

Connecting Katten

2014

The Legal Profession's Diversity Imperative: Building a Better Future

Altria Finds Winning Formula for Scouting Top Trial Talent

Does the NFL's Rooney Rule Play Well With Legal?

Walmart Scoring Big in LCLD's *Inclusion Impact Program*

Partner Profiles / Pipeline

Managing Cultural Diversity
Following International
Expansion

Coming Out at Katten

Katten's 2013
Diversity Retreat
Offers Valuable
Steps to
Professional
Success



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Chairman's Remarks for *Connecting Katten*



Summer 2014

Thank you for reading this edition of *Connecting Katten*.

Diversity is not only a core value of our firm, it is also a critical part of our overall business strategy. Ensuring a diverse and inclusive work environment is critical to the future success of the firm and to our ability to provide our clients with the highest quality of legal services. It is a challenge to attract and keep the best diverse talent, but it is imperative that we make the effort.

To accomplish this, retaining talent has to be at the forefront of our diversity efforts. One of our 2013 retention strategies was to host a firmwide diversity retreat, held on October 11, 2013, in our Chicago office. More than 80 diverse lawyers from all of our offices attended. The retreat featured UCLA Professor Jerry Kang, a world-renowned expert on the subject of implicit bias, and Werten Bellamy, president of Stakeholders, Inc., who provided training on internal and external branding and building relationships. Bellamy also discussed the need to understand the roles associates and partners must play in driving their career outcomes, implementing practical career strategies aimed at becoming top performers and how to become strategic business partners to clients. The retreat offered an invaluable opportunity for networking, mentoring and career development.

This issue of *Connecting Katten* reflects the many topics we covered at our retreat. In these pages, you will find a discussion of the NFL's implementation of the Rooney Rule, established to ensure that minorities are considered for top coaching and management positions. We outline how the Rooney Rule has been adapted to law firms and legal departments. Katten Litigation associate Jarin Jackson conducted lengthy interviews with our clients, the Leadership Council on Legal Diversity (LCLD), Fritz Pollard Alliance leadership and NFL general counsel and coaches to provide us with detailed commentary on this worthwhile initiative. Our interviews with Walmart's executive vice president and general counsel highlight the company's active involvement in the LCLD's Inclusion Impact Program, which is based on the Rooney Rule.

We showcase how some of our clients are implementing strategies that borrow from the Rooney Rule to strengthen their diversity hiring and retention policies for both in-house and outside counsel roles. Altria has developed innovative programs that raise the bar on encouraging outside law firms to assign diverse attorneys to its cases while building a pipeline of diverse attorneys to manage the company's volume of litigation. Katten Litigation partner David Crichlow describes his participation in the unique and demanding Altria Trial College, an invitation-only program for experienced senior trial lawyers who are selected based on their excellent reputations and who are tasked with trying real-life products liability cases before in-house counsel and select members of Altria's existing trial panel, who then review and judge the performance. The program provides an opportunity for Altria lawyers to evaluate prospective diverse trial counsel and provides a chance for those attorneys to earn spots on Altria's trial teams.

As Katten's Chairman, I look forward to participating in the continuing discussion on increasing diversity in our profession and law firms.

Vincent A.F. Sergi, Chairman

FEATURE

Altria Finds Winning Formula for Scouting Top Trial Talent

Denise Keane, executive vice president and general counsel at Altria Group, knows firsthand the importance of having a diverse workforce—she was the first woman hired to work in Altria's predecessor Philip Morris Companies' legal department. Today, women and minorities make up a sizeable percentage of the in-house team at Altria and, under Keane's direction, the legal department is pioneering new approaches to increasing the number of diverse attorneys on its outside counsel teams as well.



"We believe that a culturally sensitive workplace that fosters and capitalizes on diversity of perspective is better able to serve our needs and can produce better results," says Kamran Q. Khan, assistant general counsel at Altria Client Services, Inc. and chair of the legal department's



diversity committee. "Particularly from a litigation standpoint, we've recognized that we need lawyers who look like our jurors, talk like our jurors and can connect with our jurors and we've made it a priority to employ more diverse teams to defend the company."

In order to ensure that Altria continues to realize the benefits of a diversity of perspectives which are critical to the company's ability to defend itself in litigation, the legal department has developed two programs designed to encourage outside counsel to assign diverse attorneys to its legal matters while building a pipeline of diverse trial lawyers to manage the company's high volume of litigation.

Altria's Trial College, a rigorous, invitation-only program for experienced, senior trial lawyers, provides an opportunity for the in-house lawyers to evaluate prospective diverse trial counsel and a chance for those attorneys to earn coveted spots on one of Altria's trial teams. There is no formal application process; selection is largely based on the trial lawyer's reputation among his or her peers in the legal community. "These are lawyers who have already tried many cases," says Khan. "But, they have not necessarily tried cases for us."

The College consists of a one-week mock trial where the selected lawyers are tasked with trying a typical products liability case in which Altria or one of its subsidiaries would be named as a defendant. Preparation for the mock trial is intense. Participants receive deposition transcripts, expert reports, motions *in limine* and other materials that Altria's counsel would typically see at an actual trial. Lawyers are expected to arrive on the first day of the mock trial ready, willing and able to try the case, just as they would an actual trial.

Katten Litigation partner David Crichlow participated in a recent Trial

College, which he describes as "the most rigorous evaluation I've ever been put through by any client." While he confessed that he wasn't accustomed to having to audition to serve as counsel, he said that "once you get there and see the level of experience and skill that the other lawyers bring with them, you feel honored to be invited."



The mock trial is observed by some of Altria's most trusted outside counsel along with in-house attorneys, who together assess the trial lawyers' performances to determine which individuals may be a good match for the particular challenges of Altria's litigation docket. "Criticism," said Crichlow, "is instructive but intense. They address everything from posture to eye contact to your command of the record."

In addition to having good trial instincts, courtroom presence and the technical expertise necessary to hold their own with the formidable plaintiffs' lawyers and difficult issues that the company faces in trial, it is equally important that attorneys are able to identify with the jury. Based on his Trial College performance, Crichlow has been selected to work on cases for the company. First he must complete Altria's Voir Dire College, which instructs attorneys in Altria's best practices for jury selection and is as—if not more—important than the Trial College.

While the Trial College fills Altria's immediate need for expanding its roster of diverse litigators, the legal department has also set its sights on creating a pipeline of diverse attorneys to handle future cases. "We've received some good results from the Trial College and we've definitely added women and minority attorneys to our first chair roster," says Daphne O'Connor, vice president and assistant general counsel at Altria. "But, it isn't enough."



Monica Mosby, a partner in Katten's Litigation and Dispute Resolution practice, contributed to this article by interviewing Altria team members. Learn more about her on pages 11 and 13.

