

## The Deans' Diversity Council

The Deans' Diversity Council is a joint effort by the University of Denver Sturm College of Law and the University of Colorado Law School. Deans Beto Juarez and David Getches formed the Council in order to bring the leaders of the Denver legal community together to actively address a number of issues pertaining to diversity in the legal profession.

Despite concerted efforts by legal employers, especially those in the private sector, the rate of employment of diverse attorneys has remained relatively low. According to the National Association for Law Placement (NALP),<sup>1</sup> which compiles diversity data for its members, only 5% of all law partners at member law firms nation-wide are minorities.<sup>2</sup> At 5.23%, the rate for minority partners in Denver basically tracks the national average. The national average for minority associates is nearly 17% but that average is much lower in Denver at 12.39%.

In response to the stagnant employment rates of minority attorneys in private law firms since 1999, corporate legal counsel across the country formed an initiative to encourage higher rates of diversity. The "Call to Action," signed by over one hundred Fortune 500 corporations,<sup>3</sup> requires law firms to increase their efforts to recruit and retain diverse attorneys or risk losing the signatory corporations as clients. As a result of the "Call to Action," the demand for diverse law students and lawyers in the private sector has risen. But at the same time, the number of law school applications among minorities is declining<sup>4</sup> and the attrition rate among minority attorneys at private law firms is rapidly accelerating. For example, according to a recently published report by the ABA Commission on Women, "[b]y 2005, 81% of minority female associates had left their law firms within five years of being hired."<sup>5</sup>

In response to these pressing issues, Deans Juarez and Getches decided to bring to the table those who could best address them: managing partners of the Pledge to Diversity law firms, general counsel from some of Colorado's largest corporate employers, members of the federal and state judiciary, leading government sector attorneys, bar leaders, and others committed to diversity in the legal profession.<sup>6</sup> The first meeting of the Deans' Diversity Council took place at the University of Denver Sturm College of Law on November 8, 2007. Over 45 Council members attended, including the Chief Justice of the Colorado

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<sup>1</sup> NALP is a national association for legal professionals. Members typically include law schools and larger law firms.

<sup>2</sup> NALP Bulletin, Vol. 19, No. 2, February 2007 at pp. 12-14. There are 26 law firm members of NALP in Denver that report data.

<sup>3</sup> See [www.clocalltoaction.org](http://www.clocalltoaction.org).

<sup>4</sup> See <http://members.lsacnet.org/>.

<sup>5</sup> Visible Invisibility: Women of Color in Law Firms, Executive Summary, p. 9 (citing NALP statistics), <http://www.abanet.org/women/VisibleInvisibility-ExecSummary.pdf>.

<sup>6</sup> See Appendix A for a list of the Deans' Diversity Council members.

Supreme Court, the Attorney General, the Denver District Attorney, and the President of the Colorado Bar Association.

At this first meeting, the Council heard D.U. Law Professor Joyce Sterling speak about national diversity data and the conundrum caused by rising attrition and falling application rates. Cornell Boggs, the Chief Legal Officer at Coors Brewing, and one of the chief architects of the “Call to Action,” spoke to the Council about the reasons underlying this initiative and what corporate legal counsel look for when hiring outside counsel.

After gaining these perspectives, Council members broke into small discussion groups to discuss the diversity issues that are most pressing in each of their sectors. The Law Deans also tasked the groups with generating ideas for a major diversity conference to be held in Denver in September 2007. The conference organizers wanted to plan the programming to fit the needs of the Denver legal community, so the Law Deans took advantage of having the top leaders in the Denver legal community provide input on what types of conference workshops would best address their most urgent issues.

After the full Council shared the results of the focus group discussions, the Deans explained the next phase of the Council’s work – the formation of a Core Strategy Group to design a long-term plan for the Council and its diversity efforts as well as three additional Working Groups that would focus on three specific areas that define the issues: Pipeline, Recruiting, and Retention. Council members volunteered to staff each of these four committees.

The Core Strategy Group, comprised of Council members, the law school deans, diversity experts and other members of the legal community,<sup>7</sup> met several times in December 2006 and January 2007 to draft a Vision Statement and Terms of Reference for the three Working Groups.<sup>8</sup> The final Vision Statement defines the purpose of the Council:

*Diversity in the legal profession fosters both legal excellence and social equality. The Council is committed to transformation of the legal profession with the following results: By the year 2016, all Denver metro law firms and corporate legal departments will have successfully developed and implemented initiatives that create cultures of inclusion where attorneys of all backgrounds succeed without regard to gender, race, religion, national origin, disability, or sexual orientation.*

This vision will be realized through the Council’s *Campaign for Inclusive Excellence*. Three working groups were created to catalyze, define and lead the campaign forward in the following areas:

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<sup>7</sup> See Appendix B for a list of the members of the Core Strategy Group.

