the initiative. These efforts began in 2003, when the firm brought in a well-respected outside consulting firm to conduct mentoring skills training for all of our lawyers. In 2004, the firm hired us

as full-time mentoring program administrators to further this initiative. Over the past two years, we have traveled with our Chief Diversity Officer to each of our U.S. offices to personally discuss the benefits of mentoring with all of our lawyers—from first-year associates through senior-level partners.

During these years, we have learned a great deal about mentoring that may be instructive for mentoring programs and diversity initiatives throughout the country. It is now clear to us that the potential benefits of a strong mentoring program are boundless. These benefits include not only the retention of associates and the fostering of intergenerational excellence, but also the promotion of an environment in which all associates can thrive and grow to their potential, both as individuals and as advocates for the larger community. In effect, strong mentoring by seasoned legal professionals has the potential to produce the types of outcomes Michael Greco envisions.

At the heart of our mentoring program are frequent and in-depth communications with incoming associates so that they can be assisted early and often in their transition from law student to practicing lawyer or from practice at another firm to ours. Shortly after arriving at the firm, new associates are supported by an extensive mentoring network that includes a Partner-Mentor (to act as a developmental advisor), an Associate-Buddy/Mentor (to show the associate the ropes), and a local Mentor Program Coordinator (to oversee and tailor the firm’s program to the local office’s specific needs). These individuals instill in the associates the culture and values of the legal profession and the firm while also facilitating the associates’ integration into the firm.

Our mentoring program stresses and encourages frequent interactions so that trust develops between the mentoring pairs. This trust ensures that

Continued on next page

information crucial to the associate's ability to gain traction at the firm is conveyed. A strong mentor can help to allay concerns by actively listening and counseling the associate and proactively encouraging action from other partners with whom the associate works (e.g., clearer and more direct feedback, different assignments, patience). In all situations, it is vital to find mentors who will be sensitive to the associate's unique personality and who are willing to devote the time and energy to consistently provide the necessary support for professional growth and integration.

If the mentoring program accomplished only what is described in the previous paragraphs, it would be considered a tremendous success from the mentoring and diversity standpoint. Without question, the retention and development of diverse associates through quality mentoring is in the best interests of both the diverse associates and the firm. But how does the intersection of mentoring and diversity also benefit the larger community? How can a law firm facilitate a better outcome, one that results in a win (for the associate)—win (for the law firm)—win (for society)?

PROMOTING THE FIRM'S PRO BONO EFFORTS

The interplay of mentoring, the diversity initiative and the firm's pro bono program has the potential to deliver tremendous gains for all three initiatives and the community at large. In K&LNG's formal mentoring program, we encourage mentoring pairs to work together on a pro bono project as a means of getting to know each other's work style in a one-on-one setting. Too often, diverse associates remark that they lack opportunities to display their talents and abilities to the firm's leadership. By engaging in pro bono work, diverse associates can select a forum for demonstrating their abilities to their mentors while also providing a benefit to society. Pro bono matters usually are manageable by a single associate, allowing for more contact between partner-mentors and associate-mentees during the conduct of the pro bono matter. In addition, pro bono work often allows associates (with the mentors' supervision and

advice) to handle all aspects of a discrete matter at an early stage in their careers. Thus, in the course of getting to know their mentors better, the associates display and improve their case management skills. At the same time, the pro bono program (and, thus, the community) benefits from the participation of larger numbers of lawyers with various backgrounds and levels of experience.

IMPROVING THE DIVERSITY PIPELINE

Although no single quality defines a "good mentor," the best mentors are those who provide staunch and expansive support for their mentees. This support can take many forms, but some of the best mentoring involves promoting the mentee's integration into the firm, assisting in career development, increasing the mentee's profile within the legal community and counseling on work-life issues. At K&LNG, we believe that mentees who receive quality mentoring are more likely to "pass it on" to others. In fact, some of the associates in our mentoring program—in particular, diverse associates—participate in community pipeline programs to mentor school children, college students and/or law students from diverse backgrounds. The community pipeline programs are a joint effort of the mentoring and diversity initiatives at K&LNG. In several of the cities in which our offices are located, K&LNG lawyers (both partners and associates) act as mentors to the young people who represent the next generation of legal talent. By serving as supporters and role models at the earliest stages of development, the K&LNG mentors are providing the type of support that is necessary to ensure that talented diverse youths realize their potential—in the legal profession or other fields. In years to come, the community pipeline programs may yield benefits to this firm, but they will certainly provide significant returns for the communities we serve.