Khan says that Altria found that many of its existing law firms had great people in the pipeline, particularly at the second chair level. Last year, the legal department launched a junior partner development program aimed at turning these talented litigators into first chair trial lawyers. Because of the increased propensity for clients to settle rather than take a case to trial, "the reality is [that among] this new generation of lawyers, very few know how to try cases," said Khan. Altria's junior partner program serves to bridge this gap in experience by providing extensive trial training and on-the-ground experience to potential future first chairs.

"This is brand new and a little bit of a learning experience for us, too," said O'Connor. "But the people who are running our program are very trusted outside counsel whose judgment and trial skills we have a lot of faith in." Indeed, some of the participants in the junior partner program have already been assigned and tried cases for the company as second chairs. "They are learning quickly and are being given real-life opportunities to develop the experience they need to become solid first chairs," she added.

Strengthening the Business Case for Diversity With Outside Counsel

Like many *Fortune 500* companies, Altria Group views a commitment to diversity as a prerequisite for hiring outside counsel. Altria also expects year-over-year progress in diversity among the ranks of its outside counsel and rewards firms that are achieving measurable results from their diversity programs.

When tracking the diversity performance of its outside firms, Altria's legal department looks at both quantitative and qualitative metrics. "We realize that a lot of clients ask for diversity reporting," says Kamran Q. Khan, assistant general counsel at Altria Client Services, Inc. and chair of the legal department's diversity committee. "But numbers don't always tell you the story of what firms are doing."

Altria analyzes this information and reports back to all of its outside counsel at the company's annual diversity roundtable, which brings together Altria's core firms for a day of diversity-related programming. "We think it's important for our outside firms to see where they rank against each other—it breeds a good, healthy sort of competition," says Daphne O'Connor, vice president and assistant general counsel at Altria.

Altria's annual Continuing Legal Education (CLE) day offers the company's outside firms another chance to showcase their diverse talent and earn additional business in the process. Each year, the legal department invites six firms to send diverse lawyers to deliver CLE presentations in various subject areas. "Our firms have been really good at recognizing that diversity is important to us, and we want to reward that," explained Khan. "What we've heard from our firms is that what they really want is access to us, access to additional business—so this program potentially gives them this opportunity."

Khan believes the program is a creative—and mutually beneficial—way to further strengthen Altria's relationships with its outside firms. "We receive CLE credit and they get an opportunity to show us their expertise," he said. "I would say every year at least one firm has received business out of it."

"We're essentially telling outside counsel that there is plenty of pie on the table and that if you step up your diversity efforts, you are going to have a lot more opportunities," Khan added. "And I think we are benefitting from it, too. Diversity is just something that is critical to our success."

Does the NFL's Rooney Rule Play Well With Legal?

Does the NFL's Rooney Rule play well with legal? The [Leadership Council on Legal Diversity](#) (LCLD) and its corporate counsel and law firm members definitely think so.

LCLD was founded in 2009 as an organization of several hundred corporate chief legal officers and law firm managing partners committed to creating a diverse legal profession. Recently, LCLD introduced its Rooney Rule/Inclusion Impact Program. The program is intended to give LCLD members a framework for applying the National Football League's (NFL) Rooney Rule in law firm hiring, staffing and promotion practices. Driving the program is LCLD's belief that progress on diversity in the legal profession will continue to be limited and difficult to maintain until more women and minority lawyers advance to leadership roles within law firms and corporate legal departments.

The NFL Rooney Rule

The NFL's implementation of the Rooney Rule is credited, in large part, to its namesake, Dan Rooney. Dan Rooney is the chairman and owner of the Pittsburgh Steelers and former chairman of the NFL's diversity committee. Rooney was inducted into the Pro Football Hall of Fame in 2000 for his contributions to the game. The Steelers have a long history of placing African Americans in team leadership roles and Rooney is credited with spearheading the requirement that NFL teams interview at least one minority candidate for their open head coach and general manager positions. This has become known as the Rooney Rule.



The rule was established to ensure that minority coaches have the opportunity to be considered for top coaching and management positions. Until 1979, Fritz Pollard, an African American head coach in the 1920s, was the only minority head coach in the history of the NFL. When the Rooney Rule was introduced, only a few African Americans had held top coaching jobs. Since the introduction of the Rooney Rule, several NFL teams have hired minority head coaches. According to a [New York University Law Review article](#), at the start of the 2006 season, the overall percentage of African American coaches had jumped from six percent (prior to the Rooney Rule) to 22 percent. In 2013, 12.5 percent of NFL head coaches were minorities and five general managers sat in the front office.



Jeffrey Pash, executive vice president and general counsel of the NFL, explained why the NFL felt that the Rooney Rule was both timely and necessary. "It was sort of a natural evolution," said Pash. "For a number of years, there had been an increasing focus on issues of equal employment and diversity and Commissioner Tagliabue [commissioner of the NFL from 1989 to 2006] was very committed to those issues. He put a number of programs in place that were intended to foster equal employment opportunities and diversity among the coaching staffs."

Pash continued, "There was a lot of attention around a report that Cyrus Mehri and Johnnie Cochran did on coaching in the NFL and it basically crystallized a lot of the discussions that had been going on over the previous several years." See "Fritz Pollard Alliance" on page 8.

Leslie Frazier, defensive coordinator for the Tampa Bay Buccaneers, former head coach of the Minnesota Vikings and a former cornerback/safety for the Chicago Bears, commented that the Rooney Rule has "without question" been effective, not only for the head coaching position, but also for general managers. "The fact that every team is forced now to interview a minority for head coaching openings along with some of the executive openings is the reason that the rule has been effective," said Frazier. "Owners almost don't have a choice. You face a penalty if you don't interview minorities or at least give them a chance to talk about the positions that come available."



When asked if the NFL can improve the Rooney Rule, Frazier said, "The biggest concern is making sure that not only are [minority] candidates being interviewed, but that there is an open mind on the other side of the table."

Former head coach of the Chicago Bears and now head coach of the Tampa Bay Buccaneers, Lovie Smith, commented on increasing the talent pool of diverse candidates: "You have to go beyond just who you know and make a conscious effort to look at and find minority coaches out there who are interested in the coaching profession. It's all about the youth and the next generation coming up. It's critical that I have on my staff young minority coaches. You want the young guys coming up to see it from the ground floor."



As an interesting note, of the eight head coaching and seven general management openings at the conclusion of the 2012 NFL regular season, none of these positions went to a minority candidate. NFL executive vice president of human resources Robert Gulliver commented in a CBS Sports television interview, "While there has been full compliance with the interview requirements of the Rooney Rule... the hiring results this year have been unexpected and reflect



a disappointing lack of diversity." Recently, some sports analysts have called for a review of the Rooney Rule which would extend and broaden the application of the rule to include offensive and defensive coordinators as well as lower-level coaching positions.

