



National Association for Law Placement

Diversity Best Practices Guide

2020 Edition

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Table of Contents

FOREWORD.....3

LAW FIRMS

Leadership.....5

 Commitment from Leadership5

 Involvement of Leadership in Day-to-Day Diversity, Equity, and Inclusion..... 6

 Representation of Diverse Lawyers at All Leadership Levels..... 6

 Leadership Training7

 Accountability of Leaders7

Retention, Culture, and Inclusion 8

 Retention 8

 Culture and Inclusion 9

Professional Development..... 12

 Diversity, Equity, and Inclusion Training..... 12

 Other Educational Programs..... 13

 Individual Career Development 14

 Mentoring / Sponsorship 15

 Accountability 15

Recruitment 16

 Recruitment Practices Aimed at Law Schools 16

 Internal Recruiting Efforts..... 17

 External Recruiting Efforts 18

LAW SCHOOLS

Develop a Strategic Plan for CSO.....	20
Dedicated Diversity, Equity, and Inclusion Professional	20
Develop a Strategic Plan for the Position	20
Diversity, Equity, and Inclusion Champions	21
Diversity, Equity, and Inclusion Training	21
Support Diversity, Equity, and Inclusion Initiatives at All Levels and All Departments	22
Training & Establishing Reporting Guidelines Related to Sexual Harassment and Misconduct	27

DIVERSITY, EQUITY, AND INCLUSION RESOURCES

Articles	29
Books and Periodicals.....	30
Studies and Reports.....	31
Websites.....	33
Podcasts.....	35
Diverse National Bar Associations	36
Diverse National Student Bar Associations.....	36
Diverse Job Fairs	36

Foreword

Welcome to the NALP Diversity Best Practices Guide.

In an effort to further advance the important diversity enhancement efforts of the legal community, NALP has created this Guide to assist all legal employers in moving from abstract discussions about diversity to practical implementation of diversity and inclusion strategies and initiatives. This Guide is a compilation of best diversity, equity, and inclusion practices derived from industry research and interviews of law firm and law school professionals. Albeit comprehensive, this Guide does not purport to be exhaustive of all diversity, equity, and inclusion best practices. Rather, it strives to serve as a resource for law firm and law school professionals aiming to craft tailor-made diversity, equity, and inclusion plans that best fit their organizational culture and goals.

While the guide applies to all legal employers this guide offers two sections – Law Firms and Law Schools. Some of the best practices overlap topics, and thus are purposefully included in more than one section of the Guide. A “Diversity, Equity, and Inclusion Resources” list of relevant articles, books, websites and bar associations is included at the end and is intended to serve as a starting point for those who wish to delve deeper into the diversity, equity, and inclusion dialogue.

NALP hopes that you discover new ideas within these pages to assist your organization’s efforts to further diversity, equity, and inclusion. NALP applauds all legal employers who are committed to diversity, equity, and inclusion, whether just embarking on the journey or already making demonstrable strides in improving the diversity and inclusiveness of the profession.

Special thanks to NALP’s Diversity, Equity, and Inclusion Section for their dedication in bringing a great idea to fruition with the creation of this Guide. In particular, this Guide benefited from the focused commitment and tireless efforts of Diversity Advancement Committee members Susanne Aronowitz, Melissa Balaban, Dina Billian, Betty Henderson, Jay Levine, Anton Mack, Laurie Logan-Prescott, Jeanne Svikhart, Fiona Trevelyan, and Kari Anne Tuohy.

The 2009 Guide was updated by 2008-2009 Diversity Section volunteers Karen Hester, Crystal Deazle, Maja Hazell, Kisha Nunez, Gwen Tolbert, Else Trujillo, and Dana Morris.

The 2014 Guide was updated to include disabilities from a work group of the Diversity and Inclusion Section led by Brad Sprayberry and Amber Donley. Updates related to religion were from a work group of the Diversity and Inclusion Section led by Neil Dennis.

This 2016 Guide features updates related to socio-economic and disabilities from a work group formed by the Diversity and Inclusion Section chaired by Kristine McKinney and vice-chair Justine Maury with volunteers Karen Hester and Aithyni Rucker.

This 2019 Guide features updates related to supporting first generation students, implementing policies on gender pronouns, training and reporting guidelines relating to the Me Too movement, and training surrounding leveraging privilege from a work group formed by the Diversity, Equity, and Inclusion Section chair Courtney Dredden Carter and vice-chaired by Terrene A. Burke, Nicole Netkin-Collins and Traci Sharpe with volunteers Aisha Joseph, Ashley Julian, Jessica Ourk and Nadia Brecl.

This 2020 Guide added information regarding law school services to first generation students and updated the Diversity, Equity, and Inclusion Resources with a list diversity job fairs. The work group consisted of vice-chairs Alicia Currin-Moore, Niya Fonville, and Sherri Thomas and volunteers Fayola Alibey, Giovonni Wade, and Nicole Sandoz.

Additional Best Practices Invited

This *Guide* will continue to be updated. If your organization has developed a successful diversity and inclusion initiative or has other best practices suggestions to share, you are invited to submit information to NALP Editor-in-Chief Andrew D. Parker at aparker@nalp.org.

LAW FIRMS

Leadership

There are some universal tenets that have proved essential to a successful strategy for enhancing and embracing diversity, equity, and inclusion in the legal industry. First, there must be a strong demonstrated commitment from leadership. Second, diversity, equity, and inclusion must be defined as core values of the organization and woven into all. Finally, specific goals must be identified, and metrics must be utilized to ensure accountability and progress. Effective and innovative leadership is critical on all of these fronts.

Commitment from Leadership

Law firms that have demonstrated progress on the diversity, equity, and inclusion landscape have, without fail, credited strong firm leaders with their success. This is in large part due to their identification of diversity as a top priority of the firm and their commitment of financial, operational, and human resources to diversity.

Communication

- Identify diversity and inclusion as one of the firm's key strategic initiatives or core values.
- Formalize a diversity and inclusion plan with measurable action steps; define leadership and management roles in the plan; incorporate diversity, equity, and inclusion into the firm's strategic plan and business model.
- Communicate the importance the firm places on diversity, equity, and inclusion internally and externally, including the firm's goals, programs, and progress.
- Utilize firm-wide e-mails to discuss the firm's diversity, equity, and inclusion priorities and plan; distribute the firm's diversity, equity, and inclusion strategic statement and plan.
- Include diversity, equity, and inclusion on the agenda for meaningful discussion at firm retreats and strategic planning sessions.
- Provide information about the firm's commitment to diversity, equity, and inclusion on the firm's public website and intranet webpages, in its recruiting materials, and in client communications.

Resources

- Retain a diversity, equity, and inclusion consultant to conduct a firm cultural assessment and examine how the firm can enhance inclusiveness and improve the recruitment, retention, development, and advancement of diverse lawyers.
- Hire a full-time diversity, equity, and inclusion professional to serve on the Diversity, Equity, and Inclusion Committee, facilitate the implementation of the firm's initiatives in these areas, serve as a development resource for diverse lawyers, and assess whether minority, first generation, female, LGBTQIA, and associates with disabilities have access to opportunities and are working on matters for clients with the most sought-after work.

Involvement of Leadership in Day-to-Day Diversity, Equity, and Inclusion

Legal employers making successful strides on the diversity, equity, and inclusion front realize that firm leaders must do more than just “talk the talk” about the firm’s commitment to diversity and inclusion. They need to “walk the walk” as well, actively participating in the day-to-day journey and leading by example.

- Include the firm’s Managing Partner and/or Executive Committee members on the firm’s Diversity, Equity, and Inclusion Committee.
- Schedule periodic face-to-face meetings between firm leaders and diverse lawyers and staff to discuss diversity, equity, and inclusion issues, concerns, and successes.
- Actively engage firm leaders in internal minority lawyer, first generation lawyer, women lawyer, LGBTQIA lawyer, and lawyers with disabilities business development meetings and programs.
- Encourage firm leaders to participate in diverse bar associations and other community organizations that foster and enhance diversity, equity, and inclusion.
- Visibly and vocally support firm mentoring programs and lead by exemplary participation.

Many law firms and law schools have created an affinity group for First-Generation students and lawyers (FGP), recognizing the unique issues and needs these professionals face when beginning their career. Latham & Watkins started its FGP affinity group last year and took a broad approach to membership.

