

# K&L|GATES Diversity Newsletter

Winter 2007/08

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## A Word from the Firmwide Diversity Committee Chair



**Paul W. Sweeney, Jr.**  
Administrative Partner and  
Diversity Committee Chair  
Los Angeles

We are proud to publish this latest edition of our Diversity Newsletter. As K&L Gates continues to grow, so does the breadth and depth of its diversity program. In this edition you will read articles that touch the three key areas upon which our successful diversity program is based: recruitment, retention and relationship building. These articles describe recruiting collaborations with clients, a client's perspective on diversity, programs developed by the firm to address the retention of lawyers, and community-based programs that our offices are engaged in from California to the United Kingdom. We are proud of our diversity program and fully expect that, in the future, as our firm continues to grow and touch the lives of more lawyers, clients and communities, the impact of these and other innovative programs will be even greater.

## Greetings from the New Director of Diversity



**Rick Jones**  
Director of Diversity,  
New York

I have been the Director of Diversity for approximately three months and I have been absolutely delighted with the reception I have received. I look forward to working with you all further to strengthen the sense of community throughout the firm and to facilitate greater problem solving, both of which I believe may be enhanced by having diverse points of view.

Having been a diversity consultant for almost 10 years, I am acutely aware of the challenges that attend this effort, particularly given the nature of the practice of law, a highly competitive and demanding profession. In the next few months, I will be visiting all of our offices. I look forward to meeting many of you and engaging you in a conversation about teamwork and inclusion in this community.

## Recruitment

# K&L Gates' Client Collaboration

*Innovative Recruiting at its Best*



**Rebecca B. Linden**  
Mgr. of Legal Recruitment  
New York

K&L Gates has a history of providing its recruits with a great summer experience and tools to gain an edge in the industry. This year was no exception. As a result of ongoing efforts, two diverse

K&L Gates summer associates had an innovative and challenging experience this summer. Rebecca Linden of the legal recruiting department answers questions regarding this collaboration.

### ***Where did the idea to partner our summer associates with our clients come from?***

Our partners in this program, Goldman Sachs and Merrill Lynch, have both been actively seeking ways to intensify diversity recruitment efforts in an increasingly competitive marketplace. They both concluded that one of the best ways to highlight the roles of in-house counsel at financial services companies is to offer up internship programs similar to, and in conjunction with, a law firm's summer associate program. The program introduces these diverse candidates to the legal and financial services industries at the same early stage in their careers. When we discovered that our clients, one of whom had already successfully partnered with other law firms and their summer associates in a diversity program, had an interest in such a partnership with us, we immediately agreed to join forces. It was a phenomenal opportunity for all parties involved, and we wanted to be a part of it as well.

### ***Does the partnership focus on diverse associates or all associates?***

Both Goldman Sachs and Merrill Lynch have partnered with firms, to help them identify and work with law students from historically underrepresented groups. As a result, the two partnerships we created this summer focused on two of our diverse summer associates.

### ***Is there a selection process for the participating summer associates? If so, what criterion is used to select them?***

There is no formal selection process, but we did try to select summer associates who had expressed an interest in the type of work these two clients do. We also tried to select summer associates we thought would benefit from being part of a dual program like this.

### ***Is this program limited to summer associates entering their third year of law school or can associates entering their second year also participate?***

The program is open to any of our summer associates.

### ***How was the summer associates' time divided between K&L Gates and the client?***

This summer, both of our summer associates worked at K&L Gates for eight weeks and at the client for three weeks at the end of the program.

### ***What type of work did the summer associates in this program perform while at the client's office?***

At Goldman Sachs, our summer associate worked in the investment management group. At Merrill Lynch, our summer associate worked in research.

### ***What did K&L Gates hope to achieve for the firm by forming this summer partnership? What did K&L Gates hope to achieve for the summer associate?***

As far as K&L Gates is concerned, the first objective involved in forming this summer partnership was to improve communication between the firm and our clients, particularly with respect to an issue that is a focal point for all parties involved. This was a great opportunity for us to become teammates and to better our working relationships. For our summer associates, we hoped that this partnership would create a solid alliance with our clients. It would be ideal for this partnership to become a fixture of our summer associate program, offering our future summer associates the same unique opportunity to experience the legal profession from such a unique dual vantage point.

This sort of **partnership** is undoubtedly an extension of the “**Call To Action**” and an attempt to **diversify** the legal profession.

***How does the partnership benefit the client?***

The partnership benefits the client by providing incredible, diverse K&L Gates summer associates for their summer programs. Our summer associates are individuals with great credentials and a solid working knowledge of the law.

***How were the clients selected to participate?***

Both Goldman Sachs and Merrill Lynch had informed us of their preexisting partnership programs with other law firms. When they contacted us regarding this prestigious and selective opportunity, we decided to partner with both of them.

***Could this sort of partnership be seen as an extension of the “Call To Action” by corporate general counsel and the next step in their attempt to diversify the legal profession?***

This sort of partnership is undoubtedly an extension of the “Call To Action” and an attempt to continue to diversify the legal profession. It is no secret that legal employers are not finding the success they would like in their attempts to diversify their

workplaces, as the demand for diverse lawyers now significantly outweighs the supply. Since diversifying law firms has become a somewhat unrequited priority, I think you’ll definitely see an increase in other sorts of incentives and opportunities to recruit diverse candidates.

***Do we expect to draw more summer applicants in the future because of the partnership?***

We are expecting that this partnership will be a huge draw for our prospective candidates throughout this upcoming recruitment season and in the future. It is an exceptional opportunity for prospective students who are interested in the financial services industry.

***Who should clients contact if they are interested in partnering with the firm next year in this program?***

Paul Sweeney is the best person to contact at the firmwide level. Paul is the Administrative Partner of the Los Angeles office as well as the firmwide Diversity Committee Chair. He can be reached at 310.552.5055 or [paul.sweeney@klgates.com](mailto:paul.sweeney@klgates.com).