Can the Rooney Rule Work in Corporate Law Departments and Law Firms?

Over the past 20 years, the in-house counsel community has made a concerted effort to increase diversity among its ranks, but law firm diversity demographics have been slow to change. In response, LCLD, trying to think "out of the box" on how to move things forward more aggressively, turned to the NFL where the Rooney Rule has been successfully used to encourage recruitment of minorities for head coach and front-office positions. LCLD's Rooney Rule/Inclusion Impact Program seeks to extend the rule to the legal profession's hiring of women and minority attorneys as law firm relationship partners and key client contact partners and the hiring and promotion of women and minority attorneys in corporate legal departments.

According to LCLD, unless and until more women and minority attorneys become leaders in law firms and corporate law departments, diversity in the legal profession will not evolve. Recognizing that in order for lawyers to be law firm leaders they need to develop and grow their own client base, the LCLD program focuses on increasing the opportunities necessary for women and minority lawyers to develop business relationships and to build their overall and leadership skills.

Unfortunately, the number of women and minority lawyers in law firm partnerships and in top positions of corporate legal departments has been extremely low compared to other industries and corporate functions. A report written by LCLD states that over the last decade, women have accounted for almost half, and ethnically and racially diverse students have constituted between 20–23 percent, of all law school graduates. According to the 2014 National Association of Women Lawyers' survey on retention and promotion of women in law firms, women still typically comprise only 17 percent of equity partners at Am Law 200 firms.

The pace of change for in-house counsel has been faster. The Minority Corporate Counsel Association (MCCA) reports that, in 2013, the number of women general counsel at *Fortune 500* companies dipped from 108 to 105. In late 2013, the National Association for Law Placement (NALP) reported that partners of color comprise fewer than eight percent of all partners at law firms, with a slightly higher 10 percent of minorities serving as *Fortune 500* general counsel. These numbers suggest that more aggressive action is needed.

Robert Grey, LCLD executive director, explains that part of the organization's interpretation of the Rooney



Rule recommends that a firm or company include diverse candidates in its pool of applicants under consideration for leadership positions. Grey feels that introduction of the rule into the legal industry provides a way for firms to actively

and consistently think about the hiring of diverse candidates. He says that this idea will raise the level of awareness of the issue and make sure that the full range of the talent pool is being considered for these important positions. "Anybody can use this program and achieve some really great results with it," adds Grey. "The Rooney Rule changes a passive approach to a more proactive result."

According to John Wooten, chairman of the Fritz Pollard Alliance, a group that works in partnership with the NFL to improve the hiring practices related to minorities in coaching and other front office opportunities, "The Rooney Rule can work anywhere if the people at the top are committed and the people seeking the positions are committed to [being prepared]."



While there has been success in hiring women and minority lawyers out of law schools, there has also been difficulty in retaining and promoting these lawyers to partnership. Looking deeper into the application of the program, LCLD encourages firms to do more than assign less-important work or limited client development to junior women and minority lawyers. The law firm program is focused on ensuring that women and minority lawyers have the opportunities to take on meaningful roles in business and client development and in client work, as well as get firm credit for this work. The directive is also aimed at increasing the opportunities for hiring diverse lateral lawyers and supporting their paths to partnership.

Similarly in corporate law departments, in order for lawyers to become general counsel and take top leadership roles, they must be given the opportunities, promoted within the organization and be considered for top assignments.

How Does the Rooney Rule/Inclusion Impact Program Work for Legal?

For participants, there are two aspects of the Rooney Rule/Inclusion Impact Program as it applies to corporate law departments: one aspect is focused on the hiring and promotion of lawyers within the department and the other concentrates on the hiring of outside counsel.

The goal is to establish a procedure that will guarantee that corporate legal departments consider and evaluate talented lawyers who might otherwise be overlooked in the hiring process. To accomplish this, for each new hire, as well as for promotions, the department must seriously consider at least one woman or minority candidate among the group of candidates. When hiring outside legal counsel, for each new matter on which outside counsel is to be retained and for which more than one law firm will be considered, including by way of requests for proposals (RFPs), at least one firm that offers a woman or minority lawyer as the primary or responsible partner must be

taken into consideration by the corporate legal department. The goal is to significantly increase the number of the company's legal matters with a woman or minority attorney handling the matter or as a key client contact. Each year, the general counsel and company's diversity chair will certify to LCLD that outside firms offering a woman or a minority lawyer as the primary contact were considered for each new RFP and client pitch.

With regard to law firms, those signing onto the program must also establish a process to offer their clients talented women and minority lawyers who might otherwise be overlooked as relationship partners or key client contacts. When a client who is participating in the Inclusion Impact Program seeks to retain outside counsel for a new matter, to the extent that the outside firm has women or minority lawyers who are appropriately suited to manage the matter, the firm will present a team on which such women or minority lawyers would be the primary or significant responsible and billing partners on the matter. In addition, ideally, the Inclusion Impact Program will be a part of a partner mentoring program where senior partners work with and develop business with women and minority partners in their practice areas.

Also as stated in the Inclusion Impact Program guidelines, the same recommended methodology will be applied to the hiring of lateral partners in law firms. Participating firms will endeavor to make significant efforts in recruiting minority and women lateral attorneys with the intent of increasing the numbers of women and minority attorneys at all levels of law firm partnership.

When asked about his thoughts on implementing a Rooney Rule-type program in law firms, Pash said he believed that this program could be successful if the proper groundwork is laid. "What we are talking about is opportunity. There are no guarantees for anybody. Also, this type of program gives minority attorneys the opportunity to develop their own client base which is very important."

Of course, to validate the efficacy and success of the Rooney Rule Program in the legal arena will require creating and implementing a system of metrics that will be consistently reviewed and updated. It will be important to measure the amount of work given to women and minority attorneys in firms as well as to women and minority attorneys in women-owned and minority-owned firms. LCLD recognizes that the impact of the program may not be statistically significant when viewed in the context of total annual spending, but again, the intent is that the program will significantly and positively impact the prominence and participation of women and minority attorneys as well as meaningfully impact their career development.

When asked about his thoughts on implementing the Rooney Rule in a legal environment, Coach Smith said, "What does it hurt? It's not like the Rooney Rule says you have to hire an African American. It just says you have to interview one. So, what can that hurt? It has to be good for both parties."

Cyrus Mehri, co-founder and counsel of the Fritz Pollard Alliance, said emphatically, "You break down a barrier of entry by just giving people a level playing field to compete and casting a wider net."