At **Latham**, FGP has a three-prong definition:

- First in family to graduate from college
- First in family to graduate from professional school or enter a professional career
- From a low-income or working-class background

Representation of Diverse Lawyers at All Leadership Levels

The diversity, equity, and inclusion landscape can be improved by integrating minorities, women, and lawyers with disabilities into leadership positions. Diverse associates convey this message during the hiring and exit interview processes, explaining that it is very difficult to integrate and believe that success is not possible if no one at the leadership level seems to share your diverse traits.

- Appoint diverse lawyers to serve on the firm’s Executive Committee, Management Committee, Hiring Committee, Partner Compensation Committee, and Associate Evaluation Committee.
- Appoint diverse partners to serve as Chairs of offices and practice groups.
- Ensure that minority, first generation, female, LGBTQIA, and partners with disabilities fill major client service roles and meaningfully participate on client service teams.

Leadership Training

Many legal employers have recognized the importance of providing additional training opportunities for firm leaders charged with implementing diversity and inclusion goals and initiatives. Improving individual leadership competencies necessarily contributes to a more inclusive and rewarding work environment.

- Provide diversity, equity, and inclusion training to attorneys and staff to strengthen diversity and inclusion awareness and communication skills. Such training should include, but not be limited to, implicit bias, gender pronoun usage, and recognizing and leveraging privilege to further diversity and inclusion goals.
- Offer executive coaching services on management, mentoring, and supervision skills.
- Encourage participation at national diversity and inclusion conferences, both within the legal industry and in multi-industry contexts.

Accountability of Leaders

As is true with all strategic goals and initiatives, it is essential to hold firm leaders accountable for progress on diversity, equity, and inclusion. Firm management should stay actively engaged in reviewing progress on the diversity, equity, and inclusion front, and in rewarding diversity, equity, and inclusion enhancement contributions.

- Monitor progress made on diversity, equity, and inclusion goals by utilizing metrics, soliciting feedback from the firm's internal affinity groups, and maintaining and actively monitoring diversity and inclusion hiring and attrition statistics.
- Include and track diversity, equity, and inclusion-related contributions in the tally of "firm commitment" or "firm administration" hours for statistical review purposes.
- Hold practice group leaders accountable for setting diversity, equity, and inclusion goals and engaging in enhancement efforts.
- Incorporate hours recorded for diversity, equity, and inclusion initiatives and individual diversity, equity, and inclusion enhancement efforts into evaluation and compensation determinations for firm leaders, including management and office/practice group leaders.
- Encourage firm leaders, including practice group leaders, office managing partners, committee chairs, etc. to set personal diversity, equity, and inclusion goals to adopt and implement within one year. Examples of "personal" diversity, equity, and inclusion goals include the following: committing to sponsor an associate different from them; hosting, organizing, or leading a diversity, equity, and inclusion program; seeking out partnership opportunity with a local affinity bar association.
- Establish transparent processes that fairly and equitably distribute work and training opportunities among all associates.

One of **Foley and Lardner's** diversity initiatives is a work allocation system:

"The program is based on the recognition that diverse lawyers and the firm as a whole benefit when premier assignment opportunities are actively and fairly distributed among all associates, ensuring the best fit between professional skills and career advancement opportunities."

Retention, Culture, and Inclusion

The twin goals of retention and creating a firm culture that genuinely values and reflects diversity, equity, and inclusion weave together as key components of any effective firm diversity, equity, and inclusion program that achieves inclusiveness. While many efforts impact both retention and culture, efforts on the retention front tend to cluster in the programmatic realm, while those on the cultural front tend to focus on internal and external communications. Interestingly, firms' retention efforts focus primarily on lawyers, while cultural efforts are directed more broadly to both lawyers and staff. For multi-office firms, although centralized programming is helpful in advancing specific programs and initiatives, tailoring efforts for improved retention and inclusion to individual offices is key. The participation and buy-in of local office populations is critical, as is ensuring that the programs and events are meaningfully geared to a particular office culture and its constituents. As demonstrated below, achievement of diversity and inclusion as reflected in a successfully inclusive culture requires a long-term visible commitment from the firm and its leaders.

Retention

- Analyze existing systems and policies for unintended and/or historic bias, including the firm's work allocation system, the process for inclusion at firm events, the internal training programs, and the committee appointment process.
- Require annual reports by practice area leaders on goals and efforts to diversify practice groups.
- Make firm leaders accountable for meeting diversity, equity, and inclusion goals, including achievement of goals as a factor in the compensation process.
- Encourage all firm members to participate in women's, LGBTQIA's, and minority bar associations and minority counsel programs. Sponsor memberships in these bar associations and fund participation at these events; support lawyers in leadership roles in professional organizations. Partner with affinity bar associations to identify and hire diverse lateral attorneys.
- Count diversity, equity, and inclusion-related activities toward "firm commitment" or other qualified billable hours.
- Institute anonymous upward reviews, with diversity, equity, and inclusion competence as a component.
- Provide reasonable accommodations for individuals with disabilities to ensure maximum productivity.
- Promote work/life balance through equity/non-equity partnership options, on-site day care and free emergency childcare, a sabbatical program, and part-time/flex-time options that maintain partnership eligibility.
- Sponsor minority attorney participation in professional development conferences, (see www.regonline.com/builder/site/Default.aspx?EventID=1266838); Minority Corporate Counsel Association's "Creating Pathways to Diversity Conference" (see www.mcca.com), or Corporate Counsel Women of Color's Career Strategies Conference of Law Firm Associates (see www.ccwomenofcolor.org).
- Develop and support internal diversity, equity, and inclusion networks/affinity groups for minority, LGBTQIA, first generation, women, and disabled attorneys; encourage different affinity groups within the same organization to collaborate on programmatic and diversity, equity, and inclusion initiatives.

- Institute reverse mentoring, whereby senior attorneys are paired with junior diverse attorneys to open channels of communication and potentially learn about the challenges these attorneys face.
- Periodically reevaluate practice area assignments and attorney choices to assess fit.
- Mandate and track equal access for diverse attorneys to quality work assignments, marketing efforts, formal and informal events, and clients.
- Conduct annual internal seminars, retreats, conferences, or similar programs for first generation, women and minority lawyers, including sessions and panels on business development and general networking skills, leadership development, presentation skills, billing practices, and other pertinent topics related to career and professional development. Such programming should be parallel to and/or otherwise supplement similar programming for all attorneys.
- Evaluate and remedy issues of accessibility in the office building, workspace, and parking facility.

Culture and Inclusion

- Create a diversity, equity, and inclusion vision statement embodying the firm's commitment and disseminate both internally and externally.
- Develop and implement a firm-wide diversity, equity, and inclusion strategic plan and incorporate measurable benchmark goals.
- Develop a Diversity, Equity, and Inclusion Committee composed of a staff diversity and inclusion director, attorneys, and staff across all offices, with access to/participation from the Management Committee and key decision makers, to identify key internal issues and to propose solutions, events, and training.
- Provide annual diversity, equity, and inclusion training for all lawyers and staff, and management training for supervisors, including hiring attorneys, management, and practice area leaders. The annual training should include recognizing and acknowledging privilege and identifying ways those in a position of privilege can be allies, advocates, and supporters of diverse colleagues. Tailor content and materials to the firm and its culture.
- Send a welcome letter from the Diversity, Equity, and Inclusion Chair to all entering attorneys (entry-level and lateral) highlighting the firm's valuing of diversity, equity, and inclusion and outlining the firm's goals and initiatives. The welcome letter should emphasize the responsibility that all attorneys have in creating an inclusive firm culture.
- Celebrate diverse cultures through firm-wide or office-wide events and recognition, including Asian Pacific Heritage Month, Black History Month, Gay Pride Month, Hispanic History Month, Women's History Month, National American Indian Heritage Month, National Disability Employment Awareness Month, and International Pronouns Day, as well as other observations throughout the year that highlight multiculturalism and diversity and inclusion.
- Acknowledge or host firm celebrations for diversity, equity, and inclusion milestones and diverse religious holidays, for example: the anniversary of Brown vs. Board of Education, the anniversary of the end of Apartheid, or Martin Luther King, Jr. Day — or host or sponsor an annual day of service event on the Martin Luther King, Jr. holiday, Hanukkah, Ramadan, Kwanza, etc. (what works best for the firm culture and employee population). One example is to have information on the milestone or religious holiday in a newsletter or internal calendar/website.

