

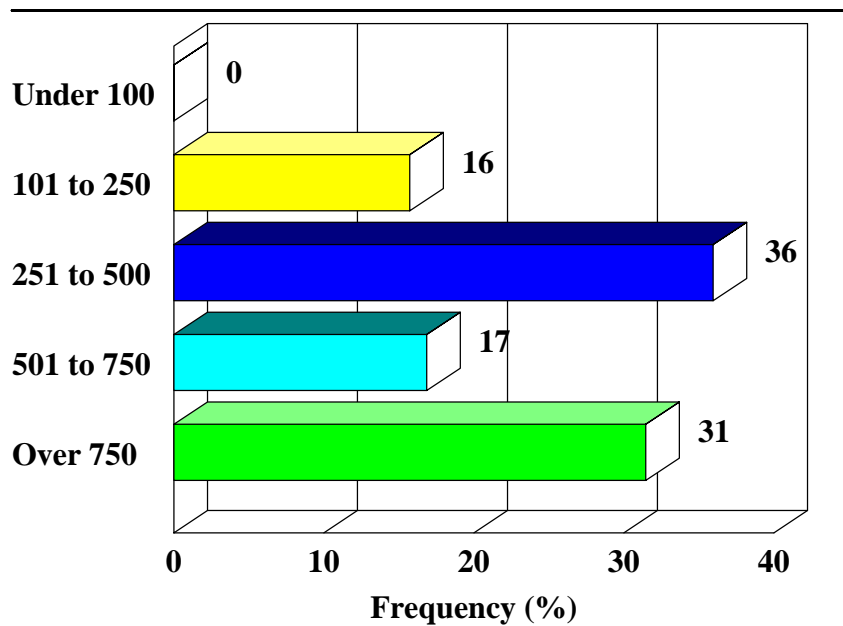
**Number of Firms Surveyed = 194**  
[All AmLaw 200 firms as of March 2008 were invited to participate.]

