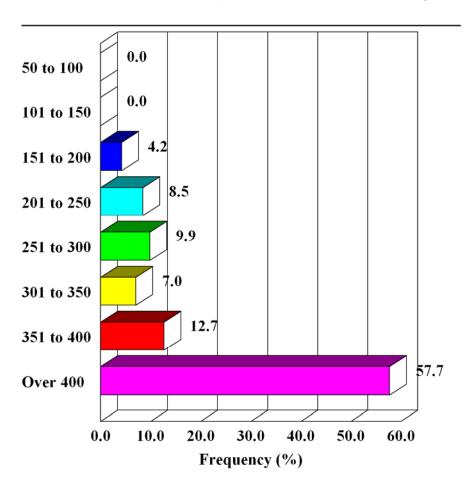




Number of Firms Surveyed = 196 Number of Firms Responding = 72 Firm Percentage Rate of Response = 37%

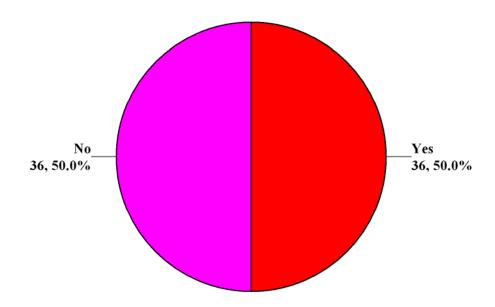
1. Please indicate firm size (total number of lawyers):

Firm Size (Total Number Of Lawyers)

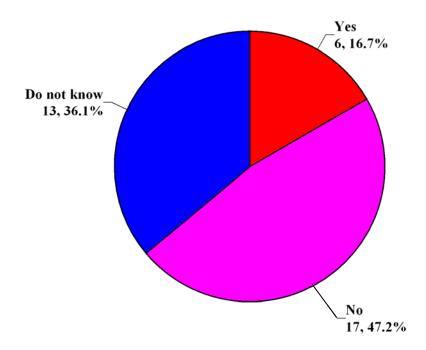




2. Does your law firm have a designated Diversity Manager/Director of Diversity?



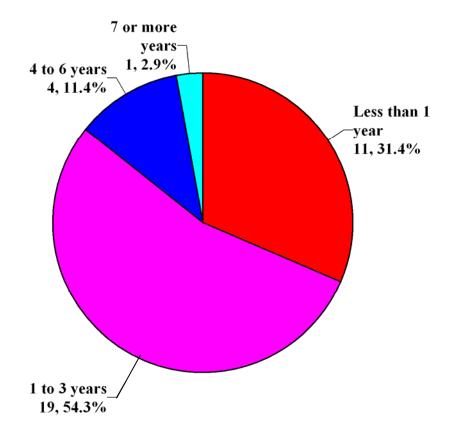
2. a. If no, do you plan to designate someone in the next 12 months?







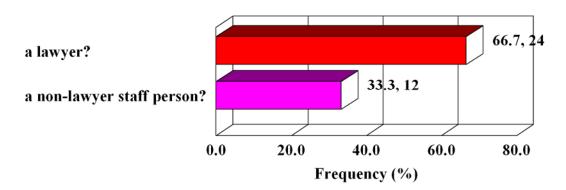
3. How many years has the individual held the position?



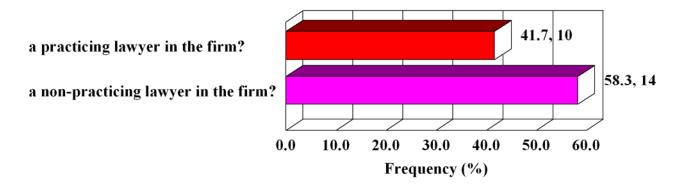




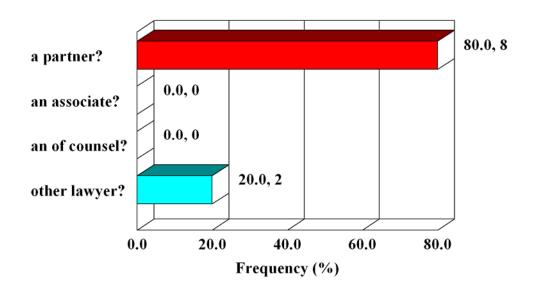
4. a. Is the individual:



4. b. As a lawyer, is the individual:

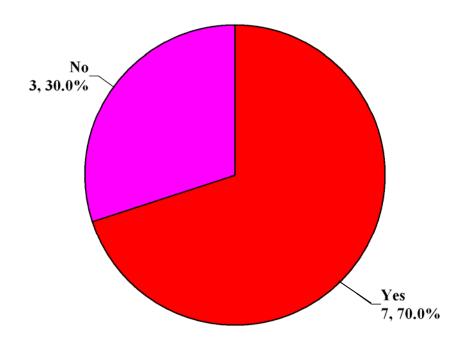


4. c. As a practicing lawyer in the firm, is the individual:

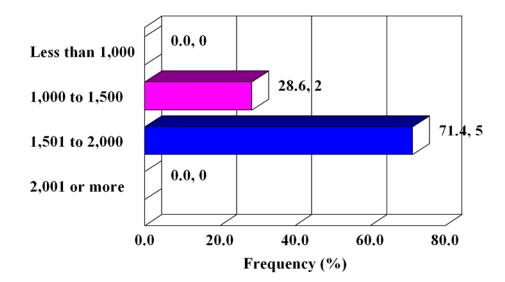




4. d. As a practicing lawyer, does he or she have a billable hour requirement?



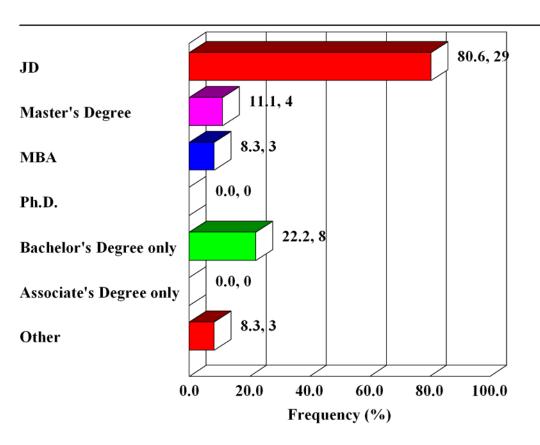
4. e. What is the range of billable hour requirement?







5. What is the educational background of the individual?



^{*} Note: Multiple answer percentage-count totals not meaningful.

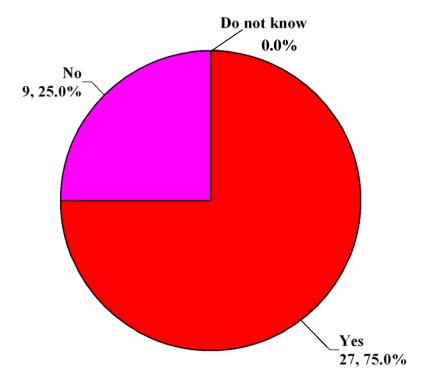
3 Other educational background

- Executive Education
- Certified Public Accountant
- LL.M.





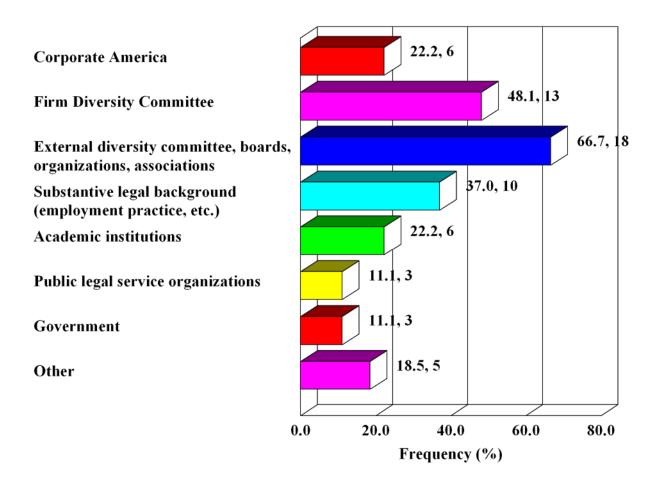
6. Did the individual come into the position with a background/experience with diversity issues?