- Sponsor local diversity bar association membership and events, as well as community outreach efforts.
- Survey lawyers and staff regarding outside activities and share information about connections with community minority organizations both internally and externally; promote and encourage such involvement.
- Co-sponsor local minority networking series with other area firms.
- Partner with diversity, equity, and inclusion directors of local bar associations with diversity and inclusion initiatives, such as the New York City Bar Association, Philadelphia Bar Association, Bar Association of San Francisco, and others.
- Develop a regularly distributed internal diversity and inclusion communication highlighting diversity and inclusion achievements, awards, reports on conference attendance, updates to firm policies, and reports from the Diversity, Equity, and Inclusion Committee; include articles of interest and website links to diversity and inclusion organizations; specify avenues for active involvement by firm lawyers in diversity and inclusion enhancement efforts and acknowledgement of religious holidays and diversity and inclusion milestones.
- Build strong relationships and strategic alliances with external legal organizations (e.g., the Minority Corporate Counsel Association (MCCA); the National Association for the Advancement of Colored People (NAACP); the National Lesbian, Gay, Bisexual and Transgender (LGBT) Bar Association; the National Association of Law Students with Disabilities (NALSD); women and minority bar associations, and local community outreach organizations committed to diversity and inclusion.
- Sponsor national affinity group organization events, including law students' and practitioners' conferences.
- Create a diversity, equity, and inclusion scholarship or internship program to attract diverse candidates.
- Develop a firm webpage focused solely on diversity, equity, and inclusion.
- Establish ongoing relationships with law school affinity groups and support activities, conferences, job fairs, and other events organized by the groups.
- Create law firm diversity, equity, and inclusion scholarships at partner law schools.
- Inaugurate an annual Diversity, Equity, and Inclusion Day, including a celebration, speakers, and discussion groups.
- Provide domestic partner benefits and a salary gross-up to make whole associates who are taxed differently for those benefits.
- Include gender identity and gender expression in the firm's EEO statement; provide health insurance benefits related to transgender needs/status.
- Ensure that social invitations are inclusive by using wording that is inclusive of all. Provide public firm-wide support for diversity, equity, and inclusion. For example, be a signatory to the New York City Bar Association's statement of goals for law firms, or similar local strategic initiatives.
- Institute policies that enable prospective and current employees to identify their gender pronouns. These may include, but are not limited to, application forms, email signature blocks, business cards, and name badges. Firm partners should lead by example in identifying their gender pronouns in order to create an environment in which associates, and staff members feel comfortable identifying their own gender pronouns.
- Include diversity, equity, and inclusion goals and achievements in the firm's annual report.

- Develop goals to identify and utilize minority and women-owned businesses as firm vendors and co-counsel.
- Participate in or develop pipeline programs to introduce diverse high school, college, and law school students to private practice and the legal profession.
- Be cognizant and accommodating of employees from different faith communities. Where firm events are concerned, think about accommodations such as having non-alcoholic alternatives, providing employees with the ability to “opt-in” to meals that meet any dietary restrictions, and being mindful of any conflicting major religious holidays. With respect to the workplace, send around a general inquiry to see if there is a need to designate an appropriate room in the office for daily prayers — or where space is severely limited, allow employees the time to congregate in other locations. Also be aware of, and find effective ways to work around, practices that may limit an employee’s communication with others for a certain span of time (e.g., those who observe Shabbat need to leave the office before sunset on Fridays and may discontinue use of electronic devices until Saturday night). Post religious holidays on firm calendars where all will be aware of the dates.

Weil, Gotschal & Manges LLP launched the “Upstanders@Weil” initiative in 2015 to promote inclusion in the workplace, community, and at home by encouraging all attorneys and staff to serve as allies for diverse individuals. The Upstanders campaign expands on the “ally” concept within the LGBTQIA community to a broader spectrum of groups, including people of color, women, veterans, etc. To promote inclusion and encourage “allyship,” Weil published the Upstander guide, which builds upon four main components: (1) Listen Up: Learn, read, ask questions, and discuss — to step into the shoes of someone from a different demographic group; (2) Show Up: Attend, actively participate, and contribute to diversity programs; (3) Talk Up: Lift up careers by sponsoring, opening doors, making connections, and finding opportunities for colleagues of different backgrounds; and (4) Speak Up: Identify and interrupt bias and stereotyping, even if unconscious or subtle, whether in the moment or shortly after.

See www.weil.com/~media/diversity/upstander/2018/180424_upstander_action_guide_v1_no-link.pdf?la=en.

Perkins Coie prepares an annual diversity report “Diversity Driving Excellence”. The report highlights the initiatives – affinity groups, pipeline, advancement, etc. The 2014 report also included message from the managing partner and a diversity consultant. The final report is posted on the website and can be used as both a recruiting and business development tool. See www.perkinscoie.com/en/about-us/firm/diversity/index.html.

Professional Development

One of the critical components of a successful diversity, equity, and inclusion initiative is a multi-faceted and integrated professional development program. Successful programs must have flexibility, adequate resources, and accountability. Moreover, firms must demonstrate a solid commitment to diversity, equity, and inclusion from the top down and actively integrate diversity concepts into the fabric of every facet and level of firm management.

Diversity, Equity, and Inclusion Training

The centerpiece of an effective professional development program that promotes diversity, equity, and inclusion is the diversity and inclusion education or training program. The essential components to such a program are as follows.

Needs Assessment

In order to ensure that the content of a diversity, equity, and inclusion training program will be effective, the firm must conduct an assessment of its diversity and inclusion, history, culture, and any other applicable demographic data. The assessment should be focused on understanding the climate of the firm, successes, and areas for improvement. There are several effective methods of assessing the particular issues and concerns that must be addressed. These methods include focus groups; questionnaires; a review of documents, policies, complaints, and litigation history; and one-on-one interviews with partners, associates, and staff, including members of diverse groups.

Participation

The success of a diversity, equity, and inclusion training program is dependent on the level of participation from each and every member of the firm community — from senior partners to mail clerks. The firm should do everything in its power to make the training accessible and ensure 100% participation.

- Partners should be trained first to set the tone and lead by example for the entire firm.

Training sessions should be offered on at least an annual basis and should be integrated into new staff and lawyer orientations as well as annual associate conferences.

Sessions should be divided appropriately — partners with partners, associates with associates, and staff with staff. This allows trainers to tailor their material to the various levels of responsibility and address relevant issues of concern in a safe environment for all lawyers and staff.

Trainers

It is critical that firms carefully select trainers in order to ensure effective and engaging sessions. At a minimum, trainers must:

- Have experience with and knowledge of legal issues to avoid potential legal problems that can result from diversity, equity, and inclusion training.
- Understand employee relations and the particular problems that can arise from diversity and inclusion issues in a law firm.

- Have strong and engaging communication skills, as well as intercultural competency, and be able to communicate effectively with the full spectrum of employee classifications.
- It may be helpful if trainers also reflect the diversity, equity, and inclusion (or perhaps desired diversity, equity, and inclusion) of the firm.

Content

The content of the training program must be developed according to the results of the assessment and the specific needs and culture of the firm. It is essential to consider variations in state law as well as the individual “personalities” of each office when tailoring training to each individual location. While there will be variation in content based on the particular needs of the firm, diversity, and inclusion training — across all offices — should include:

- A discussion about the value the firm places on diversity and inclusion, including moral, legal, economic, policy, and ethical motivation.
- A broad and thorough definition of diversity, equity, and inclusion.
- A frank and candid discussion and acknowledgment of privilege: i.e., the right or exemption from liability or duty granted as a special benefit or advantage; having unearned advantages or receiving the benefit of the doubt simply because of one’s group membership - and how those in a position of privilege can advocate and uplift diverse people.
- A discussion of cultural differences, stereotypes, and biases.
- An explanation of the types of harassment.
- A discussion on the specific responsibilities of managers (both lawyers and non-lawyers).
- Effective communication.

Methods

An engaging training program employs a variety of presentation methods including written material, video vignettes, discussion, and interactive case studies. In addition, each session must be prepared and presented according to the various levels of knowledge of each group. For example, a presentation to lawyers should assume a certain level of legal knowledge.