**Number of Firms Responding = 80**  
**Firm Percentage Rate of Response = 41%**

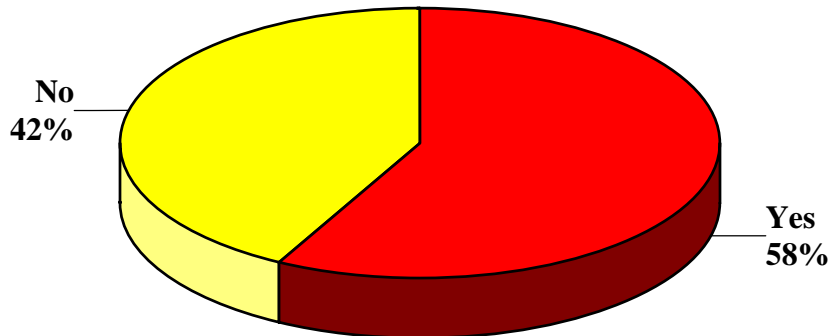
**Total Number of Responses: 90**

**1. Please indicate firm size (total number of lawyers):**

**Firm Size (Total Number Of Lawyers)**

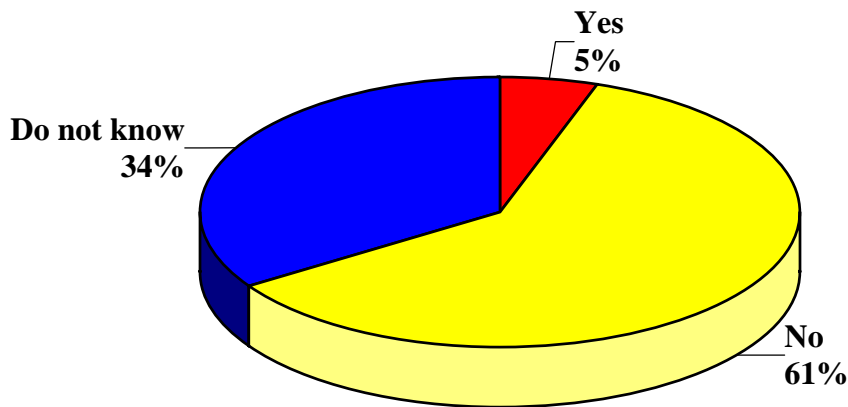


**2. Does your law firm have a designated Diversity Director?**

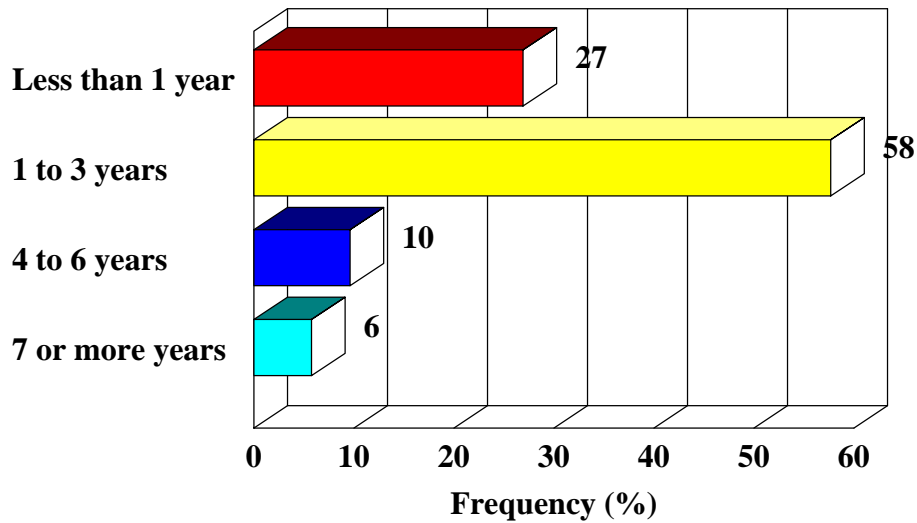


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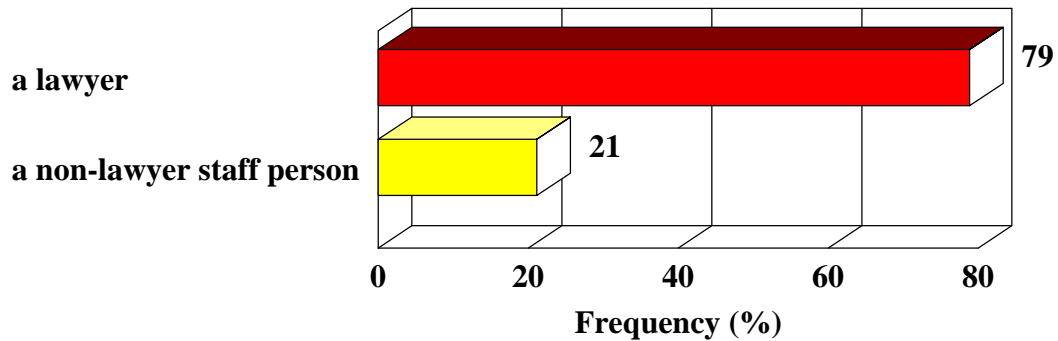
**2. a. If no, do you plan to designate someone in the next 12 months?**



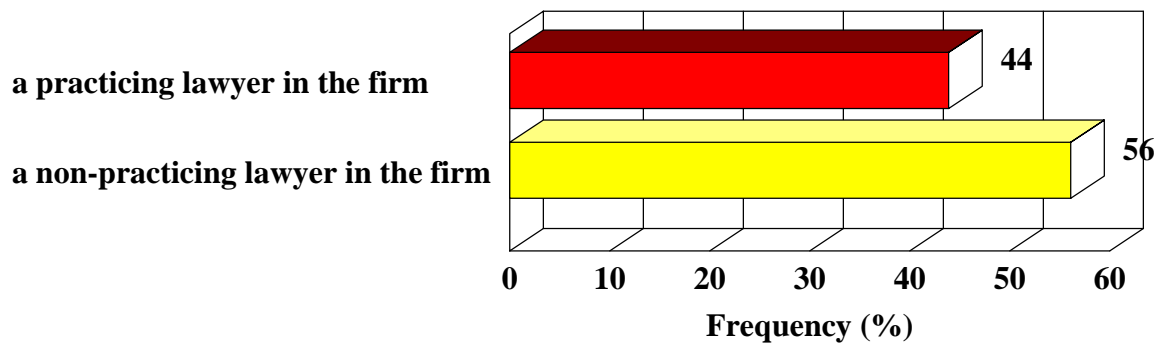
**3. How many years has the individual held the position?**



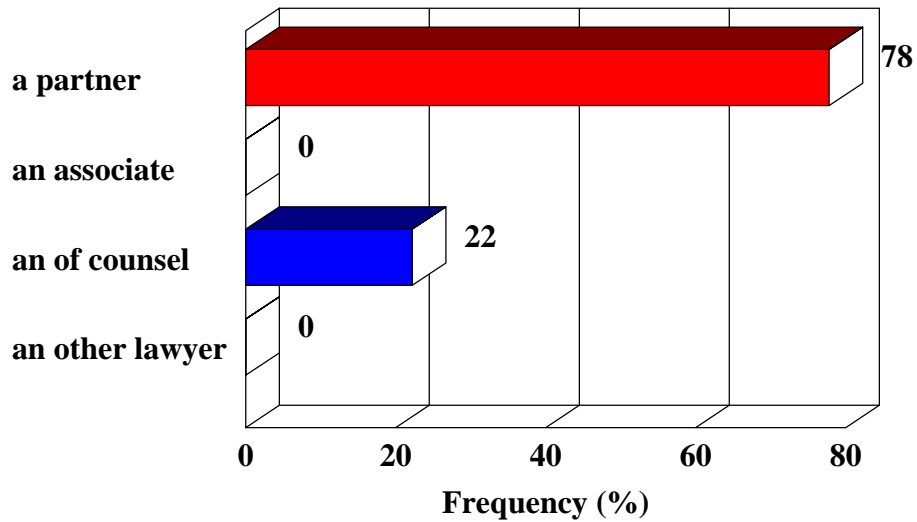
**4. Is the individual:**



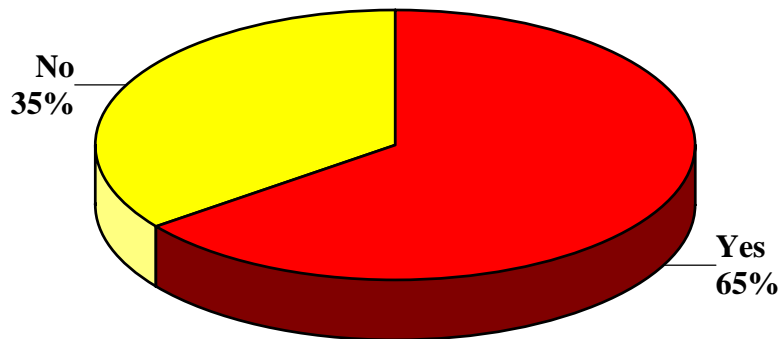
**4. a. Is the individual**



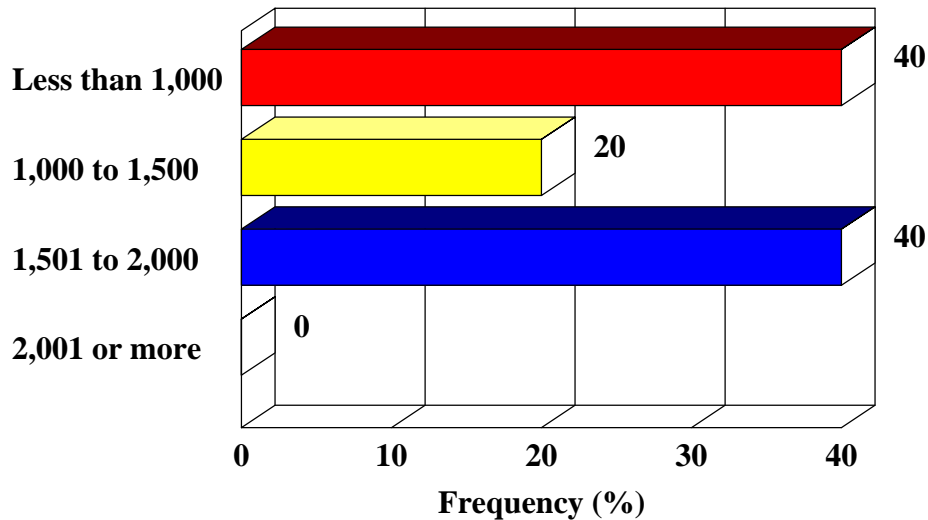
**4. b. As a practicing lawyer in the firm, is the individual:**