<sup>8</sup> See Appendix C for the Vision Statement.

- **Pipeline.** Increasing the pool of qualified diverse applicants to Colorado law schools.
- **Recruiting.** Measurably increasing recruitment of qualified and diverse law students, new attorneys and lateral applicants to Denver area law firms and corporations.
- **Retention.** Transforming cultures within law firms and corporate legal departments to ensure a sustainable commitment to inclusion and success.

While other areas of emphasis exist and will be actively addressed in the coming years, the initial *Campaign for Inclusive Excellence* will flow from these first three areas and the energy, creativity, and leadership of those who comprise these working groups.

The term “Inclusive Excellence”<sup>9</sup> is a new paradigm for the legal profession and will drive all efforts of the Deans’ Diversity Council. Inclusive Excellence takes different forms and is accomplished by a variety of means. It involves embedding practices and philosophies that encourage diversity in every aspect of an organization where everyone is responsible and accountable. Inclusive Excellence moves diversity beyond mere numbers in order to create an alloy of quality and diversity by infusing principles of inclusion into all aspects of the legal profession, from education, to recruitment through retention. Incorporating this new paradigm within the legal context will require critical assessment of the legal community, at all levels, in order to identify the bridges and the barriers to an environment of inclusion where attorneys of all backgrounds succeed without regard to gender, race, religion, national origin, disability, or sexual orientation.

The three Working Groups<sup>10</sup> began meeting in February 2007. Their first task is to consider and define the principles and guideposts of Inclusive Excellence as that term relates to Pipeline, Recruiting, and Retention within the legal profession. The Working Groups will also generate specific questions related to their area of focus that will be used in a major diversity survey planned by the Core Strategy Group.

The Deans’ Diversity Council will meet again at the University of Colorado Law School on Monday, April 23, 2007 to formally approve the Vision Statement,

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<sup>9</sup> The Deans’ Diversity Council is grateful to Jesus Trevino, Ph.D., Associate Provost for the Center for Multicultural Excellence at the University of Denver for educating Council members regarding Inclusive Excellence, conducting diversity training and assisting in the design of the Campaign for Inclusive Excellence.

<sup>10</sup> See Appendix D for a list of the members of the Pipeline, Recruiting and Retention Working Groups.

review the efforts of the three Working Groups, and learn about other pressing diversity issues from a panel of speakers.

## **The Rocky Mountain Diversity Legal Summit**

Following the Deans' Diversity Council Dinner on November 8, 2006, diversity conference organizers met to incorporate the feedback generated in their planning for workshops and panel discussions at the conference. The Rocky Mountain Diversity Legal Summit, which will feature national speakers and draw participants both regionally and nationally, is planned for September 19-20, 2007, at INVESCO Field at Mile High. This diversity conference was initiated and organized by the Colorado and Denver Bar Associations' Diversity in the Legal Profession Committee (DILP) (<http://www.cobar.org/group/index.cfm?EntityID=CMIP>).<sup>11</sup> Over 30 volunteers from throughout the Denver legal community are planning this major conference, which will be advertised nationally.<sup>12</sup>

The Diversity Summit was planned to coincide with the Colorado Pledge to Diversity Legal Group's annual diversity reception, which will be held on Thursday, September 20<sup>th</sup>, following the conference. Also, the annual Rocky Mountain Diversity Legal Career Fair, sponsored by the law firm of Davis Graham & Stubbs, LLP will be held on Friday, September 21, 2007 at INVESCO Field at Mile High ([www.rmdlcf.com](http://www.rmdlcf.com)). This combined three day diversity event will focus the legal community on its own lagging diversity and energize it to work toward possible solutions.

The Diversity Summit will begin with a kick-off reception and silent auction on Wednesday, September 19<sup>th</sup> in the East Lounge at INVESCO Field at Mile High. This event will welcome conference attendees, celebrate on-going diversity efforts, and raise money for scholarships for diverse law students.

The conference itself begins the next morning -- Thursday, September 20<sup>th</sup> -- with a breakfast plenary session at INVESCO Field featuring a panel of speakers on a variety of topics relevant to diversity in the legal profession.