With respect to the Rooney Rule's application to the legal profession, Mehri suggests more rigorous measures

to ensure its success, stating, "If, in addition to the current Rooney Rule program, partners' compensation was based on the retention and promotion of diverse attorneys, people would be motivated to take minority professionals under their wings. I think the key is to give people an opportunity to showcase what their talents are. And, if you showcase your talents, you are in a better position [to succeed]."

While no one can be certain just how effective the Rooney Rule will be in the legal arena, everyone agrees that giving minority and women lawyers more opportunities to showcase their talents will only have a positive result.

Fritz Pollard Alliance

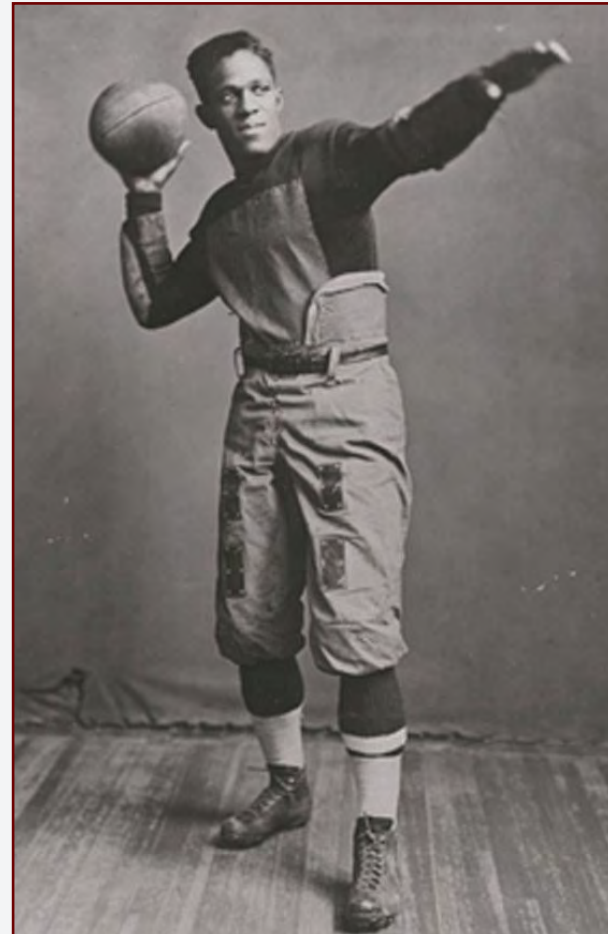
Frederick Douglass “Fritz” Pollard was the first African American head coach in the National Football League. Born in 1894 in Chicago, he attended Lane Technical High School where he was a talented baseball and football player and track star. After graduation, Pollard briefly played football for Northwestern, Harvard and Dartmouth. In 1915, he received a Rockefeller scholarship to attend Brown University. He played on the Brown football team and led his team to the 1916 Rose Bowl, gaining acclaim as the first African American to ever play in the Rose Bowl.

In 1919, Pollard left Brown and played professional football for the Akron Pros, the team he would eventually lead to the championship in 1920. The Akron Pros were members of the American Professional Football Association, which was renamed the National Football League in 1922. Pollard was one of only two African Americans in the new league. In 1921, while still playing as a running back for the Akron Pros, he became the co-head coach.

Pollard coached teams in Indiana and Milwaukee and also continued playing in the 1923 and 1924 seasons for an independent pro team in Pennsylvania called the Gilberton Cadamounts. Then, in 1926, after a “gentlemen’s agreement,” the NFL decided to segregate its teams and ousted all black players and coaches. Although the NFL began to lift its segregation policy in 1946, all teams were not integrated. It was not until 1962, under pressure, that the Washington Redskins became the last team to integrate with the drafting of Bobby Mitchell, John Nisby and Leroy Jackson.

In 1928, Pollard turned his energies into organizing professional all-African American teams—including the Chicago Black Hawks and Harlem Brown Bombers—until the 1930s, when the Depression caused the teams to fold. He retired from football in 1937 to pursue a career in business. Pollard died in 1986 at the age of 92 after a wide-ranging career as not only a professional football player and coach, but also a businessman, newspaperman, entrepreneur, booking agent, movie producer and, later in life, a successful tax consultant.

Pollard was named to the College Football Hall of Fame in 1954; to the Brown Athletic Hall of Fame in 1971; to the National Black Hall of Fame in 1973; and to the Pro Football Hall of Fame in 2005.



Fritz Pollard Alliance

In September of 2002, attorneys, civil rights activists and life-long football fans Johnnie L. Cochran Jr. and Cyrus Mehri co-authored and published a groundbreaking and revealing report entitled “Black Coaches in the National Football League: Superior Performance, Inferior Opportunities,” which pointed out that black NFL head coaches were being held to higher standards than their white counterparts when competing for head coaching jobs.

In response, then-NFL Commissioner Paul Tagliabue announced the formation of an NFL diversity committee headed by Pittsburgh Steelers owner

Dan Rooney. The committee was formed to address the practice of the NFL’s hiring and promotion of coaches and other front-office positions. The diversity committee created and implemented the “Rooney Rule,” which mandates that team interviews for coaching and other opportunities include at least one minority candidate. See “Does the NFL’s Rooney Rule Play Well With Legal?” on page 4.

In 2003, the Fritz Pollard Alliance (FPA) was formed to work with the NFL to develop meaningful and actionable guidelines for hiring minority coaches, scouts and front-office personnel and to create talent development programs. The Alliance works in partnership with the NFL to create opportunities for minority candidates and to advocate for favorable policy changes.

John Wooten is chairman of the Fritz Pollard Alliance. He was asked if he agreed that the Rooney Rule has been effective in achieving its goal of increasing diversity in head coaching and other front office positions. “The NFL recognizes the fact that there are minorities that are very capable of being head coaches and doing a good job,” said Wooten. “The NFL is totally committed to implementing the Rooney Rule, no question.”

Wooten even pointed out that the Rooney Rule has expanded to beyond head coaching and front-office positions. “Before 2002, there were perhaps seven to nine minority game day officials; today there are more than 40,” he continued. “In fact, the head of the game day officials, Carl Johnson, is a minority. All of this is part of the NFL’s commitment [to the Rooney Rule].”

When asked how the NFL and FPA enforce the Rooney Rule to ensure its effectiveness, Wooten added:

The enforcement comes from the fact that if the rule is denied or if the club does not interview a minority when there is an opening, the teams know that they can be fined in the form of draft choices and money. We know that minorities are getting legitimate consideration because of the scrutiny we implement. We work very closely with the NFL to critique the interviews themselves by talking to the teams and those who were interviewed. How was the interview conducted; who was present; how long was the interview; what were the strengths and weaknesses of the candidate? The NFL does the same thing. They also interview the teams.