Other Educational Programs

- Offer more classes. An effective professional development program includes training on a variety of skills to ensure that all lawyers are able to succeed in the firm. Suggested courses include marketing, business development, persuasive writing, public speaking, client communications, community involvement, and, of course, traditional legal skills.
- Provide information about and sponsor external educational opportunities. In addition to solid internal programming, a firm must also provide sufficient opportunities for associates to learn and network outside the firm. A variety of opportunities exist for lawyers at all levels to join and actively participate in minority bar associations and their affinity-group-centric specialty sections, minority corporate counsel groups, and outside conferences. Active involvement and leadership in such organizations not only add to associates’ professional development but also can help lawyers acquire effective business development techniques.

- Conduct retreats. Several law firms have found it useful to hold annual retreats to bring diverse lawyers together from all offices, allowing women, minority, LGBTQIA, first generation, and attorneys with disabilities to network with one another, discuss experiences, and get involved in various diversity and inclusion initiatives.
- Encourage diversity, equity, and inclusion dialogues. Dialogues provide opportunities for small groups to discuss what diversity, equity, and inclusion means to them and what the firm can do to support it.
- Support affinity groups. Groups that are formed voluntarily or are organized by the firm can serve as support networks for diverse lawyers. They can meet formally to discuss issues within the firm, and informally for support and social activities. Affinity groups for attorneys of color, attorneys with disabilities, first generation attorneys, and LGBTQIA attorneys can also be excellent sources of ideas on recruiting and various aspects of firm management.
- Encourage affinity groups to host external speakers and programming regarding topics of interest to their affinity group members that are open to firm wide participation to encourage dialogue amongst members of the firm.
- Offer programming to address unique issues faced by women, minority, LGBTQIA, first-generation attorneys, and attorneys with disabilities such as financial literacy and navigating the firm.
- Nominate senior associates to participate in the LCLD Fellows program.
- Celebrate diverse cultural events. Host firm events to celebrate Black History Month (February), Women's History Month (March), Asian Pacific Heritage Month (May), Gay Pride Month (June), Hispanic History Month (September 15 - October 15), International Pronouns Day (October 16), National Disability Employment Awareness Month (October), and National American Indian Heritage Month (November).
- Provide firm awareness events about different religions and traditions that cover a wide range of topics (e.g., the meanings and origins of different attire and social practices, such as practices within some religious traditions of avoiding physical contact with a member of the opposite sex who is not a spouse).

Individual Career Development

As with any initiative, one size does not fit all. A new trend in professional development is for firms to employ a career development manager who works individually with associates to help them assess and guide their careers and skill development. Some firms have successfully drafted career development guidelines for each practice group. These guidelines are used by career development professionals to evaluate the progress of each associate and to monitor competency. Individual career development professionals can also review billing reports and work assignments to ensure fair and appropriate distribution of work to diverse lawyers. Additionally, considering contracting with external anonymous coaching professionals to assist attorneys who may have difficulty navigating and adjusting to firm culture.

Mentoring / Sponsorship

A mentoring/sponsorship program can be integral to the success of a diversity and inclusion program if it is conceived within the context of the firm's culture, if it is managed properly, and if pairings are made in a judicious manner. Elements of a successful mentor/sponsorship program include:

- Mentors / sponsors must be trained in appropriate techniques and rewarded for success.
- The parties must set mutual expectations and be provided specific and regular opportunities to meet.
- Mentors / sponsors must be assigned carefully. Consider the following:
 - Self-guided pairing - allows the employee to identify a senior leader as a mentor/sponsor.
 - Pairing diverse lawyers with other diverse lawyers.
 - Pairing each associate with both an associate and a partner to allow a variety of resources to address individual needs and goals.
 - Establishing a supplemental program during the third or fourth year to assist associates during this crucial period of career development.
 - Pairing members of the senior management team with diverse lawyers to allow information to flow between these two important groups.

Accountability

Even the best diversity, equity, and inclusion programs have little chance of success without mechanisms to ensure accountability and continuous evaluation of both the programs and the participants. The firm must manifest the importance of diversity, equity, and inclusion by investing professionals with visible power through having them report to senior firm management. It is also beneficial to attach economic significance to diversity, equity, and inclusion efforts — for example, tying some degree of partner compensation to success in meeting diversity, equity, and inclusion goals and allowing associates to count diversity, equity, and inclusion-related activities toward their billable hours requirement.

Faegre Baker Daniels offers a Diversity and Inclusion Fellowship, which in addition to a summer clerkship provides a mentor and a financial award to recipients (2019). See www.faegrebd.com/fellowship.

Weil Gotshal & Manges offers a mentoring / sponsorship program to all female attorneys at the firm. “Women@Weil embraces the talents and energy of women across Weil, focusing on mentoring, networking, recruiting, retention, advancement, pro bono initiatives, business development and outreach. Women@Weil is committed to helping the Firm’s women achieve their potential in their professional and personal lives and addressing the challenges they may encounter along the way.” (2019). See www.weil.com/about-weil/diversity-and-inclusion/women-weil.

Recruitment

Recruiting diverse legal talent is an obvious goal in any diversity, equity, and inclusion plan. To do so effectively, recruitment best practices should be multi-dimensional and incorporate a network inclusive of law schools, clients, internal and external affinity groups, women, minority, LGBTQIA, and other affinity bar associations, and city-wide law consortia.

Recruitment Practices Aimed at Law Schools

- Foster good working relationships with law school career services professionals.
- Participate in minority clerkship or fellowship programs.
- Challenge traditional assumptions of “success” by “bursting the pedigree bubble” and evaluate law student candidates based on factors other than class rank and US News law school standings.
- Meet with and support law student leaders and student affinity groups; host events sponsored by these groups.
- Participate in mentoring programs for diverse law students.
- Conduct résumé workshops.
- Participate in mock interview programs.
- Take part in career panel presentations.
- Host receptions for women, first generation, minority, LGBTQIA, and disabled law students.
- Host a reception for admitted students from a local law school with which the firm has strong ties.
- Advertise in law student association publications directed toward women, first generation, minorities, LGBTQIA, and disabled students.
- Add predominantly minority law schools to the firm’s recruitment program.
- Communicate the firm’s diversity and inclusion goals to deans, professors, career services professionals, and Diversity & Inclusion professionals; ask for assistance in identifying and referring promising women, first generation, minority, LGBTQIA, and disabled students.
- Communicate the firm’s commitment to accommodating students and practicing attorneys with disabilities.

The **University of Cincinnati College of Law**, in partnership with Cincinnati law firm, **Keating Muething & Klekamp**, developed a two-day competition where diverse law students step into the roles of associates and advise clients on real-world legal programs to demonstrate their skills before hiring partners and general counsel. The Law Student Diversity Case Competition aims to promote the hiring of diverse law students by showcasing a student's ability to solve and tackle client matters — precisely the type of work they will complete as summer associates and new associates — rather than relying on antiquated hiring models that primarily focus on grades and [culture] “fit interviews.” See www.law.com/2019/01/15/law-students-get-to-show-it-not-tell-it-in-firm-jobs-competition.

Internal Recruiting Efforts

- Support affinity groups in the firm. Ask for their ideas and support of recruitment efforts.
- Host dinners for minority attorneys and diverse law student recruits.
- Involve the Diversity, Equity, and Inclusion Committee in recruitment efforts, including direct follow-up communications from Diversity, Equity, and Inclusion Committee members to minority recruits. Consider forming a special subcommittee or task force focusing on recruitment.
- Hire minority, first generation, LGBTQIA, and disabled law students to work part-time during the academic year in addition to participating in minority clerkship or fellowship programs, which typically take place in the summer.
- Enlist the firm's Hiring Partner to take an active role in diversity and inclusion recruitment.
- Educate interviewers on best practices for interviewing diverse candidates. Ensure that any firm training or interview practices include a discussion of questions that may reflect bias and impede effective evaluation of women, first generation, minority, LGBTQIA, and disabled candidates.
- Implement blind resume review to avoid implicit bias issues.
- Encourage interviewers to use a uniform set of behavioral interview questions to ensure uniformity and fairness throughout the interview process.
- Bolster the firm's marketing materials; create an additional recruitment brochure to emphasize the firm's commitment to diversity and inclusion, diversity and inclusion goals, and diversity and inclusion achievements.
- Utilize executive search firms that specialize in the placement of minority, first generation, LGBTQIA, or disabled lawyers for lateral hiring.
- Maintain contact with exceptional minority applicants who chose other employment.
- Set diversity and inclusion recruitment goals consistent with management's priorities.
- Sponsor a summer associate reception hosted by the firm's Diversity, Equity, and Inclusion Committee.
- Host or participate in a minority law student job fair.
- Devote a section of the firm's website to diversity and inclusion issues and include substantive, specific information on firm initiatives.
- Work with clients in recruiting diverse lateral partners.