6. a. What is the background/experience?



^{*} Note: Multiple answer percentage-count totals not meaningful.

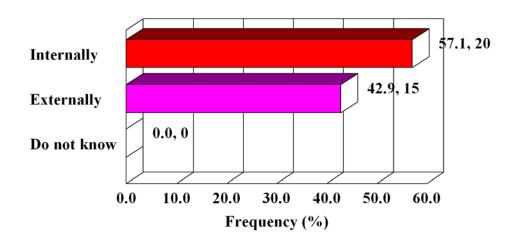
Other background/experience with diversity issues

- 30 years experience in law firm recruiting, retention, associate policy committee, associate evaluation committee, firm administration.
- Diversity Manager at another law firm.
- Political Consulting.
- Quasi-Government entities, non-legal professional associations.
- The CEO and President of the firm.

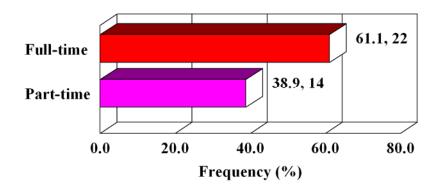




7. Was the individual hired:



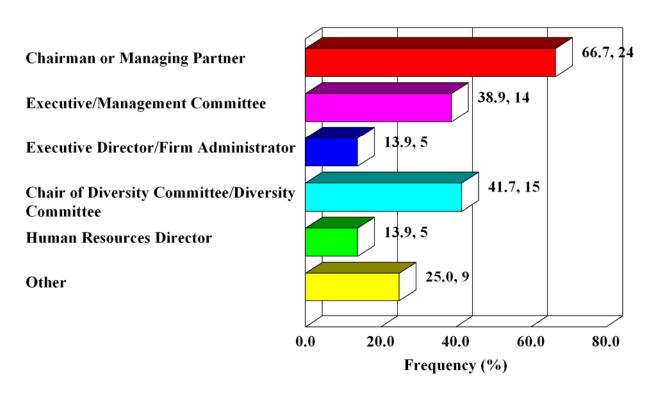
8. Is the individual's position:







9. The individual reports to:



^{*} Note: Multiple answer percentage-count totals not meaningful.

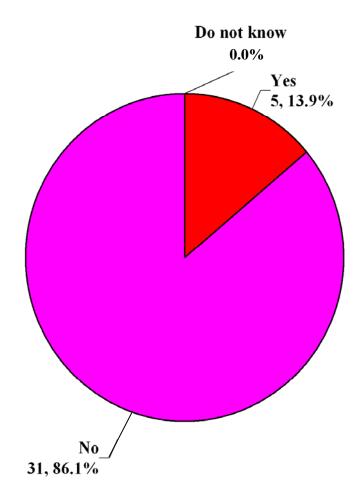
9 Other reporting relationships

- Chief Diversity Partner
- Chief Human Resources Officer
- Director of Legal Recruiting and Diversity
- Director of Legal Recruiting and Diversity
- Director of Professional Resources
- He is the CEO and President
- Legal Personnel Director
- Managing Director of Talent Development
- Partner Chair of Diversity Committee





