MESSAGE FROM THE
CHIEF DIVERSITY
OFFICER

Welcome to the latest issue of Spectrum, highlighting efforts to advance diversity here at Ballard Spahr and in the legal profession.

A newsletter is an effective means to communicate some of the internal and external efforts and successes associated with having a diverse law firm and legal profession. It’s easy to highlight our national recognitions and acknowledge our external successes. What a newsletter cannot convey are the everyday, subtle successes and the unconscious rewards that often happen in our law firm.

While the job of advancing diversity may be led by a few, it cannot happen without the hard work of many. Disappointments and frustrations come with every job, but the smallest successes in diversity feel as if mountains have been moved. I see our own advancement in everyday situations. I see progress in all aspects of our firm, whether it is a summer associate class that remains diverse despite a shrinking class size, partners who comfortably navigate diversity discussions with clients, or client teams that are diverse without effort. When diversity and inclusion start to happen organically, it means the foundation is getting strong and that systems are in place to ensure we harness our diversity as a competitive advantage and a strategy for success.

- Virginia G. Essandoh, Chief Diversity Officer

SPOTLIGHT: AN INTERVIEW WITH
EMILIE R. NINAN, MANAGING PARTNER,
WILMINGTON; PRESIDENT-ELECT OF
THE NORTH AMERICAN SOUTH ASIAN
BAR ASSOCIATION (NASABA).

Q: Tell us about your practice at Ballard Spahr.

A: As a partner in the Public Finance Department, I work with governmental entities and conduit borrowers such as 501(c)(3) organizations to obtain lower-cost tax-exempt bond financing for capital projects. I’ve spent my entire legal career in Delaware and am the partner responsible for the firm’s public finance practice in the State. I also deliver Uniform Commercial Code and other third-party opinions relating to questions of Delaware law in commercial transactions.

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Q: Tell us something about being Managing Partner of the Wilmington office.

A: The Wilmington office comprises a diverse group of about a dozen relatively young energetic partners and associates and our supportive staff. As Office Managing Partner, my focus is on identifying opportunities for local growth through hiring and client development and increasing efficiency of office operations through clear communication and coordinated efforts. I also work with the Office Administrator on issues related to personnel and budget, and represent the firm at various events in the Delaware community.

Q: What is the mission of NASABA? And what are your goals as President?

A: NASABA is a volunteer bar organization composed of 27 chapters representing more than 6,000 South Asian lawyers across North America. In addition to providing professional development, leadership, and business development networking opportunities, NASABA provides a voice and advocacy with respect to issues of interest to the South Asian community at large. I will become President as NASABA enters its 10th anniversary year. I plan to focus on adding value to our members in these tough economic times, identifying new avenues of sustainable revenue, and strengthening our affiliate relationships with the ABA and other bar and community organizations.

Q: What is the benefit of involvement in affinity bar associations?

A: Affinity bar associations are a tool to expand your client base. For example, NASABA helps facilitate the creation of a personal business development network by bringing together in-house and law firm attorneys at its annual convention. Affinity bars also provide participants with professional development and leadership opportunities—access to which often comes much sooner than in other bar organizations.

Q: Finish this statement, “At Ballard Spahr, diversity is _______”

A: A core value—the norm, not the exception. The fact that, as a partner of color at the firm, I am not required to serve on the diversity committee speaks volumes. In many other firms I’d be expected to actively participate in recruiting, retention, and diversity committee activities because there are not a sufficient number of minority attorneys to share the work. At Ballard, I participate in those activities simply because I want to.

DIVERSE LAWYER HIRES
SEPTEMBER 2011 - MAY 1, 2012

Sharifa Anderson  Han Choi  Chad Flores
Leslie Gomez  Mary Cate Gordon  Isidor Kim
Christopher Massey  Andrew McCarthy  BJay Pak
Roberto Rivera-Soto  Ashley Wilson
Nicole Sugarman (not pictured)

AFFINITY GROUPS

Our affinity groups comprise lawyers who come together because of shared experiences or backgrounds and who provide professional and business development support to one another. These groups exemplify our commitment to support, encourage, and retain lawyers through informal mentoring, internal networking, and business development support. We have the following affinity groups: Ballard Women, Equality Ballard, Female Non-Partner Lawyers Group, Minority Associates Group, and the Work-Life Balance Group. The groups are open to all Ballard Spahr lawyers.
Leaders: **M. Michelle Allred** and **Alexandra Bak-Boychuk**