## Relationship Building

# The UPMC Approach to Diversity

### What Diversity Means to Our Organization



**Dawnita Wilson**  
Senior Recruiter  
Office of Diversity, UPMC

The University of Pittsburgh Medical Center (UPMC) is a \$6 billion organization comprised of 19 hospitals, 43,000 employees, and a network of care sites across Western

Pennsylvania and throughout the world. UPMC is the premier health system in Western Pennsylvania and one of the most renowned academic medical centers in the United States.

Among our more obvious commitments to the health profession and the region, UPMC is also committed to promoting a diverse workforce. We value the differences that make people unique and appreciate the impact that diversity and creativity have on our organization. Our goal is to exceed our patients' expectations by providing the exceptional health care and service that result from diverse teams and multicultural perspectives.

At UPMC, we strive to achieve workplace diversity through our ongoing efforts surrounding recruitment, retention and community partnerships. We recognize that, in addition to race, gender, age, color and national origin, there are a multitude of differences that define diversity. Valuing and appreciating these differences is what separates great organizations from good ones.

UPMC comprises many, sometimes disparate, parts—from its urban center

to rural settings, its service workers to academicians and its high-touch patient care to high-tech innovations. We value this breadth and depth of differences because we appreciate what diversity brings to our organization:

- **Diversity gives us the opportunity to be strengthened.** In a smaller, narrower organization, we would benchmark against a smaller, narrower field. With a large, diverse organization, we can benchmark against a broad range. This allows us to see what we do well and where we can improve and then take the best practices and transfer them across the system.
  - **Diversity gives us the opportunity to grow.** UPMC is reflective of the community; our diversity mirrors the makeup of our region. We expect to raise the bar. UPMC doesn't believe diversity is just about numbers. To us, diversity is about inclusion and making opportunities for everyone—not just meeting quotas.
  - **When we embrace diversity, we can better respect our patients and employees.** Our patients come from every walk of life, every ethnic background, every age group, every sexual orientation and every religion. Recognizing and respecting cultural differences preserves the dignity of our patients and their families.
  - **It's simply the right thing to do.** Several years ago, our board of directors recognized that UPMC had the opportunity to take a leadership role in developing standards and goals for an inclusive organization. The subsequent strategic diversity plan is led by an active and engaged board and outlines goals for recruitment, supplier diversity and community involvement.
- **Diversity belongs everywhere.** At UPMC, we seek diversity at every level of our organization. Along with our Board of Directors, we actively pursue opportunities to create a leadership team that reflects diversity.
  - **Supporting diversity means stronger communities.** In addition to supporting minority businesses, UPMC creates opportunities for disaffected, underserved and un- or underemployed people to train for good-paying, meaningful jobs. The synergy developed by engaging in community partnerships helps these potential workers while assuring future employment streams that help our operations.
  - **Diversity means opportunity for everyone, everywhere.** As UPMC expands its operations globally, our ability to create and sustain a diverse workforce will be critical to our enduring success. UPMC is committed to that success and to fostering an environment of inclusion that welcomes and supports all people.

As a premier employer and health care organization in Western Pennsylvania, UPMC believes diversity is a major part of who we are and what we do. In the future, we look forward to expanding our diversity efforts, specifically as they relate to our patients, our employees, our communities and our business.

Through training, education, and awareness, we will brand UPMC as an employer of choice, by championing a workplace supportive of diversity and inclusiveness.



Did you know?

## Facts and Figures

### U.S. Population Tops 100 Million for Citizens of Color

The U.S. population of color surpassed the 100 million mark in May 2007. About one in every three Americans is a person of color. Latinos are the largest racial/ethnic group at 44.3 million, accounting for nearly half the total U.S. population growth in the last decade.

*(Source: U.S. Census Bureau, May 2007)*

### Asian Languages Battle for Third Place in the U.S.

After Spanish, Chinese is the most widely spoken non-English language in the United States, with 2.3 million people ages five and older speaking it at home. Tagalog and Vietnamese are also popular Asian languages, each with more than one million speakers in the United States.

*(Source: 2005 American Community Survey)*

### Majority-Minority for Four States and D.C.

Four states and the District of Columbia are "majority-minority" states. In 2006, Hawaii had the largest population of color as a percentage of its total population (75 percent), followed by the District of Columbia (68 percent), New Mexico (57 percent), California (57 percent) and Texas (52 percent). No other state had a population of color exceeding 42 percent of its total.

*(Source: U.S. Census Bureau, May 2007)*

### Historically Black Colleges and Universities Successfully Recruit White Students

Nearly 10 percent of HBCU students were white in the 2005-2006 school year, thanks to HBCU's increased efforts to diversify their campuses in response to recent lawsuits against campuses that lack diverse student bodies and/or use requirements that may exclude or decrease admission chances for certain racial/ethnic groups.

*(Source: National Association for Equal Opportunity in Higher Education, 2007)*

Latinos are the largest  
racial/ethnic group at 44.3 million,  
accounting for nearly half  
of the total U.S. population growth.

## Retention

# Mothers in the Workplace

*An Everyday Reality*



**Amy M. Scott**  
Associate  
Dallas

All working mothers have experienced it – the apprehension over whether they can succeed in their career and succeed as a mother.

When this tangible apprehension appears, we often

ask ourselves—how can I strike a balance between my career and my role as a mother? Can it be done? Work-life balance—Is there really such a thing? Well, for many mothers there is such a thing, and I am fortunate enough to be among their ranks. I, like so many others, have struggled with the demands of a professional career and the tugging of maternal heartstrings. I have missed the opportunity to kiss “boo-boos” and make it all better, and, on occasion, I have missed waking up my daughter with sweet kisses and tucking her into bed at night. But just the same, I have seen my daughter take her first steps and learn to run! I have experienced the indescribable joy of watching my daughter explore her surroundings with boundless curiosity, and I have relished in her laughter when something amuses her.

I strive to be a role model for my daughter both personally and professionally, and I know I am not alone. I sincerely hope those of you reading this article rank among those of us who are achieving the balance. If not, perhaps this article can assist you in joining the ranks and striking that ever-so-delicate balance.