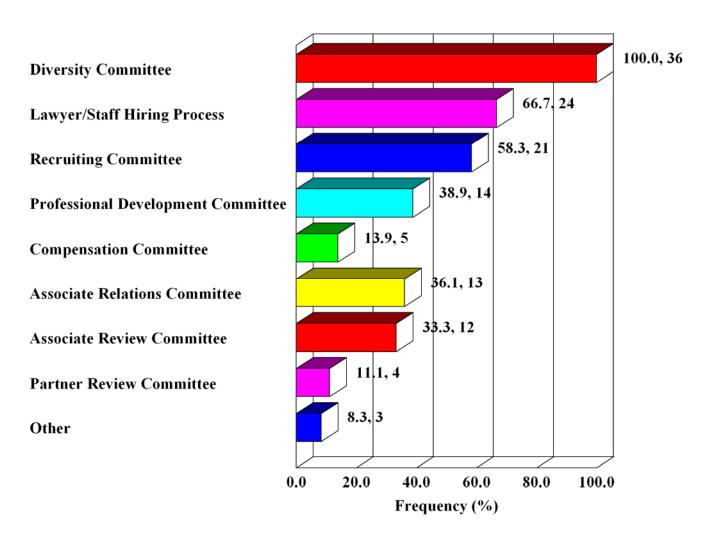
10. Does the individual serve on the firm's Governing Committee?







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



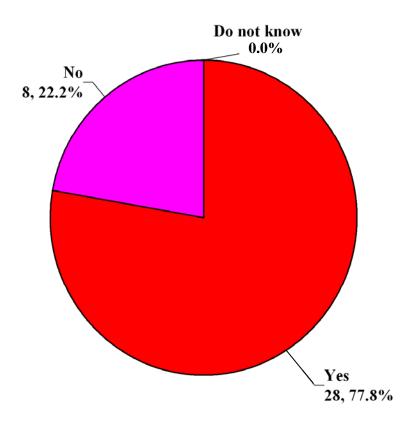
^{*} Note: Multiple answer percentage-count totals not meaningful.

3 Other role in firm

- Firm Training Committees
- Summer Program Committee
- Women in the Profession Committee



12. Does the individual have staff supporting the position?



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

Number of Staff Positions	
Average	1.6
Minimum	0.0
Maximum	7.0





13. Identify areas of responsibility.

Develops and promotes diversity goals and strategies.

Ensures implementation of both a short-term and long-term strategic diversity plan.

Implements and monitors objectives and strategies.

Promotes awareness of issues that impact diversity in firm management, operations and governance.

Establishes timetables and goals for hiring, development, advancement, etc.

Develops programs to ensure firm has an environment that fosters inclusiveness & support for all lawyers to encourage retention.

Establishes a formal mentoring program for all lawyers.

Ensures that the firm supports law school minority organizations and local and national minority bar associations.

Manages the firm's diversity related external outreach programs.

Collaborates with corporate clients regarding diversity initiatives, including reporting demographics data to corporate clients.

Presents diversity updates at Management Committee meetings or as requested by firm management.

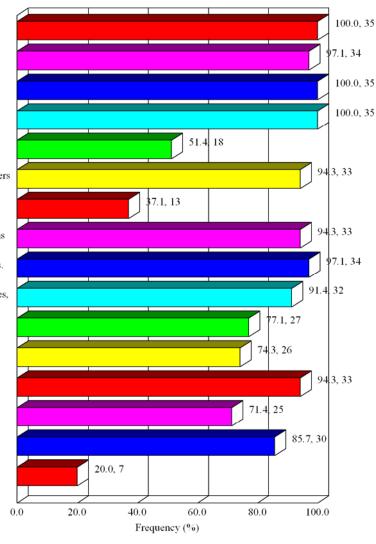
Identifies minorities and other individuals with diverse backgrounds for recruiting purposes.

Works with the Recruiting Committee.

Works with the firm's Professional Development Committee.

Continually evaluates the effectiveness of the firm's structure, policies and practices.

Other



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

7 Other areas of responsibility

- Manage budget, organize diversity retreat, create agenda for and moderate monthly conference call, respond to all diversity-related surveys, and serve as liaison between diverse associates and partners.
- Manages the Firm's Supplier Diversity Program.
- Ombudsman for diverse lawyers.
- Oversee community outreach program firmwide.
- Oversee internal affinity groups and local office diversity activities, promote firm's diversity profile externally, and serve as general internal diversity knowledge resource.
- Serves as internal diversity consultant.