Morning sessions will address the current "look" of diversity in the legal profession today; an overview of diversity programs (best practices) that have been implemented in various organizations; accessing diverse attorneys for in-house legal departments; and the pipeline for diverse attorneys.

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<sup>11</sup> The Conference Co-Chairs include Cindy Hyman and Damian Arguello of Davis Graham & Stubbs LLP, who are also the current DILP Co-Chairs; Patty Powell, former Assistant Dean at both D.U. and C.U. Law Schools; Kathleen Nalty, D.U. Law School; Jennifer Ungar, President of Career Moves; Eric Bono, C.U. Law School; and Jennifer Weddle, Holland & Hart LLP.

<sup>12</sup> For registration and conference information, go to <http://www.cobar.org/group/index.cfm?EntityID=CMIP>.

The luncheon keynote speakers will include prominent corporate legal counsel speaking about the “Call to Action” and the business case for diversity in the legal profession.

Afternoon workshops will address the value of mentoring; an examination of societal bias; how attorneys can manage their careers for success; and the connection between a more diverse legal profession and a more just legal system.

The conference will be highlighted with an evening reception sponsored by Qwest, the Colorado Pledge to Diversity Legal Group, and the Young Lawyers Division of the Colorado Hispanic Bar Association. Qwest and DILP are sponsoring annual awards in the Denver legal community to foster diversity that will be presented at this reception. The *Diversity Leadership Award* will recognize the law firm or corporate legal department which is a leader in diversity. The organization will demonstrate measurable results in the areas of attracting, welcoming, retaining and promoting diverse attorneys, thus showing a commitment to advance diversity within their organizations. The *Diversity Trailblazer Individual of the Year Award* will honor a Colorado attorney who has made meaningful and significant efforts to advance diversity within his or her organization and/or the legal profession.

## **The Rocky Mountain Diversity Legal Career Fair**

The Rocky Mountain Diversity Legal Career Fair (RMDLCF)<sup>13</sup> was first held in September 2003. It was jointly initiated and organized by the Denver law firm of Davis Graham & Stubbs and the University of Denver Sturm College of Law in order to provide an opportunity for legal employers in the Rocky Mountain region to meet and recruit diverse law students and recent graduates.

The Fair, which has become a successful annual regional recruiting event, is now primarily operated by Davis Graham & Stubbs. It provides a forum for legal employers, law students and recent law school graduates to meet and discuss employment options with the goal of expanding opportunities and assisting the legal profession in fulfilling its commitment to diversity. In its first four years, the RMDLCF brought together more than 50 employers and 600 law school students and recent grads from across the country. Legal employers attending the RMDLCF seek to hire law students and recent graduates from culturally diverse backgrounds that have been traditionally under-represented in the practice of law in the Rocky Mountain region. These include law students and recent graduates who are ethnic or racial minorities and/or gay, lesbian, bisexual or transgender.

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<sup>13</sup> For more information, go to [www.rmdlcf.com](http://www.rmdlcf.com).

This year, the RMDLCF will be held at INVESCO Field at Mile High. Over 30 employers from all sectors are expected to attend. Each employer will have their own stadium box to interview pre-screened, diverse students and recent law graduates from law schools throughout the country. Applicants and employers will come together at lunch and at an Employment Expo immediately following to interact on an informal basis. Employers are asked to leave one vacant interview slot in the afternoon so that students attending the Expo have the opportunity to interview with additional employers.

# Appendix A

## Members of Deans' Diversity Council (November 2006)

Organization	Title	Name	Attending on Behalf Of
University of Denver Sturm College of Law	Dean	Beto Juarez	
University of Colorado Law School	Dean	David Getches	
Asian Pacific American Bar Association	President-Elect	Annie Kao	
Association of Corporate Counsel - Colorado Chapter	Corporate Counsel, Teledyne Cougar	Shawn Cheadle	
Baker & Hostetler LLP	Managing Partner	Raymond Sutton	
Berenbaum Weinschienk	Partner	Steve Hoth	Managing Partner Charlie Leder
Brownstein Hyatt & Farber, PC	Managing Partner	Bruce James	
Colorado Bar Association	President	Elizabeth Starrs	
Colorado Court of Appeals	Chief Judge	The Honorable Janice Davidson	
Colorado GLBT Bar Association	President	Andrew McCallin	
Colorado Hispanic Bar Association	President-Elect	Awilda Marquez	
Colorado Supreme Court	Chief Justice	The Honorable Mary Mullarkey	
Coors Brewing Company	Chief Legal Officer, Group Vice President of Public Affairs	N. Cornell Boggs, III	
Davis Graham & Stubbs LLP	Chief Executive Officer	Chris Richardson	
Denver Bar Association & University of Denver	President of the DBA and University Council	Paul Chan	
Denver City Attorney's Office	Assistant City Attorney - Division Director Department of Law - Litigation Section	Xavier DuRan	City Attorney Cole Finegan
Denver District Attorney's Office	District Attorney	Mitch Morrissey	
Denver District Court	Chief Judge	The Honorable Larry Naves	
Dorsey & Whitney LLP	Partner	Ken Sam	Managing Partner Tucker Trautman
Faegre & Benson LLP	Diversity Partner, Management Committee	Colin Diehl	
Federal Public Defender's Office	Federal Public Defender	Raymond Moore	
Hall & Evans, LLC	Chief Executive Officer	Ken Lyman	