## The Fruits of Working Mothers’ Labors

Women with children are one of the fastest growing segments of the U.S. labor force.<sup>1</sup> As such, they have been the driving force behind many of today’s laws and innovative programs designed to help working mothers balance their professional and familial obligations. In the not-so-distant past, women were not hired or promoted and were fired simply because they were pregnant. Mothers who had dreams of climbing the corporate ladder were rebuffed outright because their commitment to their career was called into question because they were mothers. Thankfully, working mothers stood up with a loud voice to proclaim that being a mother and being a professional are not mutually exclusive. The fruits of their labors are and continue to be key pieces of legislation that echo this very sentiment.

## Pregnancy Discrimination Act

The Pregnancy Discrimination Act, an amendment to Title VII of the Civil Rights Act of 1964, prohibits employers from discriminating against women because of pregnancy. The act explicitly provides that pregnant applicants and employees are to be treated the same as other applicants

or employees with similar abilities or limitations. Employers may not refuse to hire a pregnant woman because of her pregnancy, provided she is able to perform the major functions of her job. Employers also may not refuse to hire pregnant women because of overt or latent prejudices of coworkers or customers. And, of course, employers may not fire a pregnant employee because she is pregnant. Upon request, employers must provide reasonable transfers or work modifications to pregnant women, provided such accommodations are made to other employees who are temporarily unable to perform their jobs. Employers must preserve a woman’s job while she is on maternity leave for the same length of time jobs are held open for employees on sick or disability leave. Employers may not require pregnant employees to produce medical verification of their ability to work if such verification is not required of other employees on disability leave. And employer-provided health insurance cannot exclude pregnancy from coverage and indeed must cover expenses for pregnancy-related conditions on the same basis as costs for other medical conditions. In May 2005, U.S. Representative Carolyn B. Maloney (NY) introduced an amendment to the Pregnancy Discrimination Act. The amendment

**Employers must provide reasonable transfers or work modifications to pregnant women upon request.**

# Women with infants and toddlers are a rapidly growing segment of the labor force today.

specifically recognized the critical role that women play in our modern workforce and also recognized the medical, emotional, and business operational significance of breastfeeding. The act stated:

*Congress finds the following:*

- 1. Women with infants and toddlers are a rapidly growing segment of the labor force today;*
- 2. Research studies have also shown that breast milk and breastfeeding have protective effects against the development of a number of chronic diseases and childhood illnesses;*
- 3. The health benefits to children from breastfeeding translate into a threefold decrease in parental absenteeism due to infant illness.*

As a result, the act included breastfeeding as a protected activity under Title VII and the Pregnancy Discrimination Act. The act further provided for a performance standard for breast pumps and provided tax incentives to employers who encourage breastfeeding. Although the amendment did not make its way out of the House Subcommittee on Employer-Employee Relations, this type of legislation is something for working mothers to keep their eye on.

## Family and Medical Leave Act

The Family and Medical Leave Act was enacted for the purpose of helping employees balance their work and family responsibilities. The FMLA provides eligible employees with up to 12 weeks of unpaid leave per year. Eligible employees are those who have worked for their employer (1) for at least 12 months, (2) for at least 1,250 hours over the past 12 months, and (3) at a location where the company employs 50 or more employees within a 75-mile radius. Eligible employees may take FMLA leave for any of the following reasons:

1. For the birth and care of a newborn child of an employee;
2. For placement with the employee of a child for adoption or foster care;
3. To care for a spouse, child or parent with a serious health condition; or
4. To take medical leave for the employee's own serious health condition.

Typically, working mothers who take FMLA leave after the birth of their child do so concurrently with any paid leave they are eligible to receive. (The determination of whether FMLA leave and paid leave run concurrently or consecutively is governed by employer policies.) The FMLA also requires employers to maintain group health benefits during the employee's leave and to reinstate the employee to the same or equivalent position upon expiration of the leave.

The FMLA also has been the subject of potential amendments. In December 2006, the Department of Labor (DOL) requested guidance from the public concerning the benefits and drawbacks of the FMLA. The DOL indicated the request was not necessarily indicative of amendments to come, but that the comments would be reviewed and considered. Three noteworthy areas of inquiry were (1) substitution of paid leave, (2) employer attendance policies, and (3) the different types of leave permitted and the length thereof. Senator Hillary Clinton (NY) lobbied for an expansion of the FMLA to include parental leave for parent-teacher conferences and other school-related functions. The public comment period closed in February of this year. The DOL is expected by year's end to thoroughly analyze the comments and provide some guidance on whether official amendments will be made. Again, this is a key piece of legislation about which working mothers (and fathers) will want to remain apprised.



Amy and her 2-year-old daughter Lauren Abbagail

**Believe** in your ability to balance your roles as a mom and a professional.

**Aspire** to reach a tangible goal where you are able to strike the balance.

**Law.** Know the law and your rights under it.

**Act** on your aspirations. Set your goals in motion.

**Niche.** Establish a niche that works for you. Flex scheduling? Telecommuting?

**Create** a formal proposal for your employer detailing your goals.

**Execute** your plan. Work with your employer to execute a win-win plan.

## Innovative Programs

Working mothers have also been the driving force behind many employer-sponsored "family-friendly" programs. Thanks to the innovation and persistent courage of working mothers, there are numerous family-friendly policies from which modern working mothers are benefiting. Workplace breastfeeding support programs are one example. Employers have begun to recognize the operational rewards that come with accommodating breastfeeding mothers. Key components of successful breastfeeding support programs include:

- a clean, private and comfortable space (not a bathroom);
- a comfortable chair;
- a refrigerator for storing expressed milk;
- the provision of a breast pump or a breast pump allowance; and
- adequate break time to breastfeed or express milk.

Some innovative companies take it a step further by establishing an official breastfeeding support policy, training all employees on the policy, providing lactation specialists on an as-needed basis, and offering breastfeeding education to partners of employees who are expectant fathers.

Other programs that benefit working mothers (and fathers, too) are those that are designed to help mothers strike the balance between work and family. Undoubtedly, there is an adjustment period for all women returning to work after maternity leave. Feelings of guilt and inadequacy, angst over the care of their child, and anxiety over continuing to be a successful career woman, all coupled with the general stresses of work and parenting, can make a working mother feel overwhelmed. That is where flexible scheduling options have saved the day! Some mothers shift to a part-time or reduced-hours schedule enabling them to spend more time at home. Some mothers, perhaps those who cannot financially afford to shift to a part-time schedule, decide to work compressed workweeks and work 40 hours in four days, thereby allowing them an extended weekend and ample time for family.