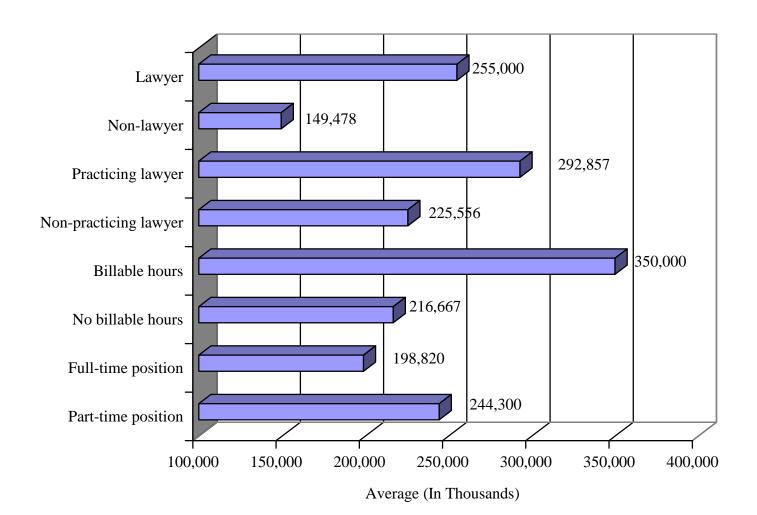




Works on external and internal diversity marketing such as managing diversity webpage and periodic publication of firmwide diversity newsletter.

14. What is the individual's 2006 annual salary (salary, bonus, benefits)?

2006 Total Cash Compensation	
Average	\$ 217,012
Median	\$ 175,000
Minimum	\$ 58,000
Maximum	\$ 500,000

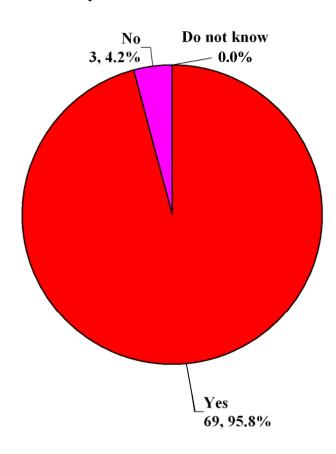




15. What is the budget allocation to support the position (including salary)?

Budget allocation (includes salary)		
Average	\$	513,500
Median	\$	527,500
Minimum	\$	30,000
Maximum	\$ 1	1,300,000

16. Does your law firm have a Diversity Committee?



16. a. If no, do you plan on having one within the next 12 months?

Diversity Committee in next 12 months	
Yes	66.7%; 2
No	33.3%; 1
Do not know	0.0%; 0
Totals	100.0%; 3





17. Who are members of the Committee?

Members of the Diversity Committee

Partners

Associates

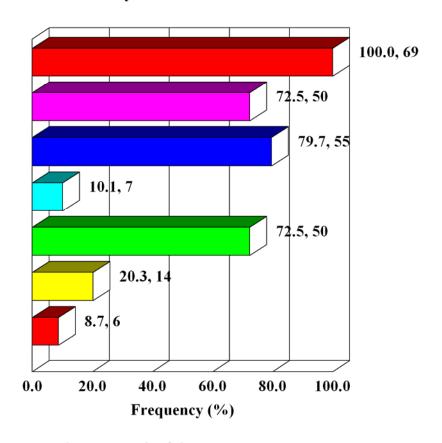
Management Committee member(s)

Paralegals

Administrative Managers (HR, Recruiting, etc.)

Support Staff

Other



^{*} Note: Multiple answer percentage-count totals not meaningful.

6 Other Members of the Diversity Committee

- Counsel (3)
- Chief Human Resources Officer, Committee Chairs (Hiring, Career Development, Evaluation)
- Ex officio recruiting staff members
- **Practice Group Leaders**