MIRRORING THE COMMUNITY WITHIN OUR RANKS

As our mentoring and diversity initiatives work together to promote the retention, professional

Continued on page 10

Pipeline Perspective: Street Law

Starting this fall, lawyers from K&LNG's Pittsburgh office will take on a new role—as teachers. In conjunction with the Diversity Committee, approximately fifteen partners and associates from the firm will begin teaching a course in practical law at Pittsburgh's City Charter High School through the Street Law program.



by **Erin A. Pohland**
Associate, K&LNG Pittsburgh

Founded in 1972 at Georgetown University Law Center, Street Law aims to provide young people with information about laws that will assist them in their daily lives. The class covers topics ranging from basic civil rights to small claims court and landlord-tenant law. Street Law teachers are encouraged to use innovative, interactive techniques to guide students through the course, and group work is heavily emphasized. Since its inception, the Street Law program has grown exponentially; in addition to the traditional high school course, the program has also expanded to the community, with law students teaching at prisons, halfway houses, and shelters. Currently, forty law schools around the country partner with local schools to teach Street Law.

City Charter High School, located in downtown Pittsburgh, also stresses innovative teaching. Founded in 2002, the school represents a diverse cross-section of the region, with minorities accounting for 46 percent of the class total, and two-thirds of the class

qualifying for free lunch programs. The school is in session year-round, and offers internships, college courses and wireless classrooms and laptops to its students. As a charter school, City High strives to create school-level autonomy and accountability, which has allowed it the freedom to incorporate the Street Law program into its curriculum. The class will be taught as part of the senior social studies course and will be offered during the school's first trimester. Class textbooks have been made available through a grant from DuPont.

Lawyers from K&LNG will work with a City High teacher to formulate lesson plans this summer on a variety of topics, including torts, family law, and international law. These lawyers will also plan a variety of field trips and will help to prepare the class for the Allegheny County Bar Association's mock trial program. K&LNG associates Kay Marryshow and Erin Pohland will act as the point people between the school and K&LNG, coordinating the teaching schedule for the lawyers and maintaining a consistent presence in the classroom for the students. Carl Cooper will continue to act as a liaison between the school, the Diversity Committee, and potential corporate sponsors.

For more information on the Street Law program, please visit www.streetlaw.com. For more information on City Charter High School, please visit www.cityhigh.org.

***Erin A. Pohland**
Associate, K&LNG Pittsburgh*

Pipeline Perspective: North Star Challenge

“I was so afraid I wouldn’t get into college. I feel so much more confident now that I have taken this SAT course. My score will definitely be higher.”

“My friends who go to other schools, where they don’t have this SAT course, are always asking to borrow my books. We are so lucky to be able to do this.”

“Thank you so much! Now I have a better chance of getting into college.”

These were the sentiments expressed by the 11th grade students at North Star Academy when we talked with them about the SAT preparatory program K&LNG Newark sponsored at the school.

Several members of the Newark Diversity Committee—David Kwon, Emily Won, Stephanie Gayol, Rosalia Niforatos, Monica Rodriguez and I—visited the students in April, right before they took the SAT, to give them encouragement and share our memories of that all-important exam. They shared how they formed study groups to support each other, how their parents helped them, and how one student even created his own dictionary to improve his SAT vocabulary. We thought we were going there to help them, but in so many ways they helped us—reminding us of the enormous good even seemingly minor actions can make and the reason we are committed to community service and diversity.

Our partnership with North Star Academy, a Newark charter high school, began in 2005 with the launching

of the “North Star Challenge.” The North Star Challenge (a combination of the school’s name and K&LNG’s tagline) involved the commitment of the students, their parents and their teachers to support the students’ efforts to improve their SAT scores by taking part in a rigorous SAT preparatory program.

While Newark provided the SAT course and books, and North Star Academy provided a dedicated teacher, the students did the really hard work, attending a special class four days a week after the school day ended and working on SAT questions at night and over the weekend. After three months the students were exhausted, but invigorated, and truly thankful for our help in making their dreams of a college education a reality.