Other mothers job share with one another, sharing the responsibilities and benefits of one job while gaining more time at home. Some mothers opt for flextime scheduling that can satisfy their unique needs. Maybe a mom decides to work from 7 a.m. to 3 p.m. every day, enabling her to pick up her child after school. Or maybe a mom works

from home a couple of days a week where she can tend to her child during the child's waking hours, and she can work during nap time and after bedtime. Whether it is a part-time schedule, telecommuting, flex scheduling, or a myriad of other variations, all are innovative ways that women can spend invaluable and precious time with their children while also maintaining fulfilling and successful careers.

With a small investment of time, money, and flexibility, employers are seeing reduced absenteeism rates, increased employee morale, and increased employee retention. And mothers are able to experience the balance.

These laws and innovative programs are the direct result of the inspirational labors of working mothers who have come before us and those who are among us today. So to all you moms out there—we celebrate you. Thank you for your sacrifices, for your enduring love of family and for your inspiration.

## Notes

1. 70.7 percent of women with children work. See *Women in the Labor Force: A Databook*, U.S. Department of Labor, Bureau of Labor Statistics.



## Retention

# Work-Life Balance

### *Maintaining Your Quality of Life*



**Amy L. Groff**  
Associate  
Harrisburg

It has been called balance, juggling, integration, and, on some days, a virtual impossibility—the act of managing a demanding career and a personal life. It is something that all of us at K&L

Gates do on a daily basis. In fact, our firm was one of the first to formally recognize this struggle and create the position of Personal and Professional Life Integration Director to study work-life issues. More recently, the firm developed the Balanced Hours Program. This program is a tool that has helped me navigate what I refer to as my two lives.

My professional life involves a litigation practice, focusing on employment law and state and federal constitutional law. This practice is exciting, challenging, rewarding and unpredictable. I could use the same adjectives to describe my personal life, although these two lives bear little resemblance to one another. I have a 2-year-old daughter whom I adore and who has added a new dimension and a new set of challenges to my life.

Before my daughter was born, I met with our office's administrative partner, Cart Strouss, and associate chair, Linda Shorey, to explore the possibility of working a reduced-hours schedule.<sup>1</sup> While I was on maternity leave, the firm launched the Balanced Hours Program, and I returned from leave in March 2006 at a 60 percent work schedule as part of that program.

Later that year, my mother was diagnosed with an advanced stage of cancer, and my balanced-hours arrangement afforded me the flexibility I needed not only to help with her care, but also to spend valuable time with her.

While the reduced-hours schedule is the most significant and most visible part of the arrangement, the Balanced Hours Program provides more than just an opportunity to work fewer hours. It involves administrative support, technological assistance, a focus on professional development and individually tailored plans for each participant. Technology, such as Blackberries, receipt of faxes by e-mail and remote Internet access make it possible to work in nontraditional places at nontraditional times. With improvements to technology and changes in employees' personal needs, alternative work arrangements in law firms and in the corporate world are becoming more common and more accepted.

The stereotype that a part-time lawyer is less committed has also been rebuffed. I once heard a working parent comment that, if her employer could see what she does to get out the door in the morning, her commitment would never be questioned. I am sure that many participants in flexible work arrangements would echo the same sentiments. Focusing on the legal profession, one study<sup>2</sup> revealed that in-house counsel are not disinclined to work with part-time outside counsel. Instead, in-house counsel focused on lawyers' accessibility and responsiveness, noting that part-time outside counsel can be just

The **Balanced Hours Program** provides more than just an **opportunity** to work reduced hours.

as responsive as full-time outside counsel, who may frequently be in trial, traveling on business or attending to other client matters. In-house counsel also indicated that they consider attrition and quality-of-life issues when selecting a law firm as outside counsel.

The K&L Gates Balanced Hours Program addresses these issues by maintaining quality of life for its lawyers and quality of service to its clients. I am passionate about my work and my family, and I could not imagine a life without both. I am grateful for the support of my colleagues and the innovation of the firm's management in creating the Balanced Hours Program, which has allowed me to perform at my best in both worlds.

### Notes

1. From my first meeting with Cart and Linda to my most recent project with David Fine, my colleagues have respected and supported my decision to reduce my hours of work. I would be remiss if I wrote an article about my experience and did not thank all of the lawyers and staff with whom I work for the assistance and support they have provided to make this arrangement possible. The Balanced Hours Program would not work without flexibility on the part of the participants and those working with them.

2. Work Life Law (A Program of American University Washington College of Law), *Better on Balance? The Corporate Counsel Work/Life Report* at 51–52 (Dec. 2003).

## Retention

# Women in the Profession

### An Overview



**Maureen A. Shannon**  
Professional Development  
Coordinator  
Pittsburgh

In recent years, virtually every publication in the legal industry has highlighted the fact that the legal workplace looks vastly different than it did just a generation ago. With female lawyers entering law firms at rates equal to their male counterparts, firms cannot afford to overlook significant issues facing women in the legal profession. Multiple studies have shown



**Patricia C. Shea**  
Partner  
Harrisburg

that in the highly competitive market for clients, firms can distinguish themselves and gain a competitive advantage by demonstrating their commitment to all types of diversity, including gender diversity. By focusing on issues affecting women in the workplace, firms can cultivate the development of their human capital while simultaneously positioning themselves for success in the business place.

In recognition of this market reality, in July 2006, Peter Kalis announced the formation of the Women in the Profession Subcommittee (the "WIP Subcommittee"), explaining that its purpose is to "identify steps that women attorneys can take to build their practices, help focus opportunities available at K&L Gates to maximize their effectiveness and make

recommendations to the Management Committee to further increase growth opportunities." He noted that the WIP Subcommittee is intended to provide a clearinghouse for "strategies and ideas that women attorneys and other professionals have found to be successful in advancing their careers" and it will "investigate ways to create business development opportunities that allow women attorneys to capitalize on their strengths and to experience a fulfilling work environment."