External Recruiting Efforts

- Contribute to nonprofit educational programs that introduce minority, first generation, LGBTQIA, and disabled youth to the legal profession.
- Fund minority law student scholarships for students attending area law schools.
- Advertise in minority professional publications and on minority professional association websites.
- Develop relationships with and seek opportunities to support disability-focused legal organizations at both the student and practicing attorney levels.
- Post lawyer positions online on diversity and inclusion organizations' websites such as the MCCA (Minority Corporate Counsel Association) and NALSWD (National Association of Law Students with Disabilities).
- Participate in LCLD Scholars 1L Diversity Hiring program, SEO Law pre-law internship program, or other regional or local diversity hiring programs.
- Hire law clerks who attained a clerkship through Just The Beginning Foundation.
- Form strategic alliances with local and national diversity and inclusion organizations to identify diverse candidates.
- Participate in minority and disabled student/attorney job fairs throughout the country.
- Take part in pipeline programs that encourage diverse high school, college, and law school students to consider a career in the private practice of law.
- Partner with others in your community who are reaching out to diverse elementary and high school students to improve their education and encourage them to consider legal careers.
- Collaborate with other area law firms to promote diversity and inclusion in the legal profession.
- Support affinity groups in the community.
- Participate in the ABA's National Conference for Minority Lawyers, which holds a forum for in-house counsel and private practice lawyers to discuss methods of increasing diversity and inclusion.
- Participate in the Minority Corporate Counsel Association's fall diversity conference and other MCCA events.
- Participate in NALP's Diversity, Equity, and Inclusion Summit and Annual Education Conference programming on diversity and inclusion issues.
- Participate in CLI's annual Legal Inclusiveness & Diversity Summit and Inclusiveness Institute.

Sidley established the Sidley Prelaw Scholars Program “aims to increase diversity in law schools and, eventually, in the legal profession by subsidizing the LSAT preparatory course and law school application expenses of diverse, high-performing college students who have difficulty paying the expenses associated with applying to law school.” In addition to the summer clerkship the program helps with the law school application process, courses, and instruction on the legal industry and how to succeed at law school and assists with building relationships in the legal community. See www.sidley.com/en/services/sidley-prelaw-scholars.

LAW SCHOOLS

The role of a career services office (CSO) is often broad and varied. Although the primary focus is assisting students in career readiness, the path to meeting this objective can include many sub-categories of responsibilities and require an in-depth knowledge of an array of topics. Integrated into the work of a busy CSO are many opportunities for diverse students as well as opportunities for working toward greater diversity and inclusion in the practices both of the office and of the law school. Getting a firm grasp of the role diversity and inclusion plays within the CSO can be a challenge, however, so the NALP Diversity, Equity, and Inclusion Section has compiled the following tips on diversity and inclusion best practices for CSOs.

Develop a Strategic Plan for CSO

- Understand the institution's mission and broad diversity, equity, and inclusion strategic plan.
- A good diversity and inclusion plan link the goals of diversity, equity, and inclusion with other components of the institutional mission, such as instruction, research, and service, and weaves these objectives into the fabric of institutional priorities. Each institution also has its own objectives relating to diversity, equity, and inclusion in recruiting, student affairs, and alumni relations. Be sure to understand that broad strategic plan so that you can work to achieve goals that support the existing initiatives.
- Align mission and strategic plan with the office.
- The CSO's diversity and inclusion initiatives must be aligned with the institutional mission and diversity and inclusion plan. The CSO plan should include objectives specific to the goals and responsibilities of the CSO. Be sure to work closely with the CSO dean or director to develop a plan that is acceptable to office leadership.

Dedicated Diversity, Equity, and Inclusion Professional

Have a dedicated diversity and inclusion professional position — or assign someone responsibility for managing the office diversity, equity, and inclusion initiatives.

- Ideally the CSO will have a dedicated diversity and inclusion professional who maintains the primary responsibility for managing diversity and inclusion opportunities and for planning and implementing diversity, equity, and inclusion initiatives. If the CSO does not — or cannot because of its structure — have a dedicated diversity and inclusion professional, someone in the office should be tasked with the responsibility for managing diversity, equity, and inclusion opportunities and events. This allows employers to have a consistent diversity, equity, and inclusion point person and for students and other CSO advisors to have a resource for related information. The duties of a dedicated diversity, equity, and inclusion professional are different from the duties of recruiting diverse students and may need to be handled by more than one person depending on the responsibilities and needs of the school.

Develop a Strategic Plan for the Position

Be sure to prioritize initiatives based on how well they align with office and institutional strategy and goals. Remember that how much or how little responsibility gets assigned to the diversity role is a function of what percentage of the CSO representative's responsibilities are dedicated to diversity and inclusion. A full-time diversity, equity, and inclusion professional can dedicate significantly more time and energy than one who is also tasked with other significant responsibilities.

Diversity, Equity, and Inclusion Champions

Be a diversity, equity, and inclusion champion.

- Learn and implement policies to increase the diversity and inclusivity of the CSO. For example, the CSO should enable students to identify their gender pronouns in CSO databases, CSO event name tags, and other communications. The CSO should lead by example in identifying their gender pronouns in their signature blocks, business cards, and other communications in order to create an environment in which students feel comfortable doing the same.
- The CSO should devote time to learning about issues of diversity, equity, and inclusion and how to advance such efforts in the recruitment and retention of diverse students within the profession.
- The CSO should strive to be allies for diverse students by attending affinity group events, providing diverse students with an opportunity to share how they are experiencing law school, advocating on behalf of diverse students who may have been overlooked in interview programs, taking note of students who are attending CSO programming and considering whether more inclusive outreach is needed, connecting diverse students with mentors in the community, etc.

Identify faculty and staff who are allies in diversity, equity, inclusion initiatives.

- Be sure to develop this network of supportive faculty and staff broadly. Do not assume that only diverse faculty and staff will be interested, or that diverse faculty and staff necessarily will be interested. Where appropriate, provide opportunities for all faculty and staff to express interest and be involved in the diversity, equity, and inclusion work of the CSO. Opportunities may include speaking engagements, mentorship programs, mock interview programs, and referrals for informational interviews.

Know the law school's human resources professionals and be aware of diversity, equity, and inclusion-oriented training opportunities.

- The human resources professionals should be plugged into the diversity and inclusion resources of the greater university. Use these resources for training purposes or suggest collaboration between law school diversity, equity, and inclusion initiatives and the diversity, equity, and inclusion initiatives of the greater university or its other professional schools to maximize the use of funds and increase the scope of the initiatives. This type of collaboration also teaches students valuable cross-profession networking skills.

Diversity, Equity, and Inclusion Training

In order to effectively advance the goals of diversity, equity, and inclusion, the CSO must engage in periodic diversity and inclusion training. Opportunities for such training may be available from local affinity groups or associations, such as the Center for Legal Inclusiveness, local area recruiting associations, or by the CSO's school.

Trainers

To the extent that schools or CSOs are able to provide such training, it is critical that they carefully select trainers in order to ensure effective and engaging sessions. At a minimum, trainers must:

- Have experience with and knowledge of legal issues to avoid potential legal problems that can result from diversity, equity, and inclusion training;

- Understand higher education dynamics and the particular problems that can arise from diversity, equity, and inclusion issues in a law school setting; and
- Have strong and engaging communication skills, as well as intercultural competency, and be able to communicate effectively with the full spectrum of the CSO.

Content

While there will be variation in content based on the particular needs of the CSO, diversity, equity, and inclusion training should include:

- A discussion about the value the legal profession places on diversity, equity, and inclusion, including moral, legal, economic, policy, and ethical motivation.
- A broad and thorough definition of diversity, equity, and inclusion.
- A frank and candid discussion and acknowledgment of privilege — i.e., the right or exemption from liability or duty granted as a special benefit or advantage; having unearned advantages or receiving the benefit of the doubt simply because of one's group membership — and how those in a position of privilege can advocate and uplift diverse people.
- A discussion of cultural differences, stereotypes, and biases.
- An explanation of the types of harassment.
- Effective communication.