Holland & Hart LLP	Chair of the Management Committee	Paul Phillips	
Holme Roberts & Owen LLP	Managing Partner	Ken Lund	
Isaacson Rosenbaum PC	Chief Executive Officer	Jon Steeler	
Kamlet Shepherd & Reichert LLP	Managing Partner	Willie Shepherd	
Kutak Rock LLP	Managing Partner, Denver Office	James Arundel	
McElroy Deutsch Mulvaney & Carpenter LLP	Managing Partner, Denver Office	June Baker Laird	
Montgomery Little Soran Murray & Kuhn, P.C.	Partner	Amy Cook-Olson	Chief Operating Officer James Soran
Native American Rights Fund	Executive Director	John Echohawk	
Office of the Attorney General	Attorney General	John Suthers	
Otten Johnson Robinson Neff & Ragonetti PC	Managing Director	Mike Westover	
Parsons Heizer Paul LLP	Managing Partner	Dean Heizer	
Patton Boggs LLP	Partner	Carolyn McIntosh	Managing Partner Mark Savit
Pryor Johnson Carney Karr Nixon PC	Hiring Partner	Aaron Bradford	Scott Nixon, Managing Partner
Qwest Services Corporation	Vice President and Deputy General Counsel	Karen Duwaldt	General Counsel Rich Baer
Reilly, Pozner & Connelly LLP	Managing Partner	Dan Reilly	
Rothgerber Johnson & Lyons LLP	Managing Partner	Michael Nosler	
Sam Cary Bar Association	President	Dianne Briscoe	
Sherman & Howard LLC	Executive Committee Partner	Steven Miller	
State Office of the Public Defender	Colorado State Public Defender	Douglas Wilson	
The Colorado Lawyers Committee	Executive Director	Connie Talmage	
United States Attorney's Office	Assistant United States Attorney	Lisa Christian	U.S. Attorney Troy Eid
United States District Court	U.S. District Court Judge	The Honorable Wiley Daniel	
United States District Court	U.S. Magistrate Judge	The Honorable Craig Shaffer	
University of Colorado	Managing Senior Associate Counsel	Christie Arguello	
Wells Anderson & Race LLC	Owner/Partner	Cathy Greer	

# Appendix B

## Members of the Deans' Diversity Council Core Strategy Group

1. Dean Beto Juarez, University of Denver Sturm College of Law
2. Dean David Getches, University of Colorado Law School
3. Christy Arguello, Managing Senior Associate Counsel, University of Colorado
4. James Arundel, Managing Partner, Kutak Rock LLP
5. Eric Bono, Associate Director of Career Development, University of Colorado Law School
6. Aaron Bradford, Managing Partner, Pryor Johnson Carney Karr Nixon PC
7. Colin Deihl, Diversity Partner, Faegre & Benson
8. Dean Heizer, Managing Partner, Parson Heizer & Paul
9. Joe McMahon, Inter-Mediation
10. Kathleen Nalty, Career Consultant, University of Denver Sturm College of Law
11. Patty Powell, Rocky Mountain Diversity Legal Summit Conference Co-Chair
12. Mark Savit, Managing Partner, Patton Boggs LLP
13. Cindy Shearon, Office Manager, Kutak Rock LLP
14. Connie Talmage, Executive Director of the Colorado Lawyers Committee
15. Jesus Trevino, Associate Provost of the University of Denver Office of Multicultural Excellence
16. Marla Williams, Partner, Holme Roberts & Owen

# Appendix C

# THE DEANS' DIVERSITY COUNCIL CAMPAIGN FOR INCLUSIVE EXCELLENCE

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## VISION STATEMENT

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The Deans' Diversity Council was created by the University of Colorado Law School and the University of Denver Sturm College of Law working in concert with leading law firms and other legal employers. The Council is comprised of managing partners of the Pledge to Diversity law firms, general counsel from some of Colorado's largest corporate employers, members of the federal and state judiciary, leading government sector attorneys, bar leaders, and others committed to diversity in the legal profession.