Since its formation on June 23, 2006, the WIP Subcommittee has met biweekly by phone. From its inception, members of the WIP Subcommittee analyzed and absorbed leading commentary and ideas circulating within the broad band of available dialogue and concluded that a strong business case exists to empower the firm's female lawyers with tools, techniques, practices and resources for building a solid book of business (the "Women's Initiative"). Members of the WIP Subcommittee researched best practices for achieving the Women's Initiative by attending key conferences, analyzing pertinent materials and interviewing lawyers with other firms, as well as leaders and professionals involved in implementing women's initiatives in other firms and businesses. Subcommittee members also urged the firm to join the National Association of Women Lawyers (NAWL), sponsored by the ABA, which provides helpful resources and networking for female lawyers. The firm is now a member.

The WIP Subcommittee identified an unexpected wealth of resources directed specifically toward the professional growth and success of female lawyers. These materials include articles, seminars, books and links to other organizations regarding female lawyers' perspectives on methods to increase their business. To make these abundant resources available throughout the firm, the WIP Subcommittee created a Web portal on which it publishes the agendas and minutes of its meetings as well as representative samples of the wealth of resources and materials brought to the attention of its members. The resources found on the WIP Subcommittee Web portal are available to all firm employees.

Through its research, the WIP Subcommittee reached a consensus that the success of the Women's Initiative would depend upon a solid framework for the subcommittee's ongoing efforts. This strong foundation could best be accomplished through the creation of a formal program dedicated to a women's initiative. The WIP Subcommittee urged the firm to become a member of the Catalyst Foundation, an entity dedicated to expanding opportunities for women in business. The firm is now a member, and the WIP Subcommittee hopes to benefit from the resources of Catalyst as it plans a formal program for the Women's Initiative.

Among the goals that the WIP Subcommittee hopes to achieve with the Women's Initiative are advancing women in the workplace, both internally

Members of the WIP Subcommittee researched best practices for achieving the Women's Initiative.

## Retention

# My Mentoring Partnership

### *Experience Trumps Fear*

and externally; mentoring women to gain leadership positions in the firm (both for associates and partners); empowering women by helping them increase their books of business; counseling men and women in the firm to create a more comfortable/equitable work environment; passing along information on events or articles of interest to women; raising the profile of the firm in the area of women's diversity issues; and involving firm management in issues affecting women in the legal workplace.

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Patricia Shea, a partner in the firm's Harrisburg office, serves as the chair of the WIP Subcommittee. The other current members of the WIP Subcommittee are Diane Ambler, Samantha Ariss, Michele Barnes, Katherine Blair, Rachel Boothroyd, April Boyer, Kay Brady, Eileen Ewing, Julie Lennon, Betty Louie, Mary McGurrin-Novack, Roslyn Pitts, Christine Redfield, Maureen Shannon, Tina Two and Lisa Yennella-Granese. However, as the firm continues to integrate its personnel and structures following the January 2007 combination, the composition of the WIP Subcommittee is likely to change in the coming months as women lawyers from the legacy Preston Gates & Ellis offices are invited to participate on the WIP Subcommittee. Regardless of its membership composition, the WIP Subcommittee will continue to develop a women's initiative and strive to achieve the goals set forth above. As the Women's Initiative's efforts proceed, the WIP Subcommittee will continue to provide progress updates and additional resources to aid in the achievement of its stated goals.



**Emily Beach Thomas**  
Associate  
Pittsburgh

It is often said that when the student is ready, the teacher will appear.

Unfortunately, I have often heard that at many large law firms, even though the first-year associate may be a student ready for a teacher, career demands and law firm culture can prevent a senior attorney from appearing as that teacher. I was greatly concerned about this possibility when I was set to begin my legal career, since I knew the first year at a law firm can be a demanding and terrifying time.

As soon as I graduated from law school and shook off the fears associated with that tumultuous stage of my life, I almost immediately began to worry about starting at K&L Gates in the fall, wondering whether I could find the mentoring support I would need to succeed. I was thrilled to discover that K&L Gates had recognized the importance of facilitating mentoring

relationships early on in associates' careers by developing the first-year partner mentor program.

I was even more excited when I found out that my partner mentor was none other than Carolyn Branthoover. I became acquainted with Carolyn when I was a summer associate as she was the co-chair of the hiring committee that summer. I had always been in awe of her wonderful personality, brilliant mind and balanced approach to career and life. Moreover, I knew Carolyn by her esteemed reputation within the firm and legal community as one of the greatest lawyers practicing in the area today. I felt honored to discover that such a remarkably talented lawyer would want to mentor me.

From the beginning of our relationship, Carolyn has been consistently thoughtful and concerned about my success at the firm and my satisfaction with my career. Carolyn has been proactive in trying to find me exciting and challenging work for me. During the summer before I arrived at K&L Gates, she contacted me personally



## Relationship Building

# How to Become a Superhero

*In One Hour or Less*

to ask what work I would like to do and with whom I enjoyed working as a summer associate. She simultaneously pursued work for me from the lawyers I identified, while also recommending me to other lawyers within the firm.

This was only the beginning of the caring and energetic approach Carolyn has brought to mentoring me. She has consistently sought every opportunity to share her wisdom and experience with me, whether I am working on an assignment for her, we are having lunch together or we are just standing by the copier. She has provided me with exciting and challenging work while also leading me to assignments from other lawyers. From these new assignments, I was able to receive additional advice and guidance from a variety of sources, which I feel is fundamental to success in a law firm as well as in life.

Yet the value of my relationship with Carolyn goes far beyond mere work assignments and advice for my legal career. The power of knowing that such a gifted and masterful lawyer as Carolyn Branthoover actually cares about my success and happiness at K&L Gates is invaluable. I came to K&L Gates this year ready for a teacher, and, thanks to the K&L Gates first-year partner mentor program, a remarkable teacher appeared. I will be forever grateful to Carolyn for her unending generosity of time, spirit and knowledge this year, and I look forward to our continuing relationship when I am no longer a first-year associate.