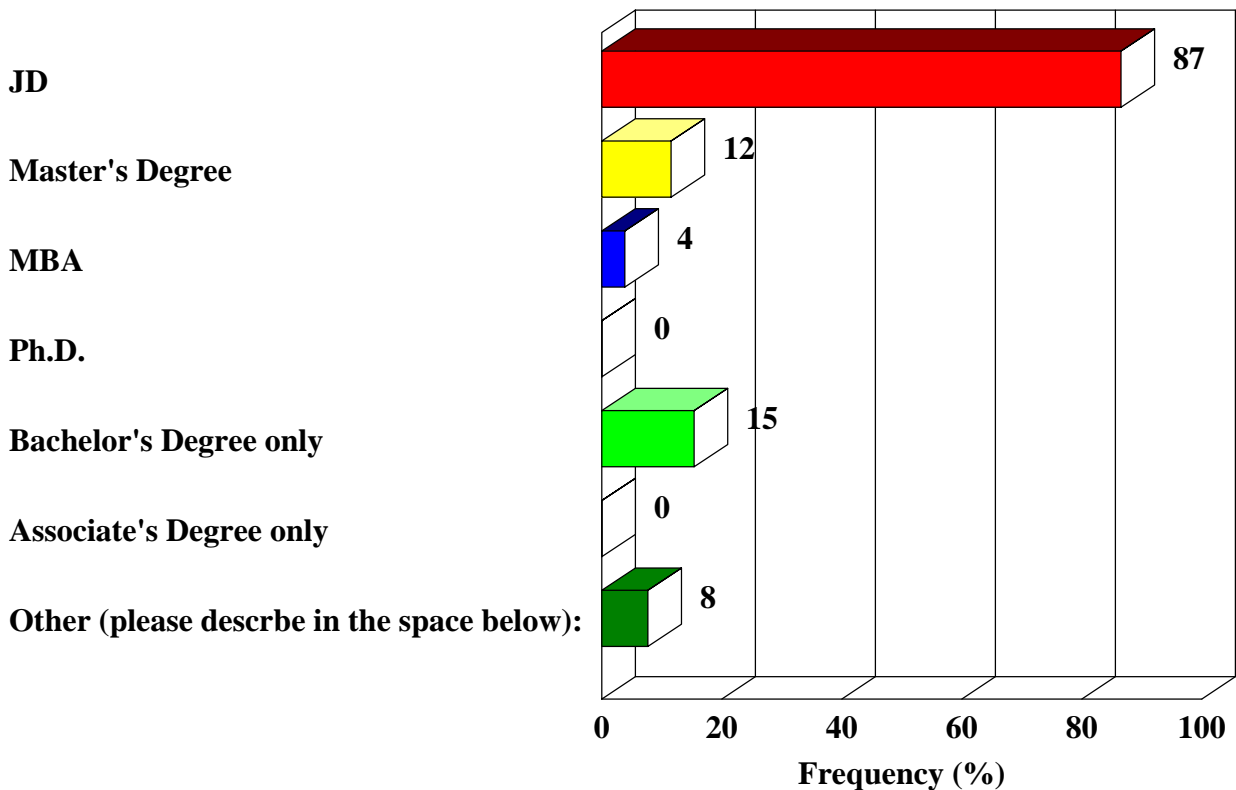
**4. c. Does he or she have a billable hour requirement?**