Diversity in the legal profession fosters both legal excellence and social equality. The Council is committed to transformation of the legal profession with the following results: By the year 2016, all Denver metro law firms and corporate legal departments will have successfully developed and implemented initiatives that create cultures of inclusion where attorneys of all backgrounds succeed without regard to gender, race, religion, national origin, disability, or sexual orientation.

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## CAMPAIGN FOR INCLUSIVE EXCELLENCE

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This vision will be realized through the Council's *Campaign for Inclusive Excellence*. Three working groups have been created to catalyze, define and lead the campaign forward in the following areas:

- **Pipeline.** Increasing the pool of qualified diverse applicants to Colorado law schools.
- **Recruiting.** Measurably increasing recruitment of qualified and diverse law students, new attorneys and lateral applicants to Denver area law firms and corporations.
- **Retention.** Transforming cultures within law firms and corporate legal departments to ensure a sustainable commitment to inclusion and success.

While other areas of emphasis exist and will be actively addressed in the coming years, the initial *Campaign for Inclusive Excellence* will flow from these first three areas and the energy, creativity, and leadership of those who comprise these working groups.

**THE FIRST STEP IN THE CAMPAIGN FOR INCLUSIVE EXCELLENCE -- *Creation of a working definition of Inclusive Excellence in the private law sector.***

The Core Strategy Group has considered and unanimously recommended that the Deans' Diversity Council adopt the concepts and principles that comprise "Inclusive Excellence." Inclusive Excellence is a concept developed over the last several years by the Association of American Colleges and Universities to respond to the challenges of diversity and multiculturalism in education. Although the term is well-developed and extensively used in the area of education,<sup>14</sup> the term Inclusive Excellence has not yet been applied to the private practice of law. The Working Groups will be asked to consider immediately and define the principles and guideposts of Inclusive Excellence as that term relates to Pipeline, Recruiting, and Retention within the legal profession.

Inclusive Excellence takes different forms and is accomplished by a variety of means. As a catalyst to the discussion, the Core Strategy Group suggests that Inclusive Excellence involves embedding practices and philosophies that encourage diversity in every aspect of an organization where everyone is responsible and accountable. Inclusive Excellence moves diversity beyond mere numbers in order to create an alloy of quality and diversity by infusing principles of inclusion into all aspects of the legal profession, from education, to recruitment through retention. Incorporating this new paradigm within the legal context will require critical assessment of the legal community, at all levels, in order to identify the bridges and the barriers to an environment of inclusion where attorneys of all backgrounds succeed without regard to gender, race, religion, national origin, disability, or sexual orientation.

Each Working Group will consider the issue of Inclusive Excellence as it relates to its particular area of focus. Specifically, each group will convene and define Inclusive Excellence in terms that are relevant to its area within the Campaign. Each group will present its definition in the form of a Working Group Report. To that end, each group should consider the following themes as they impact its area:

- Is there a business case for Inclusive Excellence?
- Are there Best Practices currently available for encouraging Inclusive Excellence?
- How can mentoring, in all forms, impact Inclusive Excellence?
- How does Climate relate to Inclusive Excellence?

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<sup>14</sup> See Milem, Chans and Lising Antonio, "Making Diversity Work on Campus," AACU (2005) available at [http://www.aacu.org/inclusive\\_excellence/documents/Milem\\_et\\_al.pdf](http://www.aacu.org/inclusive_excellence/documents/Milem_et_al.pdf).

- How does Inclusive Excellence encourage success?
- How can we assess and monitor the success of our Campaign?

The Core Strategy Group requests that each Working Group produce a draft Working Group Report by April 9, 2007 so that the reports can be circulated before the Deans' Diversity Council is convened again at the University of Colorado Law School on April 23, 2007. Each of the Working Groups will make brief presentations to the Council at that meeting regarding their reports on Inclusive Excellence and, if progress has been made on the additional Terms of Reference (see below), brief status reports on the continuing work of the Working Groups.