In late 2012, Cyrus Mehri, co-founder of the Fritz Pollard Alliance and its general counsel, also weighed in on the effectiveness of the Rooney Rule. “I don’t think there is any doubt that it has been effective,” said Mehri. “Before the rule, for example, there were two black head coaches; now there are seven or eight. And, there was only one person of color in the GM [General Manager] role which was Ozzie Newsome. Now, there are six African American GMs and we’ve seen nothing but success, not only for inclusiveness, but for the clubs and their winning records.”

Mehri continued, “All of the last six Super Bowls have had either a black GM or a black head coach on these teams. Each of these guys opening the doors has created more opportunities for the ones that followed.”

Mehri also believes that the Rooney Rule led to the hiring of white head coaches who wouldn’t have been offered the positions otherwise. “A lot of white candidates that would have been overlooked, have also been interviewed. Just by casting this wider net, we are getting a more merit-based process.”

Walmart Scoring Big in LCLD's *Inclusion Impact Program*

Jeffrey J. Gearhart, executive vice president of global governance, corporate secretary and former general counsel of Walmart Stores, Inc. and the former chair of the Leadership Council for Legal Diversity's (LCLD) Partnership and Teams Committee, and Karen Roberts, Walmart's executive vice president and general counsel, recently discussed their company's participation in LCLD's Inclusion Impact Program with Katten.



Gearhart said that Walmart has been focusing inward on how it hires, retains and provides development activities for its employees, not only in the legal department, but across the board. The company wants to ensure that when its leadership is considering people for positions, that it looks broadly across the departments and, if it's an external hire, also considers a wide range of multiple candidates.

"It's really a commitment by our leadership. When we consider a person for a position, we will consider at least one minority or woman for the position," said Gearhart. "Walmart has seen firsthand how inclusion in the interview process alone, even if the person doesn't get the job, really contributes significantly to a candidate's ability to foster and cultivate new relationships – contacts that they might not have had the opportunity to make otherwise."



According to Roberts, the Inclusion Impact Program is an evolution of many practices that Walmart had already implemented. "The hard work comes in making sure that you attract the right talent and that you retain [them] and create an environment of inclusiveness that makes people want to come to work for you and stay with you," said Roberts.

With regard to the company's legal department, Gearhart continued by explaining that Walmart thinks it's important to focus on making sure its pipeline of attorneys is ready to move up into leadership positions. He understands that leadership has to be more aggressive about making sure the people in their departments have opportunities to develop relationships with company leaders and that those leaders are doing what they can to identify potential leaders across all departments. "It requires *intention* on our part as leaders to ensure that we are getting to know people both in and outside of our areas," added Roberts.

When considering an outside law firm for work, Walmart wants to know who the relationship partner will be and wants to have multiple choices to consider, whether it's a woman, a minority or a white male. Walmart wants to look hard at who is really doing the work for the company and to make sure that it's a diverse group of attorneys.

Gearhart feels that ultimately the success of this initiative will be measured by the composition of the leadership of the company. "Walmart has been a leader in external hiring of women and minorities," he states. "You can't just look at the National Football League's Rooney Rule in a vacuum. It's one of many different tools that are part of an overall inclusion program. The ultimate goal is to get to the point where the Rooney Rule program is so intuitive that there will be no need for the program any longer."

Gearhart realizes that Walmart has a long way to go towards the end zone, but it is diligently working hard to score a touchdown.

Note: Walmart, along with Exelon, Allstate and Boehringer Ingelheim, were the first companies to commit to testing the implementation of the Inclusion Impact Program through the establishment of pilot programs.

Partner Profiles / Pipeline

Diverse Partner Profiles

Partners Elected in 2014



Devan Popat, Real Estate, Chicago—partnership effective August 1, 2014

Devan H. Popat concentrates his practice in commercial real estate including real estate finance, commercial development, acquisitions and dispositions, leasing and joint venture formation in connection with various asset types such as offices, retail centers, industrial facilities, hotels and multifamily properties. Devan is an active member of the boards of the Chicago Committee on Minorities in Large Law Firms and Jumpstart, an organization providing early childhood literacy programs in low-income neighborhoods.



Mark Reyes, Corporate, Chicago—partnership effective August 1, 2014

Mark J. Reyes concentrates his practice in corporate and securities matters. He represents issuers and investors in public offerings and private placements of equity and debt securities and advises clients in complex corporate transactions such as mergers, acquisitions, private investments in public equity (PIPEs), private equity investments and joint ventures. Mark also counsels public companies on securities law compliance, disclosures and corporate governance matters.

Partner Elected in 2013



Christina Costley, Litigation and Dispute Resolution, Los Angeles – Century City

Christina L. Costley's practice focuses on business litigation. She represents public corporations and their officers and directors in securities class actions, shareholder derivative lawsuits, SEC enforcement proceedings and internal investigations. She has handled several high-profile securities class and has first-chaired 15 jury trials.

Partners Elected in 2012



Diane Bell, Corporate, Chicago

Diane Bell concentrates her practice in corporate matters, with a focus on private company mergers and acquisitions, venture financing and joint ventures. She is a co-founder of Katten's LGBT Coalition, is active with the Chicago Committee on Minorities in Large Law Firms, and serves as a mentor for the LCLD Law School Mentoring Program.



Craig Kuchii, Intellectual Property, Chicago

A registered patent attorney, Craig Kuchii has a broad range of experience in intellectual property law. He assists clients in assessing the value of their intellectual property and in tailoring their business strategies with the twin goals of providing strong protection for their unique ideas and using those ideas to further the growth of their businesses. He is proficient in spoken Japanese.



Monica Mosby, Litigation and Dispute Resolution, Chicago

Monica Mosby focuses her practice on general commercial trial practice, litigation and dispute resolution, with a substantive concentration in the fields of real estate litigation, SEC investigations, and securities class and individual actions. She was recognized with a Katten Pro Bono Service Award in 2012 for coming to the aid of a single mother of four in a landlord-tenant dispute that threatened to leave the family homeless. She is a member of the Black Women Lawyers' Association of Greater Chicago.

Minority Summer Associate Scholarship Winners

Each year, Katten's Minority Scholarship Program awards \$15,000 scholarships to two students who have participated in our Summer Associates Program. All minority students participating in the firm's Summer Associate Program who have completed their first year of law school are eligible to apply for the scholarship. Recipients are selected based on several criteria, including superior academic achievement, leadership experience and personal qualities that reflect the potential for outstanding contributions to Katten and to the legal profession.

Summer Associate Class of 2014



Kim Perez, University of North Carolina School of Law (2015)

Kim Perez is a summer associate based in the firm's Charlotte office. Perez attends the University of North Carolina School of Law, where she serves as a staff member of the *North Carolina Banking Institute Journal*, a clerk in the Charlotte Legal Diversity Clerkship Program and a volunteer at the Deferred Action for Childhood Arrivals Clinic. She earned her undergraduate degree in economics from the University of North Carolina.