We are pleased to say that the students received their scores in May and that there were definite improvements. Further, all of the students are going to take the SAT again in the fall and expect to do even better. We are planning to hold an awards ceremony at our office soon to celebrate the students’ achievements, not just in improving their scores but also working together and supporting each other. We are proud to have made this challenge possible and look forward to helping these students grow even more. Just as much as we are role models to them, they are an inspiration to us.



by **Elizabeth M. Harris**
Associate, K&LNG Newark

Elizabeth M. Harris
Associate, K&LNG Newark

Benefits at the Intersection of Mentoring and Diversity

continued from page 7

development and ultimate success of diverse lawyers, the composition of the firm will begin to mirror the community it serves. Diversity within the firm, especially at the management level, ensures that all constituencies inside and outside the firm are adequately represented in firm decision making. Furthermore, as the wider community perceives that K&LNG welcomes a diverse workforce, it will reinforce the message to talented diverse youths that a legal career is within their reach. With more diversity at the management level, K&LNG will have additional credibility in its role as an industry leader in promoting diversity.

As the 21st Century progresses, our clients and our communities will become increasingly diverse. Any law firm that hopes to flourish in the next several decades must understand the changing dynamics of the population and how demographic shifts will affect the markets they serve. Our mentoring and diversity initiatives encourage inclusion and acceptance of differences. These are the exact qualities that law firms will need to cultivate to provide effective client service while also serving the community's interests. In the past, utilizing mentoring to promote diversity was aspirational. Going forward, strong mentoring and diversity will be essential to the ability of the legal profession to meet client and community needs.

ENCOURAGING COMMUNITY SERVICE

Training and developing strong lawyers through quality mentoring will strengthen the community even if those lawyers leave this law firm for other work. If we invest our efforts in cultivating the talents of our associates, many will remain (and strengthen our firm), while others may depart for a variety of reasons (often not related to the firm itself). If lawyers leave our firm following a good experience, they likely will return the goodwill engendered during their time at K&LNG to the benefit of the firm and the community in general.

At K&LNG, mentors encourage associates to improve their profiles within the local legal community by becoming involved in community service. This often entails “giving back” to communities that are traditionally underrepresented by the legal profession. This positive presence in the community often complements the community pipeline programs to reinforce the message that everyone in the community deserves the firm's energy and support. Whether associates remain with the firm or depart, the community service performed usually continues. Thus, K&LNG's mentoring and diversity initiatives can help to ensure that young lawyers become effective legal advocates for the community, regardless of for whom they are working.

While good mentoring is valuable for its own sake, we should not limit our expectations of mentoring efforts to the traditional mentoring outcomes of career development and transfer of substantive legal knowledge. The synergies between law firm mentoring and diversity initiatives are readily apparent. Although synergies between mentoring and other initiatives may not be as obvious, we believe in expanding our thinking about the potential benefits of strong mentoring to capitalize on the strengths of K&LNG's greatest assets. As we have discussed above, law firms have the ability—and the responsibility—to harness the talents of their lawyers for the firm's good and the greater good. With our ongoing mentoring and diversity efforts, K&LNG is attempting to meet the challenge embodied by Michael Greco's vision for the legal profession.

Maureen A. Shannon

*Professional Development & Mentoring Program Administrator
K&LNG Pittsburgh*

Richard M. Weinerman

*Professional Development & Mentoring Program Administrator
K&LNG New York*

NYC Board of Education Mentoring Program

K&LNG's New York office is pleased to continue its ten-year participation in the New York City Board of Education Mentoring Program.

We have been paired again this year with the High School of Graphic Communication Arts, located in Midtown Manhattan. Virtually all of the students attending the school are minorities. Most come from underprivileged backgrounds and many are from single-parent families.

As part of the mentoring program, the firm provides volunteer lawyers, legal assistants and staff to establish a mentoring relationship with students selected by the school. The goal is for the mentors to meet with their students approximately once a week for one to two hours and discuss with them whatever problems and other issues they would like to discuss regarding legal topics and what a day-in-the-life of a K&LNG lawyer is like. Generally, the students selected by the school have the ability and desire to graduate from high school and go on to college. One of the basic goals of the mentoring relationship is to keep them headed in that direction.

This year, the following personnel from the New York office have participated in the program: Carolyn Ashley, Jerry Burrus, Lila Freeman, Michele Higgins, Rick Hollingsworth, Jessica Jimenez, Laryssa Kachmar, Aaron Menzi, Rebecca Misner, Leah Ramos, Phil Seliger, Rob Shin, Terrell Stevens and me. Once again, all New York office participants have found the program to be a rewarding experience.