Support Diversity, Equity, and Inclusion Initiatives at All Levels and All Departments

Student recruitment

- Participate in receptions and recruiting events directed at diverse candidates.

The office of student recruitment may hold several events specifically targeted at recruiting diverse students. Whenever possible attend these events. Prospective students benefit from knowing that diversity, equity, and inclusion is not just sought after in the admissions process but is valued and supported at all stages of the law school experience.

- Participate in 1L orientation.
- Host a program for diverse students during 1L orientation.

If possible, be an active participant in fall orientation. Attend school-sponsored orientation events for diverse students and attend the beginning-of-the-year social events of the affinity student organizations. Again, this sends the message to students that the CSO is supportive of diversity, equity, and inclusion throughout law school. This time can also be used to begin to familiarize diverse students with the wealth of opportunities that are available to them and provide a general timeline for these opportunities.

Financial aid

- Communicate scholarship opportunities to financial aid.

It is important that the financial aid office be made aware of scholarships awarded to students. In some cases, scholarship providers require that funds be directly deposited with the school. Additionally, students often seek the assistance of the financial aid office when seeking out scholarship opportunities. If these opportunities are communicated to the financial aid office, students have a better chance of hearing about them.

- Be aware of any internal funding programs that may exist for diverse students.

At some schools, internal scholarship opportunities exist. Sometimes scholarship awards can be adjusted upward for stellar academic performance. Be aware of how the law school's financial aid system works so you can guide students who may be eligible for additional financial aid awards.

Dean of Students

- Work closely with the Dean of Students to identify both high-performing and at-risk diverse students.

The Dean of Students is tasked with managing the law school experience of all students. At most schools, this includes assisting students who appear to be struggling. Be familiar with the process of recommending students for additional assistance and with some of the resources that exist for this purpose. You may find that students who come to know you through their CSO-related counseling appointments share non-career related issues with you. In some cases, you will need help in handling those issues — or those issues may need urgent attention. The ability to refer the student quickly and accurately to additional services — or to receive support for the CSO role — may be crucial to helping a student who is dealing with an emergency. Also be aware of programs, awards, or other forms of recognition that exist for exceptional students and recommend students who fit the eligibility requirements for such awards.

- Work with the office of the Dean of Students to plan and promote events for diverse students.

The Dean of Students' office often also manages the student life programming on campus. Whenever possible offer to represent the CSO at these events. The more visible the efforts of the CSO are on campus, the more likely students are to take advantage of the opportunities that exist for them.

- Work with the office of the Dean of Students on Counseling.

The Dean of Students' office often handles counseling and support for students, oversees counseling programs, and handles diverse student orientation workshops and other programs. CSO should work with the Dean of Students to create, implement, and assess counseling opportunities and programs. Understand the institution's policy regarding the release of student contact information to non-law school entities.

Employers and bar associations often like to reach out to affinity student groups directly, but law school policies on releasing student information vary. Some schools allow individual student email addresses to be released; others have generic organizational email addresses that are public; and still others allow outside entities to post information on job boards or in other public areas but don't provide access to student contact information. Whatever the law school policy, be sure you consistently communicate the policy to employers and others, along with tips for successful communication with the school's affinity groups.

- If the diversity and inclusion position include a liaison function to affinity student organizations, keep in contact with the Dean of Students with respect to organization operations, issues, concerns, or successes.

Although the liaison role may vary each year based on the current leadership of affinity organizations, the relationship with the Dean of Students should be constant. Open and frequent communication about the liaison efforts with the Dean of Students' office will help to facilitate a good relationship between the liaison

and the student organizations. It is helpful to be aware of any funding or programming restrictions and any other rules and regulations in place for student organizations. Also, be sure to avoid over-involvement with student organizations. Because students are very busy, it is easy to assume the lion's share of responsibility for an organization's programming. Be sure to clearly delineate the liaison's support role to avoid taking on responsibilities that should lie with the student leaders.

Alumni

Attend alumni events, particularly those that relate to diverse alumni. Help educate alumni on the institution's current diversity and inclusion efforts and ways in which alumni can be involved in those efforts. Invite enthusiastic alumni to events, including law school-sponsored CLE opportunities, whenever possible. Keep alumni in other cities involved by meeting with them when you travel and connecting them with students for informational interviews if possible. Be sure to check with the alumni and/or development office for bookkeeping requirements relating to contact with alumni and/or financial contributions to the law school. CSO should also encourage participation with upcoming events, etc. when dealing with diverse alumni.

Faculty

Communicate frequently with faculty on diversity and inclusion initiatives. Be sure to invite them to the CSO programs and ask them to invite their colleagues in practice. If possible, work with the faculty, and possibly student research assistants, to develop a bank of materials that incorporate diverse topics into law school course offerings (e.g., family law cases that involve LGBTQIA couples). These supplemental materials can be made available to all faculty to incorporate into their regular course materials if they so choose.

Professional Development

Be aware of the current legal employer needs to address specific training and development for students. Partner with academics, CSO, dean, etc., for strategic opportunities to incorporate additional training and development as needed.

Don't forget the needs of unique populations, such as First-Generation Students!

C. David Molina First Generation Professionals Program – University of Southern California School of Law: This Program supports students who are the first in their families to earn a college degree, as well as students who are from working-class or lower-income backgrounds. The group is designed to enhance academic success, professional growth and personal development and offers peer mentorship, seminar series, and networking.

<https://gould.usc.edu/students/first-generation/>

NOTE: Schools without a First Gen-dedicated office, can partner with First Gen student organizations for programming such as “Dressing on a Budget.”

Clinics

Work with the clinical programs to provide training to students participating in clinics on LGBTQIA issues, cultural sensitivity including cross-cultural counseling, and other diversity and inclusion-related topics. Be aware of any pipeline programs sponsored by the law school and participate if possible.

Build External Relationships

- Network frequently with affinity bar associations locally, state-wide, and nationally.

Affinity bar associations offer a wealth of opportunities and resources both to CSOs and students. Many offer scholarship, mentor, fellowship, and other opportunities that provide students with practical work experience and exposure to practicing lawyers. These organizations may also offer resources that can be used for training purposes, including safe space training or CLE programs. Become familiar with the various programs available through these organizations and with the bar's target audience for the opportunities. Although these opportunities may define "diverse candidate" broadly, sometimes the organizations have a very specific target recipient in mind. Assisting in identifying great candidates who meet the organization's goals will help to build the relationship between the school and the bar. Also, don't be afraid to offer insight into programming or scholarship opportunities. Bar associations are managed by busy working professionals who may not have the time to think carefully about how best to spend their organization's time and money and may not be plugged into current student trends. Insightful suggestions, especially if coupled with an offer to dedicate time to a project, may be well received. Remember that the dedication of time is often paid back in-kind.

- Extend frequent invitations to campus events to speakers from supportive organizations.

Remember to invite contacts from bar and other organizations to interact with your students. Despite busy schedules, most practicing lawyers enjoy the opportunity to interact with students. Don't be afraid to reach out to contacts to connect them with students for informational interviews and other similar opportunities.

Recognize that many of your students, including diverse students will not only be joining corporate America for the first time, but will be the first in their family to do so. As first-generation professionals, these students will face unique challenges that often go overlooked. Without family members, friends, or mentors in the corporate world, students can benefit from training programs centered around proper attire, interview etiquette, email etiquette, resume review, etc. Consider partnering with local Law Firm Diversity, Equity, and Inclusion Committees to participate in and sponsor programs as well as mentor the students.

Market

- Have a full and complete understanding of the school's diversity, equity, and inclusion demographics and of the diversity and inclusion of programs offered.

Know the current demographic make-up of the student body. Information on faculty demographics and the demographics of non-JD programs (e.g., LL.M. or joint degree programs) can also be helpful. Don't forget to be familiar with the school's academic or diversity, equity, and inclusion programming and to share the information with other faculty and staff. If the school is offering the most innovative professional development curriculum, provides students with unique clinical opportunities, or requires practical skills or advanced writing courses, know what those offerings are. Be prepared to market the diverse academic offerings as they relate to the objectives of the potential employers you are working with. Each employer has an idea of the skills their ideal candidates should have. If the school develops these skills through its diverse programs, draw the connections for the employer.