*Female Non-Partner Lawyers Group presents program: Plus One Networking Event*

In December, the Female Non-Partner Lawyers Group hosted a networking event at the Center for Art in Wood. The event, dubbed “Art in the City,” was designed to be a “plus-one” affair, in which female lawyers invited fellow female professionals from other fields to enjoy an evening of art, cocktails, and hors d’oeuvres. Women from a variety of companies and organizations attended the event. Albert LeCoff, co-founder and executive director of the gallery, offered a tour and spoke on the history of wood turning.

Leader: **Tejal Mehta**

*Diverse NPL Group engages in Professional Development Sessions*

The Diverse NPL Group participates in ongoing programming to promote the professional goals of diverse attorneys and to address the unique challenges and opportunities of diverse lawyers in the legal profession. The group participated in three sessions. The first program was a workshop on exploring personal brand and communication style. The second was on dressing for success and understanding/perfecting your internal style and professional polish. The final program was on creative leadership and reinventing relationships to build your practice.

The Diverse NPL Group also hosted a Resume Writing and Interview Skills Workshop for diverse first-year law students. Workshops were held in our Atlanta, Philadelphia, and Washington, D.C., offices. Students received candid feedback on their resumes and participated in mock interviews with the firm’s lawyers.

Leader: **Laura Krabill and Lindsey Ermey**

*Equality Ballard*

Equality Ballard would like to give a special thanks to the attorneys in the Philadelphia office who supported Brian Sims’ successful campaign to become the first openly gay Pennsylvania state legislator. In March, we hosted a networking event for the University of Pennsylvania Law School’s Lambda Law first-year students. In the coming months, members of Equality Ballard will attend this summer’s Lavender Law Conference in Washington, D.C.—the largest LGBT legal recruiting event in the country. Equality Ballard is also working with the Gay and Lesbian Rights Committee of the Pennsylvania Bar Association to create a reference guide to the differences in treatment of same-sex couples versus married, opposite-sex couples under Pennsylvania law.

**WE JOIN ‘RING OF CHAMPIONS’ MENTORING PROGRAM**

The Philadelphia Diversity Law Group (PDLG) established the “Ring of Champions” mentoring program as part of its 10th anniversary celebration. The program is a retention initiative that encourages law firm partners to mentor diverse attorneys in the area of rainmaking and business development. The purpose of the mentorship program is for young associates to learn how partners develop and maintain business—with the goal of the associates one day doing the same. Business and Finance Partner **Justin Klein** and Litigation Associate **Marcel Pratt** are participating in this mentoring program that emphasizes professional and business development by reaching beyond the walls of the firm. Mr. Klein and Mr. Pratt attend social gatherings with prospective and current clients, board meetings for various civic organizations in which Mr. Klein is involved, political fundraisers, and other events where business development can occur.
In this issue of *Spectrum*, we share Mr. Pratt’s experience. We will bring you Mr. Klein’s perspective in the next issue. Mr. Pratt sees tremendous value in the program:

“Outside of developing technical legal skills, the best training a young associate can receive is observing an experienced rainmaker engage in the art of business development. Creating new relationships and cultivating current ones are essential ingredients to any sound business development strategy. Increasing your visibility and building your reputation are also important, which Justin has accomplished through active community involvement outside of the legal profession. In addition to having a reputation for being a highly skilled lawyer, Justin is widely known for being a good person—and being kind to people goes a long way. As far as building my own relationships, I have connected with Justin’s friends and colleagues, and I have also established relationships with their mentees, who, like me, are also promoting their careers.”

**IN THE NEWS**

We are pleased to share recent headlines with you.

**Ballard Spahr Lawyers Named to Maryland’s Top 100 Women**

Lila Shapiro-Cyr and Erica A. Leatham were named to the Daily Record’s list of Maryland’s Top 100 Women. The award recognizes the accomplishments of women who have achieved professional success and are making a difference through their leadership, community service, and mentoring.