**Jeremiah Jackson**  
CLAAAY Outreach  
Coordinator  
Duquesne University

Recently, it seems there has been a proliferation of superhero movies at the cinema. These muscle-bound icons fly, leap, and smash their way across the silver screen and provide an escape from our “normal” lives. I can’t help but wonder if this is not partially a response to the psychological needs of the viewing public. Today, I looked at the front-page stories of my national newspaper and saw many disturbing things. Among them were headlines such as “Air-strike on al Qaeda kills 7 children” and “Immigration bill’s future uncertain” and “Fake firefighter faces prison for bizarre attack.” Of the more than 30 story links directly available, only

seven were positive. It is enough to make you wonder if the world is spiraling out of control and if there is anything you can do to right the ship. It is hard to dismiss the recent barrage of superhero movies as coincidental to all of this negativity being hurled at the average person. We may be looking for a super man, woman or group to save us from the perceived insanity in the world. However, I’d like to offer anyone feeling like they need a super rescue to look no further than the mirror. There are things each of us can do to positively impact our communities and turn each of us into a hero. Moreover, there is a large community of individuals who have the will, vision and means to bring about this positive change in our world. A great example of these “super” men and women would be the attorneys and legal staff of the K&L Gates office in Pittsburgh, Pennsylvania.



## The History of Success

The attorneys and staff in Pittsburgh have been working with Duquesne University's Career Literacy for African American Youth (CLAAY) Program for the past four years. These heroes have donned the mantle of mentors for inner-city schoolchildren at Oliver High School on Pittsburgh's North Side. The K&L Gates mentors work with these young men and women for one hour biweekly to accomplish the CLAAY mission "to empower motivated young people to define, pursue and achieve their individual career and academic aspirations through one-on-one mentoring, academic tutoring and related programs." The attorneys, paralegals and staff of K&L Gates have been a part of CLAAY's formula for success since the program's inception in 2003 and have been a major factor in helping the Oliver program become a model for mentoring and career development in the Southwestern Pennsylvania region.

In 2003, CLAAY piloted the concept of having students work with mentors to create a career plan beginning in high school that would continue into postsecondary work or education. Mentors would provide guidance, experience and motivation for students to create, refine and execute this plan. To assist the mentors in this mission, the CLAAY Program trained mentors, provided a curriculum and activities to aid the development of students, and coordinated the logistics of the program with the Pittsburgh Public Schools and the CLAAY mentors. Initially, the program premiered in five Pittsburgh public high schools and served 63 students and mentors. Some of the greatest challenges



faced by the nascent program included recruiting mentors and getting mentors to the school site consistently. K&L Gates swooped to the rescue by committing to meet the mentoring need at Oliver High School. K&L Gates agreed to assist in recruiting enough attorneys to mentor each student in the program, provide transportation for attorneys to get to and from the school site and provide financial assistance to the burgeoning program.

The initial year at Oliver had mixed results. While there were many qualitative and quantitative signs of progress, there were also serious concerns with the young program. However, K&L Gates never shirked its commitment to the CLAAY students. In fact—like any good hero—the mentors from K&L Gates redoubled their support for the program. K&L Gates recruited more mentors for the upcoming year and began sharing the cost of providing lunch for the students. Due to this type of commitment, the CLAAY Program was able to improve and expand. In 2005, the program served more than 200 students and received the Award for Excellence in School-Based Mentoring by The Mentoring Partnerships of Southwestern Pennsylvania. Currently, the CLAAY Program serves 320 children in 18 schools from seven school districts in Allegheny and Beaver counties. Over the past two years, 100 percent of CLAAY seniors have graduated from high

school, and just shy of 86 percent of those students have gone on to college or the military in the fall immediately following graduation. This year, 100 percent of graduating CLAAY seniors will be entering college or the military this fall. These rates of matriculation exceed those reported by the Pittsburgh Public Schools and from national estimates. This is even more astonishing when considering that Oliver High School reported the fourth lowest graduation rate in the city and that African American students in Pennsylvania face a reported achievement gap of 34 percent when compared to Caucasian and Asian students.<sup>1</sup> Without a doubt, the mentors in the CLAAY Program are part of the solution to the challenge of creating a highly trained, prepared and motivated workforce.

## Heroes in Action

However, heroes don't just help solve a concrete problem, they provide people with hope. They help individuals feel that the challenges we face daily can be overcome and provide us with an example of how to tackle these obstacles with integrity. In a 2005 survey of CLAAY students, we found that students enjoy the program and found it fun because of their relationship with their mentors. When asked specifically what was most important about these relationships, students intimated that it was quintessential that mentors "liked them and helped

them." It is obvious from the comments and responses of CLAAAY students about their mentors that this is true for the "super" mentors of K&L Gates.

Shana is a recent CLAAAY graduate. She began attending Edinboro University this fall. I talked with Shana about her experiences in the program. Shana had this to say about her mentor, Mitra Eskandari-Azari, "She [Mitra] was very nice and gave good advice. Mitra helped me to never give up and was always there for me." Shana said that one of her greatest challenges in completing high school was her own negativity. She credits Mitra with "always making me look at the positive." Shana felt that Mitra's involvement in her life helped her to achieve her goals of going to college and avoiding some of the pitfalls of her environment. "I am very proud that I didn't get pregnant in high school. It seems like half my friends have babies. You never want to say your baby isn't a blessing, but it sure would have been a setback," she said. Shana's original mentor was Mary O'Day—who couldn't continue mentoring this year. Shana said that she "really liked Mary but Mitra and I have become friends too." This is an example of the commitment of the K&L Gates mentors. When a mentor must leave the program, they find another person to meet the needs of the students. In this way, K&L Gates has been able to ensure a quality experience for students that is not isolated to just Shana.

Rodney, another CLAAAY graduating senior, describes his mentor, Nicholas Ranjan, "as one of the most positive and influential people in [his] life." Rodney went on to say that "Nick is my best friend and I see him as a big brother I can look up to." Rodney expressed that one of the most challenging periods of his life was when he had a parent and sibling incarcerated. Rodney confided that "Nick really helped me out during that time. His [Nick's] influence helped me stay positive when I really felt like I was going to give in to some of the negative examples around me." Rodney also credits his experience with Nick to helping him improve his attendance and grades. "When I started school I was a slacker and unmotivated, but Nick made me care about school and know that I was somebody." Rodney has chosen to enlist in the United States Marine Corps to after graduating. It is obvious when talking with Rodney that he is proud of himself, and a large part of that self-discovery came from his relationship with his own hero—Nick.