### **STEP TWO: INITIATING AND SUSTAINING A CAMPAIGN FOR INCLUSIVE EXCELLENCE**

By June 15, 2007, the three Working Groups will have outlined a Specific Set of Campaign Initiatives that will define our drive toward Inclusive Excellence within the private sector. Recognizing the work ahead and the obligations the members have in other areas, the Core Strategy Group has created the following "Terms of Reference," i.e. guidelines, ideas and questions to start the creation of a Campaign within each area. Of course, these Terms should not limit the scope or creativity of the groups. Rather, these Terms should serve as a starting point as each group defines the specific methods by which the Campaign will be conducted and the vision realized.

To assist the working groups, both law schools have agreed to provide data that will assist the working groups as they address diversity and concepts of inclusive excellence in their respective areas. The information will help answer the following questions:

- How many diverse applicants are accepted to local and national law schools?
- What is the ultimate composition of 1<sup>st</sup> year law school classes? How does the composition change between the first day and graduation? In other words, is there a need to address retention of diverse law students at the law schools?
- Assuming there is a greater level of attrition among diverse law students, why is that the case? What resources are dedicated to ensuring that law students succeed without regard to gender, race, religion, national origin, disability or sexual orientation?
- How do law schools actively address the need to attract and retain diverse law students? What do the schools' websites state about the importance of diversity and the values inherent within Inclusive Excellence?
- What efforts are currently being made to actively implement the principles of Inclusive Excellence at the law school level?
- How many scholarships are dedicated to diverse law students? Would more scholarships improve retention and success of diverse law students?

## **THE PIPELINE WORKING GROUP**

The Core Strategy Group envisions that the Pipeline Group will work to educate the public that the practice of law embraces the values of Inclusive Excellence. In so doing, the Pipeline Group will devise a set of actions designed to invite and encourage high school and undergraduate students, regardless of gender, race, religion, national origin, disability or sexual orientation, to consider a legal career. In preparing the Campaign Initiatives, please consider the following (as well as any other questions that may be raised):

- Are there other organizations and/or resources within the community (such as the ABA's Presidential Advisory Council on Diversity in the Profession and its list of Pipeline Initiatives) that could collaborate, assist, supplement or further educate the legal community on how to improve the pipeline of diverse students?
- How can various forms of education and publicity be used to improve the pipeline of diverse students?
- What are the methods by which mentoring can be utilized to encourage personal and academic success among diverse students?
- What is the applicant pool's current composition?
- Why does the pool's composition fail to reflect society?
- What efforts are currently being undertaken to educate diverse high school and college students about the legal profession?
- How do diverse high school and college students view the legal profession and/or law school?
- What barriers (psychological, sociological, educational, financial, and administrative) exist that deter diverse students from considering and/or applying to law school?
- Are diverse students being either encouraged or discouraged from considering and applying to law school?
- How can law firms communicate to diverse students about Inclusive Excellence and/or encourage diverse students to apply to law school?
- How can law firms help to remove barriers to consideration and application to law school?
- What role can the legal profession take in educating the public about the need to improve the number of diverse applicants as part of the drive for Inclusive Excellence?
- In answering the above questions, the Pipeline Group should consider the following tasks:
  - Gather information and statistics that accurately describe the current situation, both nationally and locally, and communicate the findings.
  - Research pipeline initiatives and compile into a useable resource.
  - Determine Best Practices and make recommendations.

- Form action groups that could undertake pipeline initiatives.
- Formulate a marketing/PR campaign for diversity in Colorado in conjunction with the other Working Groups.

### **THE RECRUITING WORKING GROUP**

The Recruiting Group will attempt to effectuate change by identifying actions that can be taken to ensure the successful recruitment of law students and lateral attorneys without regard to gender, race, religion, national origin, disability or sexual orientation. This will include programs to help legal employers recruit diverse students as well as outreach efforts such as the national conference,<sup>15</sup> regional job fairs,<sup>16</sup> support of the Pledge to Diversity 1L Program, and support of law firm and corporate scholarships targeted to diverse candidates. This group will also work with local law schools to educate diverse students about the nature of private law practice and enhance the qualifications of diverse applicants through moot court programs, tutoring (especially in legal writing and analysis), and mentoring. The Recruiting Group will also develop and promote a set of Best Practices. In preparing Campaign Initiatives, please consider the following (as well as any other questions that may be raised as a group):

- Are there other organizations and resources in the community that would likely collaborate, assist, supplement or further educate us on how to campaign for recruitment of diverse law students and lateral attorney applicants?
- How can education and various forms of publicity and marketing be used to improve the diversity of law students and lateral attorneys applying to Denver area firms?
- How can we create and/or improve the interface between diverse students and the legal community?
- What can be done to assist law schools in the task of incorporating the culture and values of Inclusive Excellence within their institutions to improve the number of graduating diverse law students?
- What resources are available within the legal community to assist diverse lawyers seeking lateral moves from one law firm to another?
- How could the Denver community raise its profile nationally in order to attract diverse law students and lateral attorneys to Colorado?
- What do other communities do to attract diverse law students and lateral attorneys?