**4. d. What is the range of the billable hour requirement?**



**5. What is the educational background of the individual?**

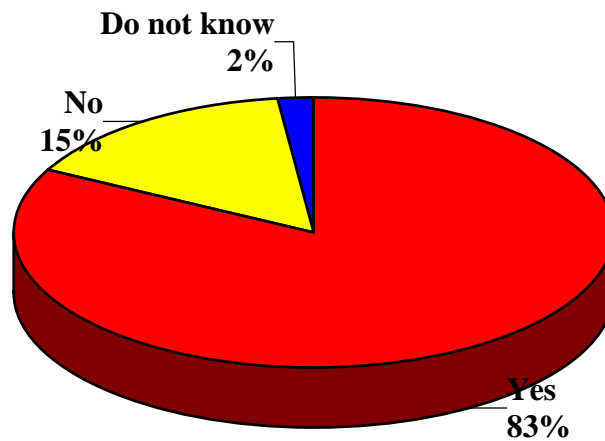


**\* Note: Multiple answer percentage-count totals not meaningful.**

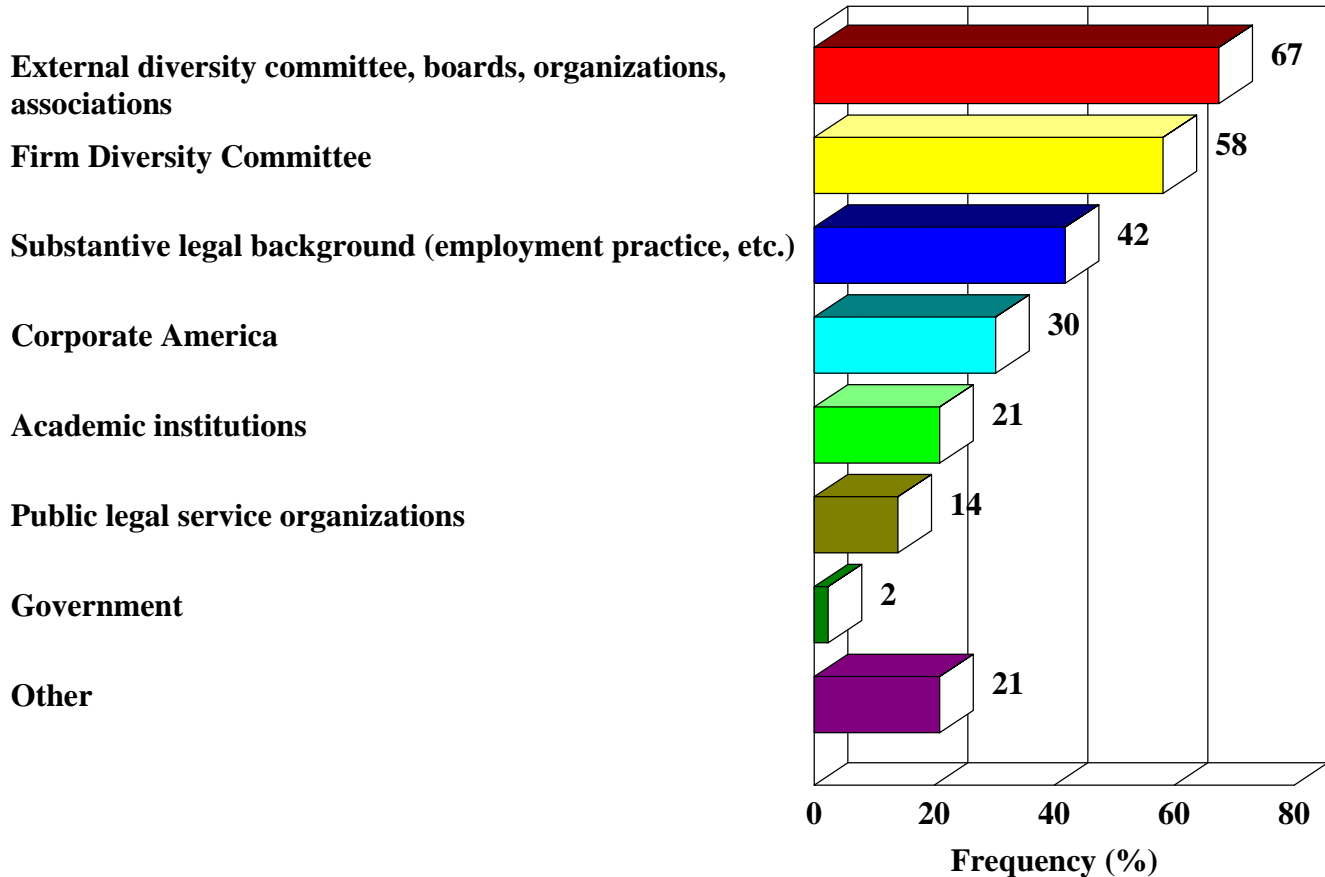
**Other educational background**

- Our position is a Diversity Administrator, not at the Director level.
- B.A.
- Master's level course work
- L.L.M.

**6. Did the individual come into the position with a background/experience with diversity issues?**



**6. a. What is the background/experience?**

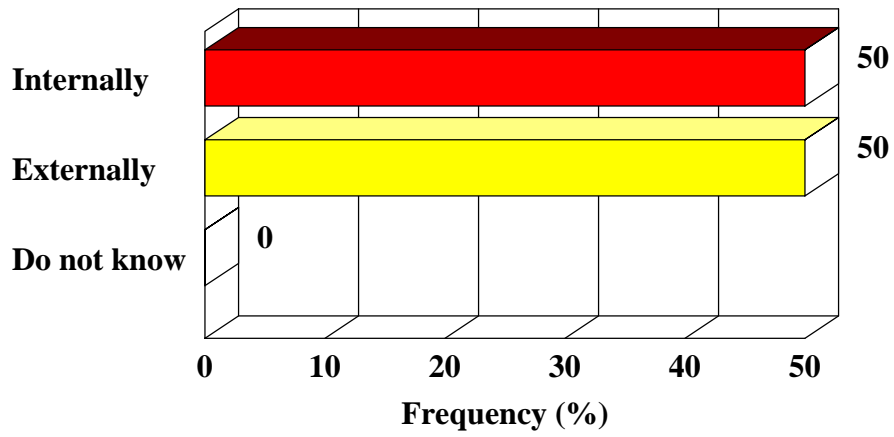


**\* Note: Multiple answer percentage-count totals not meaningful.**

**Other background/experience with diversity issues**

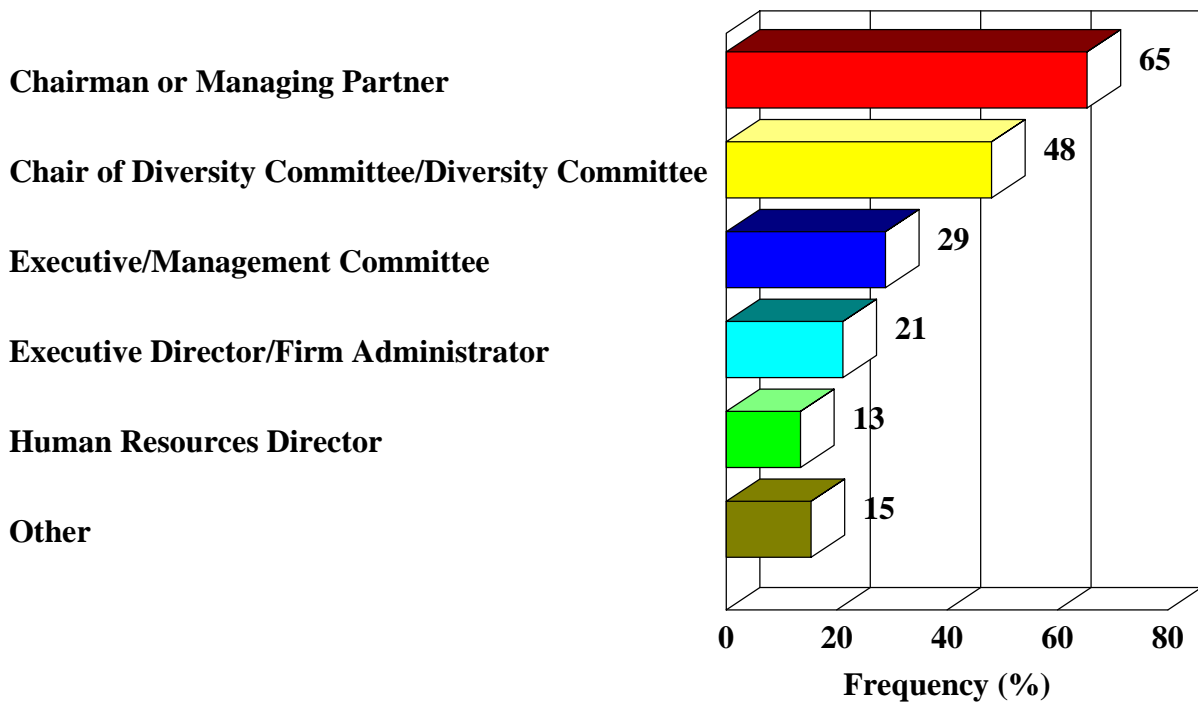
- Previously a partner at another firm.
- Diversity Bar Association Director.
- Also previous law firm experience in a diversity role.
- A former practicing lawyer and a former diversity consultant.
- Similar experience at a law firm.
- Experience as a diversity professional in a large law firm.
- 29 years of legal personnel experience.
- Other law firm management.
- Former federal and state judge.