- Build specific, strategic relationships.

Many institutional impressions are developed through personal relationships. Network with affinity groups, both internal and external. Whenever possible, introduce contacts at external organizations to students and alumni who embody the institutional culture of both the law school and the target organization. Even if no employment relationship develops, this type of strategic relationship-building engenders goodwill for both the law school and the external organization.

Communicate

- Communicate with students.

Develop a system for communicating with students. Be creative and flexible. Students are inundated with information and sometimes tune out or miss even important information. Provide a forum for diversity, equity, and inclusion information that students can rely on and access at their convenience. Consider various forms of social media, blogs, newsletters, or personal emails. Remember that you may need more than one method of disseminating information in order to reach a broader range of students, and your tactics may need to change as student communication preferences change. Be sure to market the diversity and inclusion forums so students are aware that they exist. Counseling sessions, personal interactions, and attendance at affinity group meetings are useful for this purpose.

- Communicate with others in the CSO to make them aware of opportunities for students and training opportunities for themselves.
- Communicate with others in the school when diversity, equity, and inclusion opportunities that impact their roles become available.

Establish relationships with your law school's affinity groups. Often times these groups have a faculty advisor.

- Encourage members of your CSO office to volunteer as an advisor for affinity groups.

Let financial aid know when scholarship opportunities arise; forward relevant diversity and inclusion-related articles to faculty and staff who have expressed an interest in the issue.

- Communicate with external networks.

If you have a law student candidate who may be a good fit for an organization's scholarship or mentorship opportunities, let the organization know — or simply bring a star student to the attention of decision makers within an employer organization. Keep contacts at external organizations updated with student trends or information particular to the organization's mission. Adding value to external organizations and employers in this way will help keep the school and its students on an organization's radar.

- Communicate with your supervisor to keep them aware of the work you are doing and specifically of any successes or difficulties.

It is always important to communicate regularly with your supervisor to make sure your efforts remain in line with the goals of the office and of the law school. Be sure to seek approval for budget expenditures and marketing campaigns. Also ask about institutional history that may impact the success of your efforts. Preparing an annual report can share information both internally and externally of the school's diversity and inclusion initiatives, programs, and successes.

Northwestern University Law School created the Minority Legal Education Resources Supplemental Bar Review Program (MLER, Inc.) in 1975. MLER began as a supplemental bar review course for minority law graduates of Northwestern University designed to operate in tandem with the primary Illinois bar review courses. MLER developed into its own stand-alone not-for-profit organization, and Northwestern Law continues to provide space for the program, which is now open to all law school graduates planning to take the Illinois Bar Exam.

See www.law.northwestern.edu/law-school-life/student-services/diversity.

Valparaiso University offers a “Diverse Community of Learning” for undergraduate, graduate and law students. This includes diversity themed programming, events and allows and allows students to file a Bias Incident Report and the Safe Space Initiative allowing community members “safe places” to discuss equality or inclusiveness privately.

See www.valpo.edu/law/about-us/diversity-at-valparaiso.

Training & Establishing Reporting Guidelines Related to Sexual Harassment and Misconduct

Introduction

Any CSO policies and procedures related to the reporting of sexual harassment and misconduct should take into account the legal protections that are afforded to students as interns and externs by existing law school or university-wide policies and federal (i.e., Title IX) and state laws. NALP recommends collaborating with the Office of the General Counsel and Title IX personnel (e.g., Title IX Coordinator), to ensure CSO policies and procedures are accurate.

Below are general best practices for dealing with and addressing sexual harassment and misconduct.

Prevention

- Be proactive and educate students and employers.

Promote awareness of students’ legal rights and responsibilities when “on the job” and when they are in professional settings, such as networking events, job interviews, or informational interviews. Consider publishing a tip sheet or sending a brief note that the CSO is here to support students navigating challenging interpersonal dynamics or other issues that may arise in the workplace. See Cornell Law School Office of Judicial Engagement’s “Congratulations” note sent to clerks (below).

We're always here to help.... We in the Office of Judicial Engagement are here for you at any time during your clerkship and beyond. Clerking provides you the opportunity to get to know your judge, co-clerks, and other staff extremely well, and these important professional relationships may well last a lifetime. On the other hand, the close quarters of chambers can lead to interpersonal dynamics which can be difficult to navigate. Know that we are always here to help and support should you find yourself facing challenging workplace issues. We will listen carefully, help you consider your options, and connect you with resources. Our conversation will be confidential to any extent you wish. Even if you just need to vent, don't hesitate to give us a call or email us at any time! We are dedicated to supporting all of the members of the Cornell clerkship community now and in the years to come.

Educate employers of the institution's anti-harassment/discrimination policies through handouts, the school's website, or including brief language on event invitations. Employers should be reminded of the inherent power imbalance between student and attorney and should take care when approaching these relationships.

Develop a process for when students alert the CSO of an incident of sexual harassment or misconduct, including best practices/talking points for how to inform the student of your "mandatory reporter" status, what resources are available to the student, who you are required to report the incident to, etc.

Ensure all members of the CSO participate in institutional Title IX and bystander intervention trainings, professional development trainings and intern/extern/clinical seminars.

Develop a process for dealing with employers that have reportedly engaged in sexual misconduct or harassment. For example, what is the criteria permitting the school to "blacklist" an offending employer from recruiting students or participating in any school-sponsored activity, how does the CSO track that information, and how does the CSO communicate that information (if at all) to other students?

Offer Support

- Be supportive when a student reports employer misconduct.

Some students may have difficulty identifying the behavior as misconduct or experience feelings of self-blame. Help the student understand that that type of behavior is unacceptable.

Help the student terminate the current internship and help find a new placement (if necessary).

Provide guidance to students about bar admission/employer referral/character and fitness concerns.

Assure student that retaliation for reporting sexual misconduct is not tolerated under federal law and applicable institutional policies.

Diversity, Equity, and Inclusion Resources

Articles

Note: NALP members can access NALP Bulletin articles in the Bulletin archives through the “Archives” tab at www.nalp.org/bulletinhome. Non-members interested in receiving an article or inquiring about reprint permission should contact NALP Editor-in-Chief and Staff Writer Andrew D. Parker at aparker@nalp.org.

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Websites

American Bar Association, www.americanbar.org/aba.html

Center for Racial and Ethnic Diversity, americanbar.org/groups/diversity.html - advocates for diversity & inclusion within the ABA and the legal profession.

Coalition on Racial and Ethnic Justice (COREJ), americanbar.org/groups/diversity/racial_ethnic_justice.html - committed to eliminating racial/ethnic bias in the justice system by educating and involving lawyers and their bar associations.

The Commission on Racial and Ethnic Diversity in the Profession, americanbar.org/groups/diversity/DiversityCommission.html - addresses the lack of racial and ethnic diversity in the legal profession by increasing diversity in all areas of the legal profession.

The Commission on Disability Rights, americanbar.org/groups/diversity/disabilityrights - mission to serve all persons with disabilities and carries out an array of projects and activities addressing disability-related public policy, disability law, and the professional needs of lawyers and law students with disabilities.

The Commission on Hispanic Legal Rights & Responsibilities, americanbar.org/groups/diversity/commission_on_hispanic_legal_rights_responsibilities.html - addresses the challenges and responsibilities facing Hispanics in and within the legal system of the United States.

The Commission on Sexual Orientation and Gender Identity (SOGI), americanbar.org/groups/sexual_orientation.html - seeks to secure equal treatment in the ABA, the legal profession, and the justice system without regard to sexual orientation or gender identity.

The Commission on Women in the Profession, abanet.org/women/ focuses on assessing the status of women in the legal profession, identifying barriers to advancement, and recommending to the ABA actions to address problems identified.

Council for Racial & Ethnic Diversity in the Educational Pipeline, americanbar.org/groups/diversity/diversity_pipeline.html - addresses the lack of substantial ethnic/racial diversity in the legal profession by identifying and supporting innovation in increasing diversity in the educational pathway to the profession.

Diversity and Inclusion Center, americanbar.org/groups/diversity

Diversity & Inclusion Resources, americanbar.org/groups/diversity/resources

Toolkits & Projects, americanbar.org/groups/diversity/resources/toolkits

Implicit Bias Initiative, americanbar.org/groups/litigation/initiatives/task-force-implicit-bias.html

Disability Organizations, americanbar.org/groups/diversity/disabilityrights/resources/disability_organizations_resources

The Anti-Defamation League (ADL), www.adl.org - mission is to enhance mutual understanding and respect among the various religious, ethnic and cultural groups, a tool to increase awareness and sensitivity about religious obligations as well as ethnic and cultural festivities that may affect students, colleagues and neighbors.