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<sup>15</sup> The Rocky Mountain Diversity Legal Summit, initiated and organized by members of the Diversity in the Legal Profession Committee of the Colorado Bar Association, will be held at Invesco Field on September 19-20, 2007. The Summit will feature national and local speakers on a variety of diversity topics generated by the Deans' Diversity Council at its first meeting at the University of Denver Sturm College of Law on November 8, 2006.

<sup>16</sup> The Rocky Mountain Diversity Legal Career Fair will be held at Invesco Field on Friday, September 21, 2007.

- In addition to the above questions, the following tasks may also be considered:
  - Gather information and statistics that accurately describe the current situation, both nationally and locally, and communicate the findings.
  - Initiate a study of the Colorado Pledge to Diversity Program and the Rocky Mountain Diversity Legal Career Fair and their effectiveness in enhancing recruitment of diverse students and attorneys in Colorado; survey participants.
  - Determine Best Practices and compile into useable resource, as well as make recommendations regarding Best Practices.
  - Given the findings in the Minority Corporate Counsel Association’s “Myth of Meritocracy” research and report,<sup>17</sup> the Core Strategy Group recommends that the Recruiting Working Group consider the following in developing recommendations for Best Practices:
    - Develop better strategies for identifying fully qualified diverse students (in the traditional sense).
    - Develop a list of effective recruiting tools to “reel in” qualified candidates (both law students and lateral attorneys).
    - Develop broader definition of “qualified” to include full panoply of indicators pointing toward success in the practice of law, i.e. beyond the numbers (GPA, class rank).
    - Design recruiting processes that will account for an expanded list of “qualifications,” e.g., GPA/class rank, prior work experience, personal statement, writing sample, legal writing instructor evaluation, letters of recommendation, etc.
  - Study how to involve judges and others in additional training for law students to enhance their skills.
  - Formulate a marketing/PR campaign for diversity in Colorado in conjunction with the other Working Groups.

### **THE RETENTION WORKING GROUP**

The Retention Group will help drive change within firm and corporate cultures to ensure that Inclusive Excellence is sustainable and effective. This group will develop a set of Best Practices that will define Inclusive Excellence and can be used by firms and legal departments. In addition this group will review national statistics, collect baseline data on diversity in local target employers and develop a methodology whereby similar data can be collected on an annual or bi-annual basis to measure progress or failure from a macro level. The Council will not, however, measure success by numbers alone.

The following questions may be helpful in the discussion and planning for the campaign:

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<sup>17</sup> The Minority Corporate Counsel Association’s work, including the Myth of Meritocracy report, can be viewed at its website: [www.mcca.com](http://www.mcca.com).

- Why do diverse lawyers leave firms in disproportionate numbers?
- Where do diverse lawyers go when they leave the legal profession?
- Are there other organizations and resources within the bar associations or the community at large that could assist or supplement the Campaign or educate the legal community on how better to campaign for retention of diverse lawyers?
- How can education and publicity of this Campaign be used to improve retention of diverse lawyers within the legal profession?
- What is the importance of professional development in the success of diverse lawyers and what are firms currently doing to dedicate time and resources to this effort?
- Do firms and corporations publicly embrace the principles of Inclusive Excellence as core values?
- What are law firms and corporations currently representing publicly (i.e. press releases, websites, etc.) about the importance of diversity and the values of Inclusive Excellence? Does the language convey the legal community's embrace of Inclusive Excellence?
- Do firms or corporations reward or recognize those who actively work toward realizing Inclusive Excellence, whether those efforts are within the firm or community wide?
- Do the firms have executive buy-in? How many?
- What resources currently exist in firms that should be dedicated to ensuring that Inclusive Excellence is realized?
- How do small, medium and large firms differ in their ability to embrace and implement the values of Inclusive Excellence?
- Is compositional diversity an essential prerequisite to Inclusive Excellence?
- Specifically, what internal and external barriers exist to the success of diverse lawyers and how can these be identified and removed?
- Does the "glass ceiling" concept apply to diverse lawyers?
- What steps can firms and corporations take to encourage and adopt the values of Inclusive Excellence?
- How do clients impact the success of diverse lawyers?
- How can shareholders, managers, partners and mentors ensure the success of the firms' lawyers without regard to gender, race, religion, national origin, disability or sexual orientation?
- Do law firms recognize and respect important social, religious and cultural holidays?
- To further your knowledge base, the Core Strategy Group suggests that the following tasks be considered:
  - Gather information and statistics that accurately describe the current situation, both nationally and locally, and communicate the findings.