Jerry Burrus, our managing clerk, takes the lead in coordinating the program and attending to the important details necessary to keep it running. He has been participating in the program virtually since its beginning. The following are Jerry's observations and feelings about the program: "I am encouraged by the experience and by what I have learned from mentoring the high school students. Watching the students learning from the talks you share with them can only make you feel blessed. Enjoying the spirit they show when they come to see you, and taking them on field trips like the New York District Attorney's office and recreational trips such as baseball games, ice skating,

and off-Broadway plays cannot be expressed in a few words. It is wonderful to see in such a short time that they feel optimistic about their future and you were a big part of that. There is a reason to be part of this group—it makes you a better person. Service to our young people is a way to start to do good deeds in your life."

Rick Hollingsworth served as mentor this year to a student from South Africa who is attending high school and will be returning home after graduation. In addition to guiding the student through his senior year, Rick also provided some important advice and assistance regarding his attire for graduation and other important events.



by William O. Purcell
Partner, K&LNG New York

My student mentee for this year is participating in the school's Naval Reserve Officers Training Corps (NROTC) Program. NROTC is very active at the school, and more than 100 students participate in it. They meet once a week and conduct drills and other forms of training, as well as field exercises outside of the school. It provides an important source of discipline in the students' lives. I attended an NROTC Awards Ceremony on the aircraft carrier Intrepid, now a tourist attraction on the Hudson River on the West Side of Manhattan. Having been an NROTC student myself in college, and eventually an officer in the Navy for four years, I must say that it brought back many pleasant memories to see these students in their uniforms performing drills and receiving their awards. I came away very impressed with their discipline and dedication. Some may well choose to go into the military, but even for those who do not, the discipline they are learning will help them in whatever they choose to do. As for my mentee, I am encouraging him to look at colleges that offer NROTC programs that pay full or partial tuition so he can combine his interest in the military with getting a college education.

Once again this year, K&LNG volunteers also served as coaches and advisers for the high school's moot court and mock trial teams. The mock trial team

Continued on page 14

The Tipping Point

continued from page 4

Tom Wales. Both Kenny and Tom worked with me, a black female lawyer, and taught me how to be a federal prosecutor. Kenny taught me how to investigate, prepare and produce. Tom taught me the tremendous responsibility that comes, particularly in a criminal trial, when you state, “I represent the United States.” From Kenny and Tom, I learned that one does not have to find mentees who have profiles like them. To be able to go beyond one’s comfort zone and mentor a person who is not like you (I am a black female and they were both Caucasian males) is another unique characteristic of a tipping point mentor.

TIPPING POINT # 5— ABA MENTORS

As I began to move through various positions in my legal career, I became actively involved in the American Bar Association (ABA). I met several male and female mentors, who guided me through the inner workings of the organization. Among them was Llewellyn Pritchard, a Seattle lawyer and a longtime member of the Washington State delegation to the ABA House of Delegates, who made sure that I knew the people who mattered and that I became involved in the “right” activities. When I left Seattle to join the Dell Corporation in Austin, Texas, Llew made sure that the welcome mat was out there for me in full force. There was also Margaret McKeown, now a federal appeals judge, who made sure that I had a place to stay at ABA meetings at a time when I could not afford it on a prosecutor’s salary. Dennis Archer and Robert Grey, 2003-2004 and 2004-2005 presidents of the ABA, respectively, saw something in me and took the time to invest in me and nurture my potential. I learned that the ABA is fertile ground for lawyers to meet potential mentors and develop lifelong relationships. Through these mentors, I have learned to pave the way for other new and young lawyers, as Llew, Margaret, Robert and Dennis did for me.

I have been honored and richly blessed with many exemplary mentors who have helped make a tremendous difference in my personal and

professional life. My mentors have all had a long-lasting and profound effect on me. They have stood with me through the tough times and the celebratory ones. They have been my tipping point mentors. In turn, I have felt an immense sense of responsibility to give back to future and upcoming lawyers in some small way. Here are my top ten tipping point lessons I have learned and have tried to pass on to those I have mentored:

1. **Authentic Role Models**—Seek out role models who share your values, dreams and ethics for what is important in your life and profession.
2. **Belief in Yourself and Leadership**—Develop a strong sense of who and what you are, what you stand for and hold on to it. Discover your inner core and your leadership style and qualities.
3. **Trust and Mutual Respect**—Develop a deep trusting and respectful relationship with your peers and your mentors. You never know who may be watching you or who may be your next mentor or mentee!
4. **Risk-Taking**—Be open to seeing others and ideas through a new lens and perspective. Believe in and trust in your instincts. Nothing ventured is nothing gained. Have alternate plans.
5. **Comfort Zone**—Diversify your mentors and mentees. Look for those who don’t necessarily look like you or think like you. Be open to learning from your mentees.
6. **Watchfulness**—Pay attention to what you do, what you say and to whom you say it.
7. **Balance**—Seek the balance of family, home, work and play. Enjoy the journey as much as the achievement of the goal. Life is too short!
8. **Giving Back**—Find a way to give back to others, to the profession and to the community. Share your story and success!
9. **Paving the Way**—Open doors of opportunity for others. Help make connections with your resources and those you mentor.

Continued on next page

Diversity: An American Tradition

continued from page 5

Examples of how AMR has benefited from the knowledge and expertise of our ERGs are illustrative:

- a. We recently inaugurated daily, nonstop service between Chicago and Delhi, India. We had no prior marketing or operational experience in the Indian market, so we turned to our Indian ERG to seek its advice on a host of issues ranging from menu items to in-flight service standards. Not only did we save thousands of dollars in consulting fees, but we also saw our service to Delhi off to a successful start—without any embarrassing cultural miscues.

On certain international flights passengers may order special meals to accommodate dietary or religious needs. In response to a growing number of requests from our Muslim passengers for a special meal that satisfied a Muslim Halal preparation, personnel from our Onboard Service Department worked with representatives of our Muslim ERG. We now offer a special Halal meal for our Muslim passengers (featuring certified Zabiha meats). Our Muslim ERG also used its influence with the Muslim press to ensure that our new meal offerings were widely recognized.

- b. In 1999/2000 we introduced domestic partnership (DP) benefits for our lesbian, gay, bisexual and transgender (LGBT) employees. We worked with

GLEAM to ensure that issues and questions from our LGBT employees were addressed. GLEAM also worked with our human resources personnel to manage a smooth rollout of the DP program. In the years since, the DP program has become a part of AMR's corporate fabric.

- c. In the Dallas/Fort Worth area there is currently a debate surrounding the proper role of Love Field (an airport in Dallas). Our Asian/Pacific Islander ERG partnered with the Korean business community and explained the positions being taken by American on the Love Field issue. Thereafter, the Korean Society of Dallas and the Korean Association of Fort Worth publicly endorsed the position of American Airlines with respect to the future of Love Field in the North Texas area.

My motive for sharing these examples with you is twofold. One, it is important and it is "the right thing to do" for a company to recognize and respect the diversity of its workforce. But, it need not be a one-way street. That same company can harness the expertise, talent and knowledge unique to its diverse workforce to enhance the company's success in an increasingly global marketplace. It simply takes time, patience and a willingness to listen.

Charles D. Marlett

*Corporate Secretary & Associate General Counsel
AMR Corporation
American Airlines, Inc.*

The Tipping Point

continued from page 12

10. Passion—Develop the gifts and talents you have and discover why you wanted to become a lawyer. Become passionate about the profession and how you can make it better. There's always room for improvement.

My mentoring experience—from those who have mentored me to those whom I have mentored—has

been an extraordinary one. I have had many mentors who made the difference in my school selection, job advancement, and quality of life. They have been my tipping point mentors. So if you have the opportunity to seek out a new mentor or mentee and share some tipping point tips, treat them to a great cup of coffee. I may be able to recommend a place or two.

Paula E. Boggs

*Executive VP, Secretary, General Counsel,
Starbucks Corporation*

ICSF

continued from page 3

comes in. During the 2004-2005 academic year, the ICSF disbursed approximately \$4.4 million in per capita grants to students who would otherwise be financially unable to attend the schools of their choice. Even with that support, a lack of funds means that hundreds of students are placed on waiting lists. The resulting waste of human talent and the foreclosing of opportunity is nothing short of tragic.

Experts can and do debate why parochial schools achieve the superior results they do. (A standard argument is that, since parochial schools educate a self-selected student body, no valid comparison can be made between their achievements and those of the public schools.) From my perspective, these debates are, in the worst sense of the term, academic. Families with the economic means to do so are largely free to choose where their children go to school. In New York City, for example, it is not unusual for middle-class and upper middle-class parents to spend as much as \$30,000 per child per year for primary and secondary

education. For families whose total annual income is often less than that, parochial schools frequently represent the only safe, supportive and demonstrably successful educational environment open to their children. With public funding unavailable, private donations represent the only chance for some children to attend these schools.