## Conclusion

Testimonials like Shana's and Rodney's are not uncommon. CLAAAY students at Oliver High School have reported improvements in grades, test scores, graduation and postsecondary matriculation. This empirical evidence, along with the students' testimony, serves as evidence of the difference heroes like the K&L Gates mentors make in the lives of young people and the community. Like Nick and Mitra, you too can become a hero and help a young person believe in their own personal power to shape their future. So, when you feel the evils of the world crowding in around you, I recommend that you look no further than the attorneys, paralegals and staff members in your office and realize that you are all the heroes that are needed to save the day and brighten the future.

## Notes

1. As reported by the July 2006 Rand Study: [www.rand.org/pubs/working\\_papers/2006/RAND\\_WR372.pdf](http://www.rand.org/pubs/working_papers/2006/RAND_WR372.pdf).

## About the Author

Jeremiah J. Jackson currently works as an outreach coordinator and training development specialist for Duquesne University's CLAAAY Program. Mr. Jackson serves as the CLAAAY coordinator at Oliver High School. For more information about CLAAAY, please call 412.396.4494 or visit our Web site at [www.ccwd.duq.edu/claay](http://www.ccwd.duq.edu/claay).

## Relationship Building

# K&L Gates' Newark Office

### Commitment to Education



**Emily L. Won**  
Partner  
Newark

K&L Gates Newark sponsored its third annual eighth-grade civics essay contest for students from the Robert Treat Academy, a public charter school that draws its students from neighboring communities in and around Newark, NJ. K&L Gates lawyers Stephanie Haggerty, Elizabeth Harris, William Hyatt, Mary Theresa Kenny, Mark Morgan and Seamus Morley judged the essays, which focused on several civics-related issues. The most popular topics asked the students to discuss democracy versus dictatorship, the Bill of Rights and "If I Were President."



At the end-of-semester assembly, as the co-chair of Newark's Diversity Committee, I presented the awards to the three winners: first place winner Kathleen Morales, second place winner Alejandro Bernal will be and third place winner Joshua Medina. K&L Gates awarded monetary scholarships to assist with the purchase of books and to cover unanticipated expenses as they enter private high schools.

"Robert Treat nurtures values consistent with our own: a total commitment to high academic standards, a recognition that all individuals are created with tremendous potential and the support of equal educational opportunities for all," said Anthony La Rocco, Newark administrative partner. "We're proud to provide an opportunity for students to think critically about our legal system while also supporting their future educational activities."

David Kwon, a partner in the Newark office and co-chair of Newark's Diversity Committee, commented that he was "truly surprised at how well-thought-out the essays were; the students clearly have a tremendous knowledge of current events" and sees this essay contest as a great way to showcase the students' hard work and continue our contribution to the Newark community.

During the awards ceremony, Kathleen Morales, the first-place winner, passionately read her essay titled "If I Were President" to the entire school. Recently, the *Newark Star Ledger* interviewed Kathleen and her twin sister Katherine, both of whom will be attending Choate Rosemary Hall, about their challenging childhood and their efforts to use education to overcome the

odds. The sisters, both extremely active in extracurricular activities at Robert Treat while obtaining 4.4 GPAs, shared salutorian remarks at their graduation. We are proud to be able to support Kathleen's education and contribute to her future.



Robert Treat, now in its 11th year of operation, has approximately 450 students from kindergarten through eighth grade. The school's motto encourages students to be the best they can be, to be kind to one another and to work hard. K&L Gates Newark was honored to share in the awards ceremony with the students and their families and looks forward to next year's contest as well as expanding our relationship with Robert Treat through moot court competitions, field trips and mentoring.

"Robert Treat nurtures values consistent with our own: a total commitment to high academic standards, a recognition that all individuals are created with tremendous potential and the support of equal educational opportunities for all."

*Anthony La Rocco*



## Around K&L Gates London

The London office has significantly expanded its diversity recruitment efforts in 2007. As a result, the office will extend its advertising to include the "Black Solicitor's Network Directory," the "Stonewall Lesbian and Gay Recruitment Guide," and the "Ethnic Britain," a recruitment guide aimed at ethnic minority groups.

This year the London office became a member of the Stonewall Diversity Champions Program. Stonewall is a U.K. organization which works to raise public awareness and promote equality for lesbians, gays and bisexuals in the workplace and the wider community. Stonewall's Diversity Champions Program is an opportunity for the firm to encourage inclusion and equality in sexual orientation in all aspects of the workplace.

The office has also partnered with Employment Opportunities, an organization that promotes the placement of disabled persons in the workplace. Through this organization, the office offered summer placements to two disabled law students. The office has hosted past Employment Opportunities Legal Sector meetings and hosted a meeting in September to showcase the group's work to other law firms in London.

Representatives from the London office have participated in the following diversity events over the past few months:

- The Stonewall Workplace Conference 2007, which covered various aspects of sexual orientation in the workforce;
- The Network for Business Diversity Works for London breakfast, where representatives from various industries learn and discuss how to promote diversity in their own organization; and the London Development Agency's Dining with a Difference breakfast, as well as an Employment Opportunities for People with Disabilities conference, both of which focused on disability in the workplace.



## Miami

The Miami office currently participates in and sponsors Charting Your Own Course, a program that seeks to address the unmet career development needs of minority lawyers.

As a result of its commitment to the community, the Miami office, in conjunction with the University of Miami, participates in the mentoring of local youth. Through Partner Michael Marsh, the office is involved in many activities surrounding the 100 Black Men organization.



## Pittsburgh

The Pittsburgh office was a top-tier sponsor and major consultant for the Mid-Atlantic Black Law Students Association Regional Convention held in February. The conference was a tremendous success. The office was also top-tier sponsor of the inaugural Greater Pittsburgh Diversity Festival (GPDF) in August. The three-day festival celebrated Pittsburgh's diversity while enhancing its national image as a city that embraces all.