Julia L. Trotta, University of Chicago Law School (2015)

Julia Trotta is a summer associate in Katten's Chicago office. Trotta was born and raised in Brazil and emigrated to the United States while in high school. She was naturalized as a US citizen in 2011. Julia attends the University of Chicago Law School where she is a Rubenstein Scholar. She graduated from the University of Texas at Austin with honors.

Summer Associate Class of 2013



Christina Otero, Northwestern University School of Law (2014)

Christina Otero was a summer associate in Katten's Chicago office. A native of Miami, Florida, she received a BA in politics and a certificate in economics from Princeton University. Otero is a chartered financial analyst with Series 7 (General Securities) and Series 63 (Uniform Securities Agent State Law) Licenses, and an associate board member of the Illinois Education Foundation. Otero will permanently join Katten's Chicago office in the Commercial Finance practice in the fall of 2014.



Xavier Watson, University of Pennsylvania Law School (2014)

Xavier Watson was a summer associate in Katten's New York office. He received BAs in political science and African and African-American studies from Duke University while serving on the President's Council on Black Affairs. Watson interned at the Philadelphia Unemployment Project/Penn Employment Advocacy Project in 2012. He will permanently join Katten's New York office in the Structured Finance and Securitization practice in the fall of 2014.

To learn more about Katten's Minority Scholarship Program, visit <http://www.kattenlaw.com/minority-scholarship>.

Katten Participates in the LCLD Fellows Program

Inaugurated in 2011 by Leadership Council on Legal Diversity (LCLD) managing partner and general counsel members, the Fellows Program is designed to increase diversity at the leadership level of law firms and corporate legal departments. The program gives women and minority attorneys the opportunity to network with legal industry leaders, develop leadership skills and participate in ongoing forums where they can continually expand relationships and exchange ideas. Each year, LCLD member law firms and legal departments nominate one or two diverse attorneys who have shown leadership potential. Attorneys attend the annual conference and spend the next year being mentored; attending various workshops, small informal lunches and larger networking functions; and visiting corporate legal departments throughout the country.



Lisa-Marie Monsanto, a partner in Katten's Washington, DC Corporate practice, was the firm's 2012 LCLD Fellow. She expressed her appreciation of the Fellows program by saying, "The LCLD Conference was a great experience. It provided me with the opportunity to form meaningful relationships with my peers. My advice to future LCLD Fellows is to take full advantage of the numerous networking and educational events the program provides as well as staying in touch with other fellows over the course of your career."



"I am an LCLD Fellow and it has been an incredible and overwhelmingly beneficial opportunity to not only grow my career, but also to meet and stay in touch with amazing people," said Craig Kuchii, a partner in Katten's Chicago Intellectual Property practice and the firm's 2013 LCLD Fellow. "I can learn from and exchange ideas with some of the most powerful and knowledgeable players in the legal profession—general counsel in legal departments of Fortune 100 corporations and senior partners in Am Law 100 law firms," he continued. "The annual conference offers workshops covering topics such as understanding how to manage people, self-branding, generational issues and not only becoming a better leader, but also helping others to become better leaders."



The LCLD Fellows Program and Katten are pleased to announce that the firm's 2014 LCLD Fellow is Monica Mosby, a Litigation and Dispute Resolution partner in the Chicago office. Mosby, a member of the firm's Committee on Racial and Ethnic Diversity who is also active in Katten's Women's Leadership Forum, began her LCLD Fellows participation in February 2014 and she is already "experiencing the positive impact of LCLD through my participation in the program as a mentor to diverse law students since the program's inauguration. My participation is allowing me to foster great relationships with my mentees that will extend beyond the LCLD placement year and expand into lifelong friendships." Mosby added that she was honored to be nominated as the firm's 2014 LCLD Fellow, and found the Dallas kickoff meeting to be "inspiring, motivational and informational. My goals for my career and 'take-aways' from the program were set at that meeting—to take my career to the next level through strong, effective leadership and relationships. I have no doubt that my participation in the various learning experiences, lunches and meetings throughout this year will get me closer to reaching that goal."

1L LCLD Scholars Program

The Leadership Council on Legal Diversity's [1L LCLD Scholars Program](#) offers diverse first-year law students the rare opportunity to work side-by-side with attorneys and other legal specialists, providing opportunities in the social, educational and professional arenas. In June of 2014, Scholars gathered in Dallas for the Fourth Annual 1L LCLD Scholars Summit. The retreat focused on building skills to help students successfully transition from law school into practice and allowed Scholars to network and build relationships with their peers from across the country. Katten hosted the following 1L LCLD Scholars:



Charlie Cao—Chicago
Stanford University Law School (2016)

Charlie Cao is studying at Stanford University Law School where he is the law firm committee chair of the Stanford Public Interest Law Foundation Auction, which raises money for public interest fellowships. He earned a BA in philosophy from Williams College, where he participated in student government and student housing, and was recognized for academic achievement and contributing to the welfare of the college.



Alex Francisco Jacobs—New York
Northwestern University School of Law (2016)

Alex Jacobs currently attends Northwestern University School of Law, where he is a first-year law student representative for the American Constitution Society for Law and Policy. While studying at the University of Central Florida, Jacobs participated in Equality Florida, edited poetry for *The Cypress Dome* and was a member of the Mock Trial Team.



Danielle Stokes—Washington, DC
University of Virginia School of Law (2016)

Danielle Stokes is a student at the University of Virginia School of Law, where she participates in the Student Bar Association's Public Service Committee and the Black Law Students Association's Mock Trial Team. She earned a BA, *magna cum laude*, from the University of Richmond. While serving as an intern in a Washington, DC firm, Stokes collaborated with the Women in International Trade Charitable Trust and led the planning on a Trade 101 event.



Deloris Wilson—Washington, DC
Georgetown University Law Center (2016)

Deloris Wilson is currently studying at both Georgetown University Law Center and the John F. Kennedy School of Government at Harvard University; she graduated from Spelman College *Phi Beta Kappa*. Wilson serves as the senior editor of the *Harvard Journal of African American Public Policy*, vice-chair of Marketing and Outreach for the Black Policy Conference and vice-chair of Admissions and the Financial Aid Sub-Committee on Diversity for the Kennedy School Student Government.

Previous participants in Katten's 1L LCLD Scholars Program include:



Debasha Cox—Washington, DC – 2013 Scholar
Howard University School of Law (2015)

Debasha Cox has worked as a business curriculum specialist, global corporate merchandise planner and retail consultant. She obtained her bachelor's degree in retail management from Syracuse University, where she belonged to Phi Eta Sigma and Kappa Omicron Nu honor societies and was a founding member of The National Society of Collegiate Scholars. Cox returned to Katten's New York office to participate in the 2014 summer associate program.