**7. Was the individual hired:**





**8. The individual reports to:**

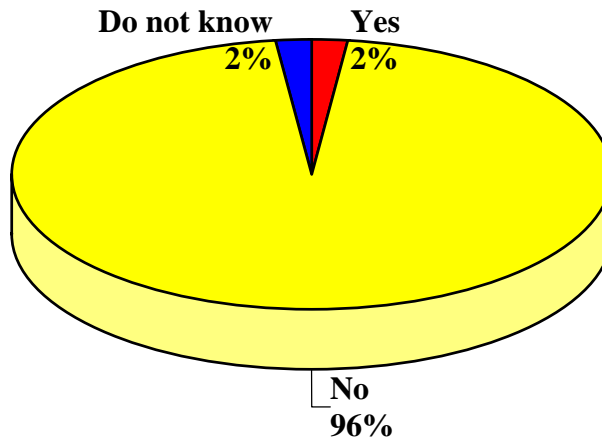


**\* Note: Multiple answer percentage-count totals not meaningful.**

**Other reporting relationships**

- Chief Operating Officer
- Chief Recruiting & Diversity Officer
- Chief Operating Officer
- Director of Legal Personnel
- Chief Recruiting and Diversity Officer
- Director of Recruiting and Legal Personnel
- Recruiting Director
- Director of Legal Personnel/Recruiting

**9. Does this individual serve on the firm's Governing Committee?**



**10. What was the individual's 2007 annual salary (salary, bonus, benefits)?**

2007 Total Cash Compensation	
Mean	\$ 218852
Median	\$ 184000
Minimum	\$ 71350
Maximum	\$ 487030

	a lawyer	a non-lawyer staff person
2007 Total Cash Compensation		
Mean	\$ 235358	\$ 172635
Median	\$ 195000	\$ 162500
Minimum	\$ 99000	\$ 71350
Maximum	\$ 487030	\$ 350000

	Under 100	101 to 250	251 to 500	501 to 750	Over 750
2007 Total Cash Compensation					
Mean	-	\$ 196200	\$ 223211	\$ 220000	\$ 222000
Median	-	\$ 185000	\$ 177500	\$ 175000	\$ 209000
Minimum	-	\$ 130000	\$ 71350	\$ 115000	\$ 101000
Maximum	-	\$ 300000	\$ 487030	\$ 350000	\$ 365000

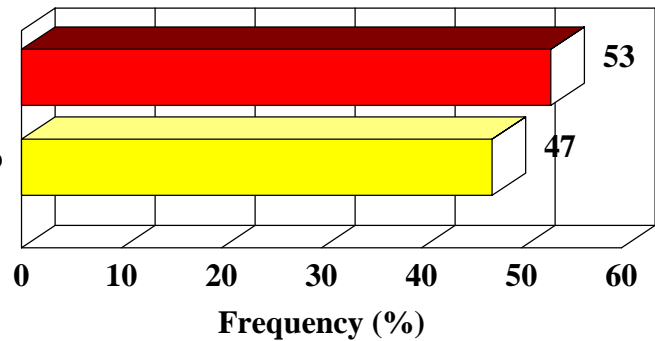
**11. What is the budget allocation to support the position (including salary)?**

Budget allocation (includes salary)	
Mean	\$ 674344
Median	\$ 477500
Minimum	\$ 60000
Maximum	\$ 3800000