In March, the Pennsylvania Bar Association's Minority Bar Committee held its annual minority lawyer conference in Pittsburgh, and the firm was a proud sponsor of this event. The theme of the conference focused on legal issues affecting diverse populations in the 21st century. Prior to this event, the PBA-MBC hosted its first diversity summit in Philadelphia, where members of various organizations and associations came together to discuss their current diversity initiatives and how to work together to further those initiatives. The summit aired on the PNC public broadcast channel. As a final note on the activities of K&L Gates Pittsburgh and the PBA, the office received an award from the ACBA Opportunities for Minority Committee in recognition of its participation and support of the PBA's high school internship program and first-year law student summer associate program.



## San Francisco

On August 11, 2007, Clothilde Hewlett was on the American Bar Association's (ABA) panel discussing the intergenerational issues of female lawyers of color.

The San Francisco lawyers were proud sponsors and attendees of the The Wiley Manual Law Foundation Scholarship Awards Gala and Silent Auction.



## Seattle

The Seattle office is dedicated to an outstanding program called the Future of the Law Institute (FLI). FLI is a two-day event for minority and economically disadvantaged high school students in the Seattle area. It takes place at the King County Courthouse, Seattle University School of Law, and the University of Washington. FLI provides students with substantive legal workshops, career counseling, a mock trial, courthouse tour and opportunities to meet with legal professionals. After the event, students are matched with an attorney mentor for the school year.

The following is a list of events and conferences sponsored and attended by our Seattle lawyers.

- Working Mother Media—Women of Color Town Hall Meeting
- Chaya Auction Dinner

- National South Asian Bar Conference
- King County Washington Women Lawyers Judicial Appreciation Luncheon
- Minority Bars of Washington: Getting Ahead & Giving Back: Diversity in Washington's Legal Community
- Central District Benefit Dinner—Food as Art
- Lavender Law Fair
- Future of the Law Institute
- Strawberries and Champagne Reception honoring Washington's Women of the Year
- Latina/o Bar Association of Washington 15th Annual Awards Banquet and Dinner

# Firmwide Diversity Committee

## Diversity Committee Members



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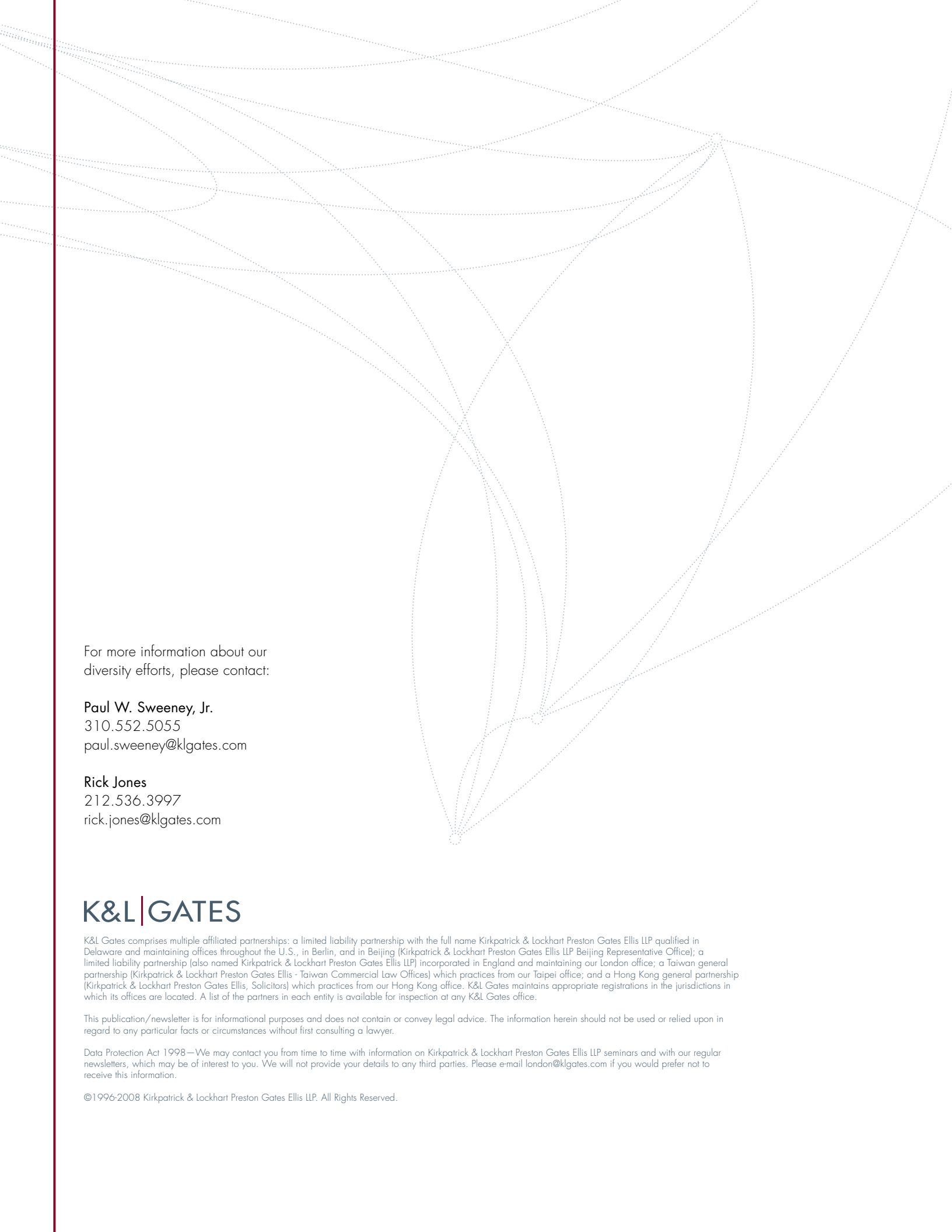
**Paul W. Sweeney, Jr.**  
Administrative Partner,  
Diversity Committee Chair  
Los Angeles



**Elizabeth Thomas**  
Partner  
Seattle



**Emily L. Won**  
Partner  
Newark



For more information about our diversity efforts, please contact:

**Paul W. Sweeney, Jr.**  
310.552.5055  
paul.sweeney@klgates.com

**Rick Jones**  
212.536.3997  
rick.jones@klgates.com

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