Tony Song—Washington, DC – 2013 Scholar
Georgetown University Law Center (2015)

Tony Song is a student ambassador for Georgetown University Law Center and member of the Asian Pacific American Law Students Association. A graduate of the Columbia University-Juilliard School Joint Program, Song has served as director of the Commitments Department for the William J. Clinton Foundation: Clinton Global Initiative and interned with the Asian Cultural Council.



Silké Watson—Chicago – 2013 Scholar
University of Michigan Law School (2015)

Silké Watson is a member of the University of Michigan Law School's Black Law Students Alliance and Law Students for Reproductive Justice and serves as co-chair and treasurer for Wolverine Street Law, an organization that teaches community members about legal rights and remedies as they relate to a variety of subjects. She previously worked as an assistant product manager at Afaxys Pharmaceuticals, Inc. and received her bachelor's degree from the College of Charleston. Watson returned to Katten's Chicago office to participate in the 2014 summer associate program.



Paul Fenstermaker—Chicago – 2012 Scholar
Northwestern University School of Law (2014)

Paul Fenstermaker is active in the Sports Law Society and the Black Law Students Association at Northwestern University School of Law. He is also a provisional member of the *Northwestern Journal of Technology and Intellectual Property*. Fenstermaker graduated from Harvard University where he majored in psychology. Following graduation, he worked at the National Basketball Association (NBA) league office where he managed the accounts of several NBA sponsors. He will join Katten's Chicago Corporate practice in 2014.

Katten Serves as City Lead for LCLD Mentoring Programs

In 2009, Vincent A.F. Sergi, Katten's then-National Managing Partner, became a member of the [Leadership Council on Legal Diversity](#) (LCLD). Since then, Katten has been a committed and enthusiastic participant in LCLD and the various mentoring programs the organization offers.

Katten's offices are highly committed to LCLD's Success in Law School Mentoring Program. The program provides more than 850 law students each year with dedicated mentor attorneys in 33 cities across the United States. Attorneys from all of Katten's offices actively participate in the Success in Law School Mentoring Program. In addition, the firm is the City Lead for the mentoring programs in Chicago and Charlotte. In Katten's capacity as City Lead, we have the responsibility of implementing the Success in Law School Mentoring Program and Group Mentoring Program and act as a liaison between LCLD and the local law schools.

The Success in Law School Mentoring Program is a comprehensive initiative for diverse first-year law students. The program is based on the principles of legal excellence and personal involvement. Its goal is to ensure that talented diverse law school students receive the mentoring they need to maximize their potential, both during law school and afterward, as they prepare for the bar exam and launch their careers. LCLD provides many resources and teaching guidelines to assist mentors in structuring their relationships. Each mentor commits to one year with a student and is expected to meet with the student three times or more per semester, with at least one face-to-face get together.

In 2012, LCLD launched its Group Mentoring Program (GMP), which gives 1L, 2L and 3L diverse law students the opportunity to receive advice and support from, and share experiences with, successful attorneys from LCLD member organizations. Events are organized by the City Lead with assistance from local mentor attorneys. GMP events are designed to offer guidance from experienced attorneys in informal, interactive and collegial settings. Panel presentations and workshops cover a variety of topics, including study habits, exam success, class participation, advocacy skills and legal analysis as well as soft skills such as networking and relationship building, interviewing skills and professionalism. Katten has presented group mentoring sessions and success seminars in Chicago and Charlotte.

In addition, the firm takes part in the 1L LCLD Scholars Program, a worthwhile initiative designed to strengthen the legal pipeline by expanding the number of opportunities for diverse first-year law students. The 1L LCLD Scholars Program gives diverse law students the opportunity to work side-by-side with attorneys and other legal specialists at LCLD's member law firms and companies throughout their law school experiences and beyond. The program provides invaluable counsel and enriched personal experiences often unavailable or difficult to access for diverse law students.



Katten attorneys socialize with first-year law students at LCLD mentoring program events.

Managing Cultural Diversity Following International Expansion

In 2012, Katten joined the growing ranks of international law firms setting up shop in China with the opening of its Shanghai office, the firm's first office in Asia. Expanding internationally brings a new set of challenges and opportunities associated with language barriers and cultural differences. Developing an awareness of those differences not only offers a distinct competitive advantage in foreign markets, but is also critical to the ongoing success of a cross-cultural team.

Feng Xue is head of Katten's China practice and managing partner and chief representative of the firm's Shanghai office.



A native of China, Xue says that despite studying and working in the United States for many years, he still views himself as a foreigner. With one foot in each

culture, Xue is well positioned to address the challenges of cross-cultural communication in the law firm setting. "Being aware of our cultural differences and varied expectations always makes communication more effective," Xue said.

Xue explains that, in general, Chinese clients are more accustomed to US attorneys than the attorneys are to them. Chinese attorneys and clients visiting the United States try to be very prepared when interacting with their counterparts, often educating themselves on legal jargon to reduce the risk of misunderstanding in their cross-border transactions and sometimes even taking courses in manners that today may appear antiquated.

While English is the working language in 90 percent of foreign direct investments (which currently constitute the majority of Katten's work in China), much can get lost in translation. Xue suggests that parties on both sides

allow for trial and error in the joint goal of a successful outcome, as behaviors that may seem confusing are likely just misunderstood. Using email, for example, is often preferable to phone calls when working on international matters, as the sender can review an email and modify to ensure clarity of meaning.

Geoff AuYeung, a partner in Katten's Commercial Finance practice based in the United States and a registered representative of the Shanghai office, serves both Chinese clients doing business in North America and US clients making investments in China. AuYeung says that cultural differences can actually benefit US clients and attorneys doing business in China, because their very "differentness" makes their lack of knowledge more acceptable as they are obviously foreign and therefore not expected to know the country mores. He added that while efforts to learn about Chinese culture are always appreciated, "in general, common sense is the best tool for foreign clients and attorneys in either country."



Common sense notwithstanding, global teams face particular challenges relating to the delivery of services, as different cultures have different expectations and business processes. The attorneys in Katten's Shanghai office are bridging the gap between the United States and China by serving as liaisons between Chinese clients and attorneys in Katten's 11 US offices. To further integrate the US and China teams, Xue envisions a cultural secondment program, with US attorneys temporarily working in the Shanghai office and vice versa. Cross-cultural rotation supports collaboration, fosters a global mindset and stands to benefit clients, the firm and the attorneys equally.