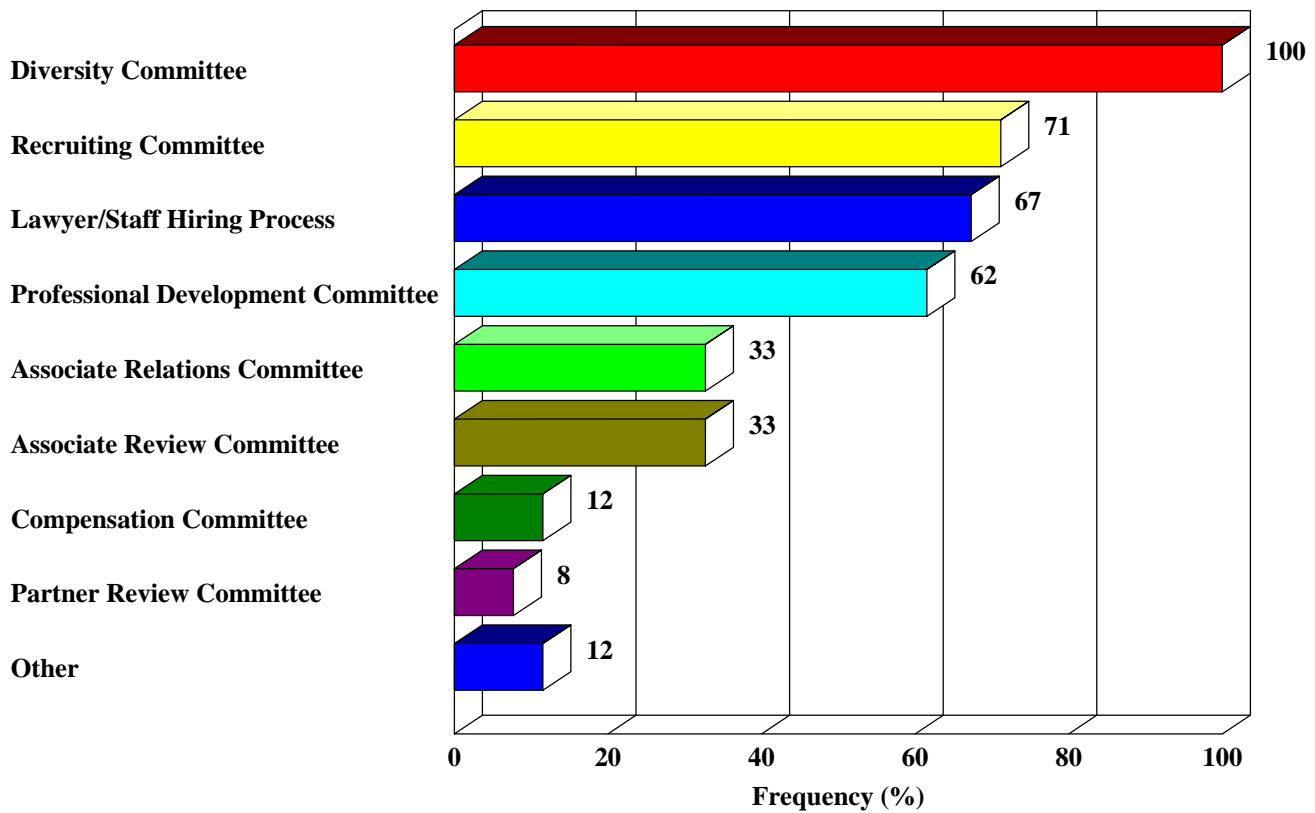
**12. Is the individual's position:**

**Full-time (100% of time devoted to diversity initiatives)**

**Part-time (less than 100% of time devoted to diversity initiatives)**



**13. Does the individual have a role in the firm's:**

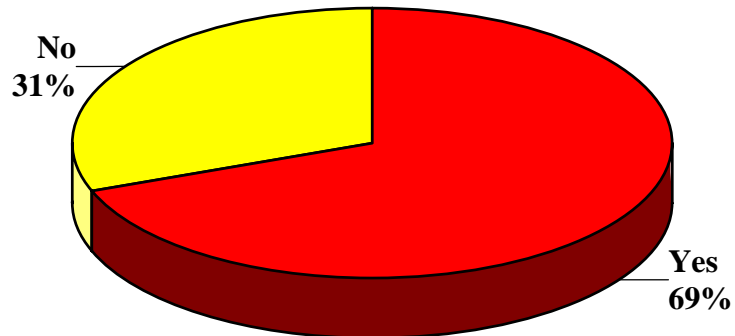


**\* Note: Multiple answer percentage-count totals not meaningful.**

**Other role in firm**

- Firmwide mentoring program. Women in the Profession Committee.
- Women's Initiative Committee.
- Women's Initiative.
- Summer associate and attorney programs.
- Firm Management Committee.
- Women's Initiative Team.

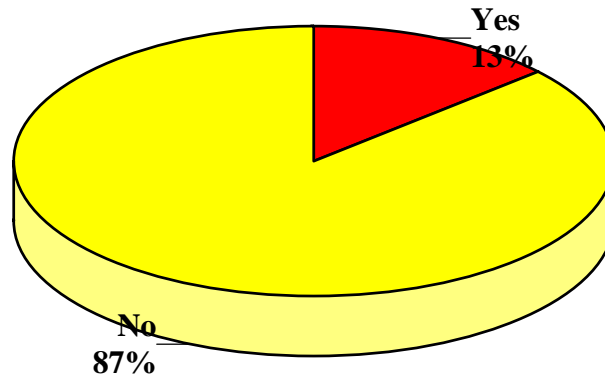
**14. Does the individual have staff?**



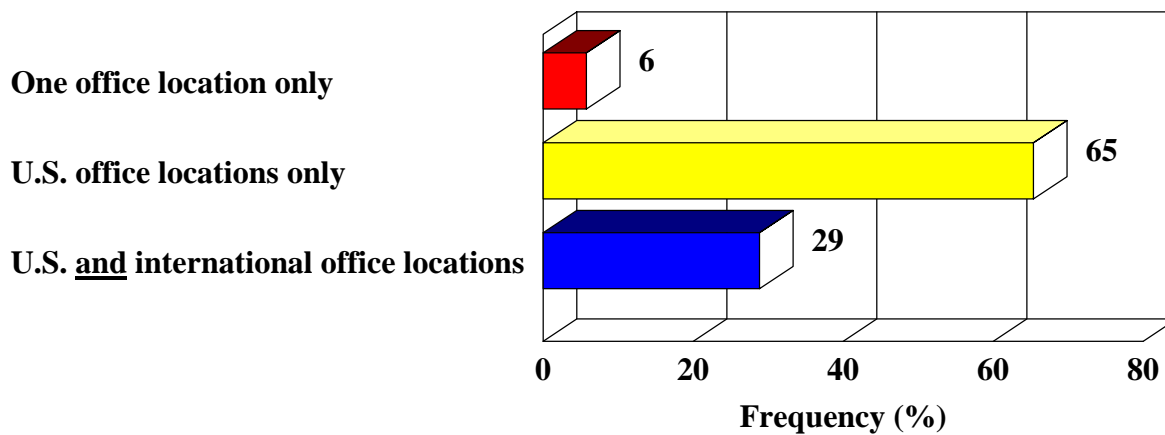
**14. a. If yes, how many staff positions report to the individual?**