As professionals, and uniquely fortunate members of American society, it is incumbent on us to give disadvantaged children a semblance of the choice available to us and to our families. As so often, Abraham Lincoln put it best: It is and must remain the goal of the American experiment “to elevate the condition of men; to lift artificial weights from all shoulders; to clear the paths of laudable pursuit for all; to afford to all an unfettered start and a fair chance in the race of life.” The ICSF is dedicated to making that goal a reality for hundreds of disadvantaged inner-city children every year.

*Carl J. Chiappa
Partner, K&LNG New York*

NYC Mentoring Program

continued from page 11

did particularly well this year, with many students returning from last year and showing a great deal of progress. The team won one of their two competitions, which was quite an accomplishment given the quality of the opposition. The students have to perform both as lawyers and witnesses, and their performances are scored during the competitions. It is rewarding to see not only how the students perform during the competition, but also to see how they grow in confidence in their own abilities as a result of their participation. The K&LNG volunteers for this year’s mock trial team included Shari Alexander, Mike Gerard, Brian Koosed, Leah Ramos and Adam Tejada. Following are some of Shari’s observations on her experience as a coach of the mock trial team: “Coaching the mock trial team was rewarding on so many levels. It was exciting to help the students become confident and knowledgeable enough about the law to be able to think on their feet. Throughout the process we also answered questions about

college, financial aid and careers. It really felt like we were making a difference in their lives, and not just their legal skills.”

This year, K&LNG office participants also volunteered to go to the school on the American Bar Association’s Law Day to speak with students about the law. The volunteers included Jerry Novack, Shari Alexander and me, and the theme of this year’s Law Day was the Separation of Powers; however, the discussions at times explored other topics, including what life is really like as a lawyer. Again, the three K&LNG participants found the experience to be very rewarding.

Finally, this year the New York office also provided volunteers to speak with classes on the school’s Career Day; volunteers included Jerry Burrus, Gloria Wilkins, and me. The discussion covered much more than what it’s like to be a lawyer. We also discussed with the students the various law-related

Continued on last page

ABA's Legal Opportunity Scholarship

The American Bar Association initiated its Legal Opportunity Scholarship program in 2000 to provide financial assistance and mentoring support to minority law school students. With the support of generous contributions by corporations, law firms, law schools and individuals, the ABA grants scholarships to 20 highly qualified law school students annually for each of their years of law school. These scholarships are awarded following the completion of an extremely competitive selection process involving approximately 1,000 applicants annually.

K&LNG is pleased to have the opportunity to finance the three-year scholarship of Lesley Horton, a student at New York University Law School and one of the 20 Legal Opportunity Scholars from the program's 2005-2006 1L class. Importantly, K&LNG's commitment is more than just a financial one -- through Carl Cooper and me, K&LNG has assumed a significant responsibility for mentoring Ms. Horton to facilitate her success in law school and her entry into the legal profession.

Ms. Horton's accomplishments are numerous and impressive, and even more so given her background. She is the product of a single-parent home and has endured adverse circumstances as an African-American in an urban community. Yet, Ms. Horton has flourished during her youth. She achieved an outstanding academic record as an undergraduate student at the University of Pennsylvania, received several academic and leadership awards during such time and made her mark on the lives of others through volunteerism and community service,

including at a refugee camp in Ghana and as part of a mentoring program at West Philadelphia High School. Having recently completed her first year at NYU Law School, Ms. Horton is currently a summer associate at the law firm of Kaye Scholer LLP. Ms. Horton was placed at Kaye Scholer through a New York City Bar program which selects only a few outstanding minority 1L law students each year from NYC law schools for placement as summer associates at certain law firms in Manhattan.

K&LNG is indeed delighted to contribute in a meaningful manner to the future of such a promising law student. Ms. Horton has offered the following thoughts about the ABA program and K&LNG's participation:

"I am extremely grateful for the Legal Opportunity Scholarship because it has lessened my financial burden of attending law school and provided a resource in K&LNG for future success. This scholarship has enabled me to focus on succeeding in the classroom without being distracted by financial matters. In addition, Carl Cooper and Sandip Kakar at K&LNG have been valuable mentors who have provided me with advice to foster my success while in law school and to set up the framework for my future success upon completion of law school."