Tips for Improving Cross-Cultural Communication

Follow these tips to avoid cultural missteps when communicating with foreign clients or co-counsel:

- Avoid slang or gestures—colloquialisms may inadvertently offend someone from another culture.
- Use written communication rather than verbal—non-native English speakers often are better at understanding written English than spoken English.
- Be open about different approaches to "deal making"—foreign contacts may be inclined to discuss material business terms in a social setting, while Americans use those opportunities to get to know each other.
- Appreciate the cultural differences during face-to-face conversations—while an American may make eye contact to show attentiveness, someone from another culture may not look directly into the eyes of the other party out of respect.

Coming Out at Katten

These days, it says a great deal about a big law firm when someone starts a career there and stays. It says even more when that person can comfortably bring his or her whole self to work every day.

In 2000, Daniel Lange began his law career as a summer associate at what was then called Katten Muchin Zavis. He was thrilled when the firm offered him a permanent position, and he joined Katten as an associate in the Chicago office in the fall of 2001. Lange was well received by his colleagues and excelled at his work. He was employed by a prominent, large law firm, had important clients and amenable co-workers, and anticipated a wonderful future. Even with all this success, however, Lange was not being open and honest with his colleagues.

In 2002, Lange decided that it was time to live authentically and came out as a gay man—first to family and friends and slowly to close colleagues at the firm. In 2004, he became engaged to Geoff, an actor. By 2005, Lange was fully out. He and Geoff held a commitment ceremony in Chicago and were married in Toronto that year. In 2008, the couple adopted a three-week-old baby girl, Harper. That same year, Lange made partner in the firm's Employee Benefits and Executive Compensation practice. By this time, he openly talked about his husband and daughter to his colleagues at the firm and politely corrected them—most of the time—when they referred to his “wife.” On June 1, 2014, their Canadian marriage was fully recognized under US and Illinois law.

“I can't imagine that I would have been able to be as successful as I have been here at Katten if people didn't know who I really was and what I stood for,” said Lange.



How did the firm respond to all of this? Katten recognized that integrating and promoting gay attorneys was now a business reality. It is not just legally or socially unacceptable to discriminate based on sexual orientation, gender expression or perceived gender expression—it is also an unacceptable and unproductive business practice.

The firm encouraged the establishment of the LGBT Coalition (of which Lange is now co-chair) to ensure that conditions at Katten consistently foster appropriate and accepting treatment of gay, lesbian, bisexual and transgender individuals. This past year, Lange has conducted educational and informative programs throughout all of Katten's US offices to ensure that there is a better understanding of, and commitment to, respect for each individual. Further, the firm has ensured that gay and transgender individuals (and their spouses/partners) are included in benefit programs. Firm leadership is dedicated to ensuring Katten continues to serve as an excellent example to the legal community of a welcoming, integrated law firm.

Lange explains, “by creating a welcoming and inclusive environment at the firm, we assure a happier, more productive individual and workforce. When people feel confident to be themselves and know that they will be judged by their performance and not by their personal traits, then they will be better co-workers and colleagues. Not everyone has to be friends at work, but when we are here, we must treat each other with respect and dignity.”



Dan, Geoff and Harper enjoy a day at the beach.

Katten's 2013 Diversity Retreat Offers Valuable Steps to Professional Success

Katten's commitment to diversity has never been stronger, as evidenced by the attendance of more than 80 of the firm's diverse attorneys, partners, associates and summer associates at the 2013 Katten Diversity Retreat held in October in Chicago.

Beginning with inspiring welcoming remarks from Vincent A.F. Sergi, Katten's Chairman, Joshua Wayser, co-chair of the Diversity Committee and LGBT Coalition, and Leslie Minier, Chief Diversity Officer, the retreat focused on connecting the firm's diverse attorneys with each other and providing a revitalized outlook regarding their practices and career opportunities at Katten.



In his opening presentation, “Success in the New Normal,” Werten F.W. Bellamy Jr., president of Stakeholders, Inc., underscored how the legal marketplace has changed, reshaping clients' needs, expectations and perceptions of value. As a result, these market forces are also redefining law firm investments and priorities. He introduced a performance model for improving relationship building and methods to achieve and sustain success in the “new normal.” In “The Path to First Choice,” Bellamy examined practical strategies of associates and partners who have built successful brands both inside and outside their firms, in addition to the relationship capital and differentiated value needed to become a first-choice attorney for clients. In his final presentation, “Value Story and the Perfect Pitch,” Bellamy gave examples of top-performing partners who go beyond the standard sales pitch of qualifications and legal needs to create value for clients and impact their commercial and operational outcomes beyond cost savings and good results.



Jerry Kang, professor of Law and Asian American Studies at UCLA, focused on the elimination of bias and the nexus between implicit bias and the law. Kang discussed recent findings that mental processes may affect social judgments, yet operate without conscious awareness or control. He outlined ways to avoid personal biases in hiring and other important business decisions. Several members of Katten's leadership team attended Kang's presentation to learn strategies for further promoting the firm's commitment and dedication to diversity.

In addition, a panel of diverse Katten partners shared their keys to success at the firm in a presentation directed toward associates. Participants included Wayser and Sergi, along with Ricardo Hollingsworth, co-head of the Private Investment Funds practice, Stacey McKee Knight, a member of the firm's Board of Directors and its Executive Committee, and Eric Kuwana, co-head of the Securities Litigation practice and a member of the firm's Diversity Committee. The lively and informative discussion moderated by Minier covered important career development topics including qualities partners look for in associates; mistakes to avoid; tips on being a more efficient lawyer; and anecdotes on how panel members obtained business early in their careers and what they wish they had known as associates.

The retreat emphasized the firm's deep-seated commitment not just to diversity as a business imperative, but to listening to diverse attorneys' needs and creating strategies that ensure both individual and collective success. “Diversity is not only a critical part of our firm's business strategy,” said Minier. “It is an important part of each of our professional lives here at Katten.”

Katten's 2013 Diversity Retreat



Katten Chairman Vincent A.F. Sergi provides welcoming remarks.



Werten F. W. Bellamy Jr. presents "Success in the New Normal."



Joshua Wayser (R), co-chair of Katten's Diversity Committee and LGBT Coalition, introduces Professor Jerry Kang.



Diverse Katten partners share their keys to success.



Werten F. W. Bellamy Jr. presents "The Path to First Choice."



(L-R) Katten attorneys Annie Wang, Sirisha Bendapudi and Jessica Chue mingle at the pre-retreat reception at The Boarding House.



Katten partner Monica Mosby (L) joins Werten F. W. Bellamy Jr. and Katten's Chief Diversity Officer Leslie Minier (R) at the reception.



(L-R) Katten attorneys Daniel Lange, Zach Denver, Andrew Wu and Peter Ballance enjoy the reception.