Number of Staff Positions	
Mean	3
Minimum	1
Maximum	32

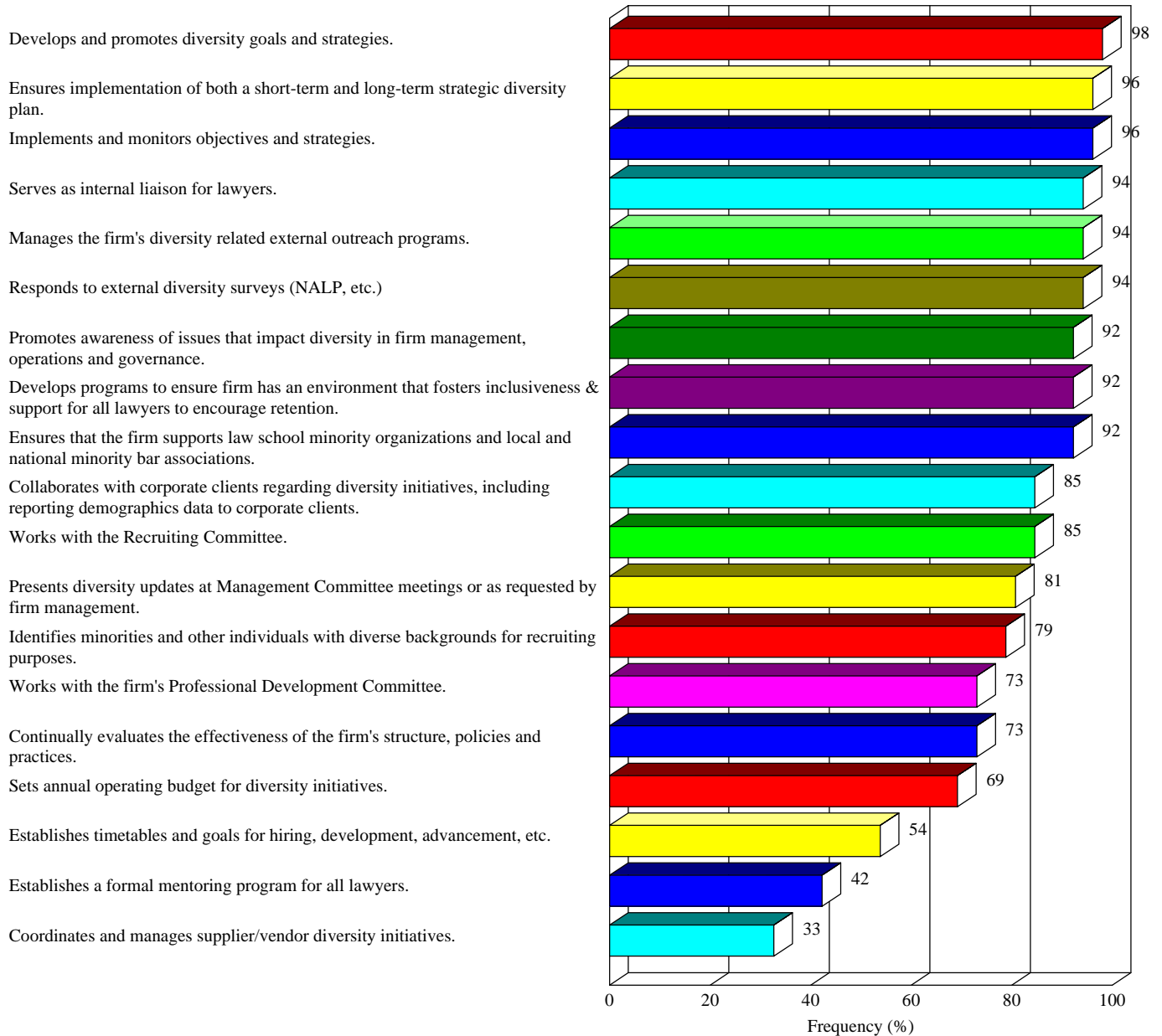
**15. Has there been turnover in the position since you first hired a Diversity Director?**



**16. Describe geographic scope of responsibility.**



**17. Identify areas of responsibility.**



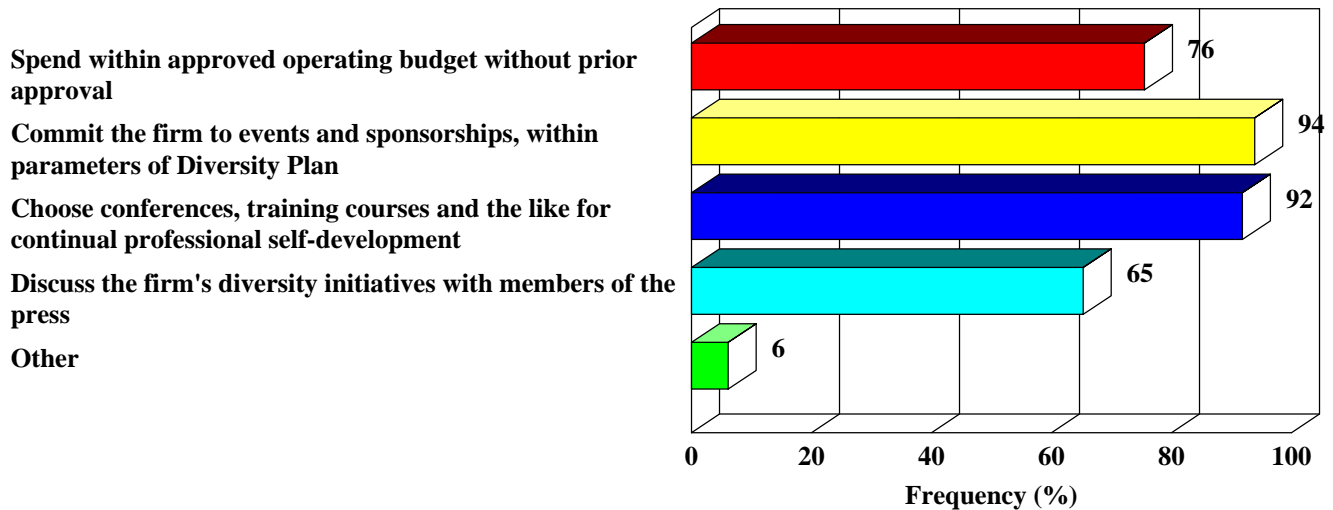
**\* Note: Multiple answer percentage-count totals not meaningful.**

**Other responsibilities**

- While all of these are goals in reality the power of the position is limited by the individual desires of partners.
- Oversees sponsorship decisions.
- Our Diversity Director/Manager supports our Diversity Partner in accomplishing all of the responsibilities checked off above.
- (1) Coaching/Counseling of diverse attorneys; (2) business planning for diverse program and individual attorneys.
- Directs firm pro bono and community programs; has oversight of firm recruiting strategies and operations; collaborates with firm professional development programs; delivers diversity training for attorneys and staff.