Association of Corporate Counsel, www.acc.com.

Association of Law Firm Diversity (ALFDP), www.alfdp.com acts as a catalyst for the advancement of diversity in the legal profession through its members' collective knowledge, vision, expertise, and advocacy in the area of law firm diversity.

The Center for Legal Inclusiveness (CLI), www.centerforlegalinclusiveness.org – nonprofit dedicated to advancing diversity in the legal profession by actively educating and supporting private and public sector legal organizations in their own individual campaigns to create cultures of inclusion.

The Council on Legal Education Opportunity (CLEO), www.cleoinc.org/pre-law-programs/ a nonprofit project expanding opportunities for minorities and low-income students to attend law school and become members of the legal profession by providing pre-law recruitment, counseling, placement assistance, and training.

U.S. Department of Labor (DOL), www.dol.gov.

Americans with Disabilities Act, dol.gov/dol/topic/disability/ada.htm.

Disability Resources, dol.gov/dol/topic/disability

Diversity and Inclusion, dol.gov/odep/topics/DiversityAndInclusion.htm.

Employee Rights, dol.gov/dol/topic/disability/employeerights.htm.

Employer Responsibilities, dol.gov/dol/topic/disability/employersresponsibilities.htm.

National Disability Employment Awareness month, dol.gov/odep/topics/ndeam

Diversity.com, www.diversity.com – provides nation-wide job advertisements, corporate branding, career networking, and executive recruitment services.

Disability.gov, www.disability.gov - information on disability programs and services nationwide.

Diversity Best Practices, www.diversitybestpractices.com - diversity thought leaders share best practices and develop innovative solutions for culture change, through research, benchmarking, publications and events.

Diversity Central, www.diversitycentral.com – seeks to educate readers and assist their development of Cultural Intelligence.

Discover Law, www.discoverlaw.org/diversity – encourages racially and ethnically diverse students to discover career opportunities in law and choose a path in undergraduate school to help them succeed.

Diversity Officer Magazine, diversityofficermagazine.com - offers articles providing insights into designing, developing, and delivering high-impact cultural diversity solutions.

U.S. Equal Employment Opportunity Commission (EEOC) *Accommodations for Attorneys with Disabilities Fact Sheet*, www.eeoc.gov/facts/accommodations-attorneys.html

The Human Rights Campaign (HRC), www.hrc.org - the largest national lesbian, gay, bisexual and transgender civil rights organization.

Talking About Pronouns in the Workplace, www.hrc.org/resources/talking-about-pronouns-in-the-workplace

The Institute for Inclusion in the Legal Profession (IILP), www.theiilp.com - advances inclusion through comprehensive outreach and original programming to replace barriers with bridges between legal, judicial, professional, educational and governmental institutions

International Pronouns Day, pronounsday.org

Jerry Kang blog, jerrykang.net/2011/03/13/getting-up-to-speed-on-implicit-bias - articles, videos and studies on implicit bias.

Just the Beginning Foundation (JTB), jtb.org

Lawyers for One America (LFOA), www.lfoa.org - advocates for and actively promotes greater racial and ethnic diversity in the legal profession nation-wide, so that law schools, judicial systems, and lawyers more accurately reflect the communities they serve.

Leadership Council on Legal Diversity (LCLD), www.lclldnet.org - corporate chief legal officers and law firm managing partners, working to build a more open and diverse legal profession.

Minority Corporate Counsel Association (MCCA), www.mcca.com advocates for the expanded hiring, reten-

tion, and promotion of minority attorney - s in corporate law departments and the law firms that serve them. MCCA collects and disseminates information about diversity in the legal profession. Diversity law firm database, www.mcca.vault.com

MyPronouns.org, www.mypronouns.org

National Association for Law Placement (NALP), www.nalp.org - NALP's Diversity, Equity & Inclusion Section and website offers resources and statistics about the legal industry.

Diversity & Demographics, www.nalp.org/diversity2

Diversity, Equity, and Inclusion, www.nalp.org/diversity

National Council of Canadian Muslims (NCCM), www.nccm.ca - an independent, non-partisan and non-profit organization dedicated to protecting the human rights & civil liberties of Canadian Muslims.

National Conference of Women's Bar Association (NCWBA), ncwba.org - advocates for the equality of women in the legal profession and in society by mobilizing and uniting women's bar associations to effect change in gender-based process and laws.

Nextions, www.nextions.com - consultant agency offering a strategic partners to assist with assessing, planning, executing, learning and transforming all things leadership and inclusion, resource includes papers and articles.

Out and Equal, www.outandequal.org - educates and empowers organizations, HR professionals, ERGs and individual employees through programs and services that result in equal policies, opportunities, practices and benefits in the workplace regardless of sexual orientation and gender identity.

Society for Human Resource Management (SHRM), shrm.org/hrdisciplines/diversity/pages/default.aspx - offers articles, news, education opportunities and additional resources related to diversity issues.

Sponsors for Educational Opportunity (SEO Law), law.seo-usa.org/our-program/fellowship/

Vault, www.vault.com

Law firm diversity rankings, www.vault.com/company-rankings/law

Podcasts

Women in the Law, www.lstradio.com/women/#theshow

LeGal LGBT podcast, legal.podbean.com/

Diversonmics, www.diversonomics.com/

Teaching Tolerance, www.tolerance.org/podcasts

Diverse National Bar Associations

Hispanic National Bar Association, www.hnba.com

Latin American Bar Association, latinamericanbar.org

Latina Lawyers Bar Association, www.llbalaw.org

Minority Cannabis Business Association, minoritycannabis.org
National Asian Pacific American Bar Association, www.napaba.org
National Association of Attorneys with Disabilities, www.naadattorneys.org
National Association of Women Lawyers, www.nawl.org
National Bar Association, www.nationalbar.org
National Native American Bar Association, www.nativeamericanbar.org
National LGBT Bar Association, www.lgbtbar.org
National South Asian Bar Association, www.nasaba.org

Diverse National Student Bar Associations

National Asian Pacific American Law Students Association, napalsa.com
National Association of Law Students with Disabilities, www.nalswd.org
National Black Law Students Association, www.nblsa.org
National Latino/a Law Students Association, www.nllsa.org
National Muslim Law Student Association, www.nmlsa.org
National Native American Law Students Association, www.nationalnalsa.org
North American South Asian Law Students Association, www.nsalsa.org

Diverse Job Fairs (generally, in order of occurrence)

Nashville Bar Association Damali Booker 1L Minority Job Fair (January), www.nashvillebar.org/index.cfm?p-g=DamaliBooker1LMinorityJobFair
National Black Law Students Association Convention & Career Fair (March), www.nblsa.org
National Black Prosecutors Association Annual Conference & Job Fair (July or August), blackprosecutors.org/annual-conference
Southeastern Minority Job Fair (July), semjf.org
Cook County Bar Association Minority Job Fair (July), ccbaminorityjobfair.org
Sunbelt Diversity Recruitment Program (July), www.sunbeltdiversityrecruitment.org
Bay Area Diversity Career Fair (July), www.sfbar.org/career-fair
Rocky Mountain Area Diversity Summit & Legal Career Fair (July), centerforlegalinclusiveness.org/Education
The Boston Lawyers Group Job Fair (July), thebostonlawyersgroup.com/program/annual-job-fair
Minnesota Minority Recruitment Conference (August), diversityinpractice.org/initiatives/mmrc
Delaware Minority Job Fair (August), law-dmpd-csm.symplicity.com/students
Indianapolis Bar Association Diversity Job Fair (August), www.ibadiversityjobfair.org

National LGBT Bar Association Lavender Law Conference & Career Fair (August), lgbtbar.org/annual

Heartland Diversity Legal Job Fair, heartlanddiversity.org

St. Louis Diversity Job Fair (August), stldiversityjobfair.org

Northwest Minority Job Fair (August), www.nwmjf.org

Hispanic National Bar Association Annual Convention & Career Fair (September), hnba.com/2019-annual-convention

National Asian Pacific American Bar Association Convention (November), www.napaba.org/page/2019-Convention