Lesley Horton hopes to practice transactional real estate law in the future.



by Editor Sandip Kakar
Associate, K&LNG New York

Sandip Kakar
Associate, K&LNG New York

DIVERSITY

COMMITTEE NEWSLETTER

NYC Mentoring Program

continued from page 14

jobs that might be of interest to them, such as court clerks, probation officers, court officers, court stenographers, etc. Gloria gave the students in her class a real challenge: "When you go home tonight, look at the want ads and see what kind of jobs you can get without a high school education. Then compare those to what you can get with a high school education. Then compare those to what you can get with a college education." She certainly got her point across. She also found out she was facing a tough audience. When she finally relented and answered a question about her age, one student said, "My God, that's as old as my grandmother!" Notwithstanding, Gloria still enjoyed the experience.

In sum, the Mentoring Program and relationship with the High School of Graphic Communication Arts continues to be an important part of the New York office, and there is no question that the K&LNG volunteers get as much, if not more, out of the program as do their student mentees.

William O. Purcell
Partner, K&LNG New York

BOSTON

State Street Financial Center
One Lincoln Street
Boston, MA 02111
617.261.3100 PHONE
617.261.3175 FAX

DALLAS

2828 North Harwood Street
Suite 1800
Dallas, TX 75201
214.939.4900 PHONE
214.939.4949 FAX

HARRISBURG

17 North Second Street
18th Floor
Harrisburg, PA 17101
717.231.4500 PHONE
717.231.4501 FAX

LONDON

110 Cannon Street
London EC4N 6AR
United Kingdom
44 (0) 20 7648 9000 PHONE
44 (0) 20 7648 9001 FAX

LOS ANGELES

10100 Santa Monica Boulevard
Seventh Floor
Los Angeles, CA 90067
310.552.5000 PHONE
310.552.5001 FAX

MIAMI

Miami Center - 20th Floor
201 South Biscayne Boulevard
Miami, FL 33131
305.539.3300 PHONE
305.358.7095 FAX

NEWARK

One Newark Center
Tenth Floor
Newark, NJ 07102
973.848.4000 PHONE
973.848.4001 FAX

NEW YORK

599 Lexington Avenue
New York, NY 10022
212.536.3900 PHONE
212.536.3901 FAX

PALO ALTO

630 Hansen Way
Palo Alto, CA 94304
650.798.6700 PHONE
650.798.6701 FAX

PITTSBURGH

Henry W. Oliver Building
535 Smithfield Street
Pittsburgh, PA 15222
412.355.6500 PHONE
412.355.6501 FAX

SAN FRANCISCO

Four Embarcadero Center
10th Floor
San Francisco, CA 94111
415.249.1000 PHONE
415.249.1001 FAX

WASHINGTON

1601 K Street, NW
Washington, DC 20006
202.778.9000 PHONE
202.778.9100 FAX

Challenge us.® 

**Kirkpatrick & Lockhart
Nicholson Graham LLP**

www.klng.com

BOSTON • DALLAS • HARRISBURG • LONDON • LOS ANGELES • MIAMI • NEWARK • NEW YORK • PALO ALTO • PITTSBURGH • SAN FRANCISCO • WASHINGTON

Kirkpatrick & Lockhart Nicholson Graham LLP (K&LNG) has approximately 1,000 lawyers and represents entrepreneurs, growth and middle market companies, capital markets participants, and leading FORTUNE 100 and FTSE 100 global corporations nationally and internationally.

K&LNG is a combination of two limited liability partnerships, each named Kirkpatrick & Lockhart Nicholson Graham LLP, one qualified in Delaware, U.S.A. and practicing from offices in Boston, Dallas, Harrisburg, Los Angeles, Miami, Newark, New York, Palo Alto, Pittsburgh, San Francisco and Washington and one incorporated in England practicing from the London office.

This publication/newsletter is for informational purposes and does not contain or convey legal advice. The information herein should not be used or relied upon in regard to any particular facts or circumstances without first consulting a lawyer.

Data Protection Act 1988 - We may contact you from time to time with information on Kirkpatrick & Lockhart Nicholson Graham LLP seminars and with our regular newsletters, which may be of interest to you. We will not provide your details to any third parties. Please e-mail cgregory@klng.com if you would prefer not to receive this information.

© 2006 KIRKPATRICK & LOCKHART NICHOLSON GRAHAM LLP. ALL RIGHTS RESERVED.