**18. Describe the individual's level of authority to carry out responsibilities.**

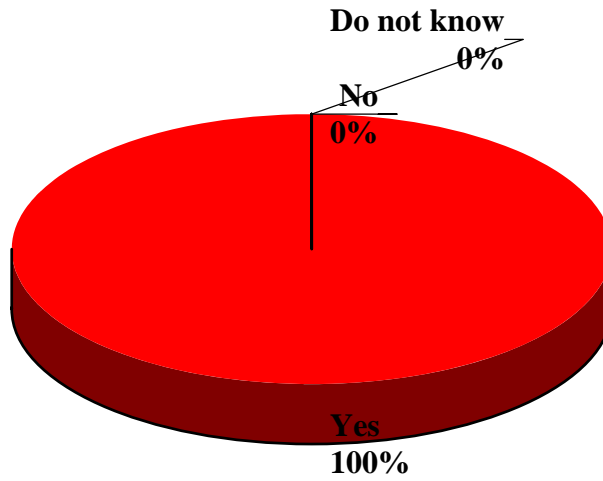


**\* Note: Multiple answer percentage-count totals not meaningful.**

**Other level of authority to carry out responsibilities**

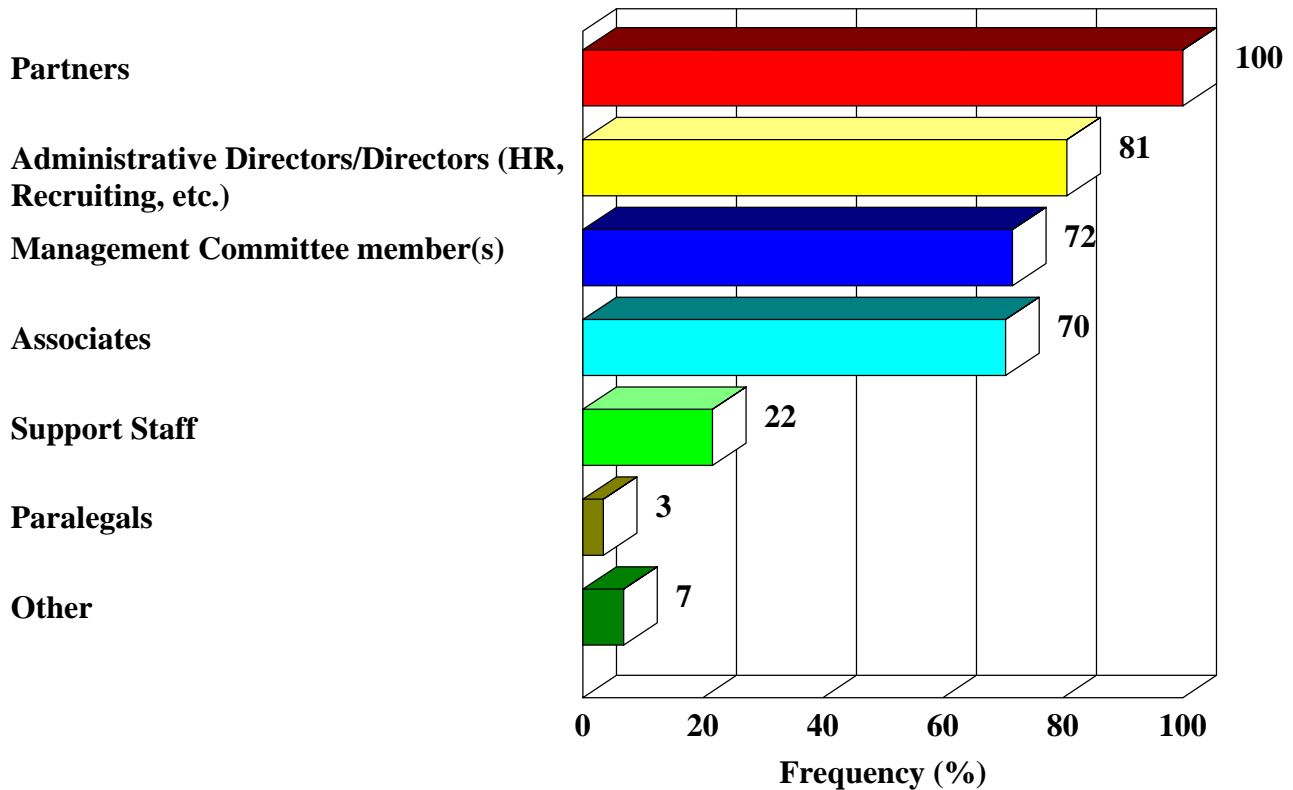
- Provides recommendations to management.
- Meet with clients to discuss the firm's diversity initiatives.
- Can set up programs and conduct meetings as necessary and as it relates to the execution of firm's diversity plan.

**19. Does your law firm have a Diversity Committee?**



**20. Who are members of the Diversity Committee?**

**Members of the Diversity Committee**



**\* Note: Multiple answer percentage-count totals not meaningful.**

**Other Members of the Diversity Committee**

- Chief Managing Partner
- Diversity Manager
- Counsel
- Ombudsman
- Chairman Emeritus of the law firm serves as Chair of Diversity Committee
- Managing Partner