- Study the Pledge to Diversity Retention Report and determine whether a new survey and study need to be conducted to identify specific issues that may act as barriers to successful retention of diverse attorneys in Denver.
- Gather information and resources regarding Best Practices; make recommendations and communicate findings.
- Study how mentoring impacts successful retention efforts and communicate findings.
- Make specific recommendations on how to avoid the long term problem that diverse students are successfully recruited but disproportionately leave the law firm or departments. In doing so, please describe:
  - The characteristics of a supportive working environment that will sustain these diverse lawyers and provide incentives to stay rather than leave.
  - How diverse lawyers can feel and be “successful” in their work environments.

**THE CAMPAIGN FOR INCLUSIVE EXCELLENCE WAS COLLECTIVELY PRODUCED AND UNANIMOUSLY APPROVED BY THE MEMBERS OF THE CORE STRATEGY GROUP:**

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**THE FOLLOWING ATTORNEYS AND FIRMS HAVE READ, APPROVED AND JOINED THE  
CAMPAIGN FOR INCLUSIVE EXCELLENCE:**

CHRISTINE ARGUELLO  
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UNIVERSITY OF COLORADO

CATHY GREER  
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CHAIR OF THE RECRUITING WORKING GROUP  
PATTON BOGGS, LLP

DAN VIGIL  
CO-CHAIR OF THE PIPELINE WORKING GROUP  
THE UNIVERSITY OF DENVER

# Appendix D

## Deans' Diversity Council Working Groups

### Pipeline Working Group

Co-Chairs:

Cathy Havener Greer, Wells Anderson Race LLC  
Dan Vigil, University of Denver Sturm College of Law

Members:

Mike Nosler, Rothgerber Johnson & Lyons  
John Echohawk, Native American Rights Fund  
Xavier Duran, Denver City Attorney's Office  
Shawn Cheadle, ACC & Teledyne (second option)  
Damian Arguello, Davis Graham & Stubbs  
Byeongsook Seo, Isaacson Rosenbaum  
Colleen Hart, Kamlet Shepherd  
Dan Reilly, Reilly Pozner & Connelly  
Kristine McCord, University of Colorado Law School  
Jay Muhaisen, Muhaisen & Muhaisen  
Jack Patten, Baker & Hostetler  
Andy McCallin, Colorado Attorney General's Office  
Liz Starrs, Colorado Bar Association President, STARRS MIHM & CASCHETTE LLP  
Derek Blass, Zupkus & Angell PC

### Recruiting Working Group

Co-Chairs:

Carolyn McIntosh, Patton Boggs  
Hubert Farbes, Brownstein Hyatt

Members:

Bruce James, Brownstein Hyatt  
Lorenzo Trujillo, University of Colorado Law School  
Will Hood, Isaacson Rosenbaum  
Ken Sam, Dorsey & Whitney  
Craig Shaffer, U.S. District Court  
Dea McCart, Wells Anderson Race  
Leticia Pena, National Labor Relations Board  
Kris Mix, Snell & Wilmer  
Velveta Golightly Howell, Department of Health & Human Services  
Kathleen Nalty, University of Denver Sturm College of Law  
Amy Cook-Olson, Montgomery Little  
Gary Armstead, Holme Roberts & Owen  
Cindy Hyman, Davis Graham & Stubbs

### Retention Working Group

Chair:

Christie Arguello, University of Colorado

Members:

Ray Sutton, Baker & Hostetler

June Laird, McElroy Deutsch  
Annie Kao, Brownstein Hyatt  
Kim Bechard, Isaacson Rosenbaum  
Chris Richardson, Davis Graham & Stubbs  
Lisa Christian, US Attorney's Office  
Todd Frederickson, Otten Johnson  
Paul Phillips, Holland & Hart  
Karen DuWaldt, Qwest  
Stephanie Boyett-Colgan, Qwest  
Karen Perez, Kutak Rock  
Marla Williams, Holme Roberts & Owen  
Sherry Bursey, Davis Graham & Stubbs  
Larry Martinez, Berenbaum Weinschienk  
Miriam Connor, Holland & Hart  
Tim Henderson, Holland & Hart  
Connie Proulx, Wheeler Trigg Kennedy