**Rachel M. Keene Receives Next Generation of Women Leadership: Rising Stars Award**

Rachel M. Keene, a litigation associate in Philadelphia, was recognized as one of the “Next Generation of Women Leadership: Rising Stars.” The award honors women aged 25 to 39 for their outstanding professional accomplishments and devotion to community service in the Philadelphia area. Ms. Keene will receive the award in a ceremony at City Hall. She is one of 10 Philadelphia women to be recognized.

**Lila Shapiro-Cyr Elected to the Board of the Lawyers’ Committee for Civil Rights Under Law**

Lila Shapiro-Cyr was elected to the Board of Trustees of the Lawyers’ Committee for Civil Rights Under Law. The committee is a nonprofit organization that provides pro bono services to people who have experienced racial discrimination. Its services include public policy advocacy, community legal education, community economic development, and assistance with other civil rights issues.

**Ballard Spahr Adds Noted Legal Team in Atlanta Office**

Ballard Spahr significantly expanded its litigation and public finance capabilities in the Southeast with the addition of three well-respected Atlanta attorneys, including the first Korean American elected to the Georgia House of Representatives.

Partners Han C. Choi and Byung J. Pak and of counsel Isidor J. Kim have diverse practices and represent regional, national, and international clients. They are well known for their work with Korean businesses, a market sector that is growing rapidly in the Southeast. The new partners join Ballard Spahr from Schiff Hardin; Mr. Kim was formerly at Miller & Martin.

**Kimberly C. Betterton Elected to Board of National Association of Bond Lawyers**

Kimberly C. Betterton has been elected to the Board of Directors of the National Association of Bond Lawyers (NABL). NABL promotes the integrity of the municipal market by helping to educate people about public finance law and providing a forum for the exchange of ideas on law and practice.

**Amy M. McClain Named to Daily Record’s 2011 Leading Women**

Amy M. McClain was honored by the Maryland Daily Record for her outstanding accomplishments. Ms. McClain is one of 46 women under the age of 40 who were...
recognized for their exceptional “professional experience, community involvement, and commitment to inspiring change.”

**Norman E. Parker, Jr., Elected Vice Chair of Elijah Cummings Youth Program in Israel**

Norman E. Parker, Jr., was elected Vice Chair of the Board of Directors of the Elijah Cummings Youth Program in Israel (ECYP). Created to improve relations between the Black and Jewish communities, ECYP fosters positive relations among all ethnic communities in Maryland’s Seventh Congressional District. The program concentrates on leadership development, the promotion of inter-ethnic understanding and tolerance, and civic involvement.

**Lucretia C. Clemons Recognized for Community Service Work**

Lucretia C. Clemons was honored by the Black Law Student Association of Temple Law School with the Cecil B. Moore Award for Community Service. The award, named for Philadelphia attorney and civil rights activist Cecil B. Moore, is given annually to a member of the Philadelphia legal community who has selflessly served the community.

**Geoffrey D. Bruen Appointed to GALLOP Board**

Litigation associate Geoffrey D. Bruen has been appointed to the Board of Directors of the Gay and Lesbian Lawyers of Philadelphia (GALLOP). Founded in 1986 as the Philadelphia Attorneys for Human Rights, GALLOP is an organization of legal professionals that seeks to cultivate a community for gay, lesbian, bisexual, and transgender lawyers in the Philadelphia area. Its mission is to promote the civil and human rights of the LGBT community, to open access to LGBT attorneys, and to promote the professional advancement of LGBT lawyers. Mr. Bruen will serve a one-year term on the board.

**Ballard Spahr Named among 2011 Best Law Firms for Women**

The firm was recognized as one of 2011’s Best Law Firms for Women, according to an annual survey conducted by the National Association for Female Executives (NAFE) and Flex-Time Lawyers. Winning law firms were selected based on such categories as family-friendly benefits and policies, time flexibility, development and retention of women, leadership opportunities, and advancement and compensation of women. Women constitute 25 percent of equity partners at Ballard Spahr, compared with the national average of 15 percent, as reported in the 2010 National Association of Women Lawyers (NAWL) Survey.

**Valarie J. Allen and Lucretia C. Clemons Receive Diversity Honors**

Valarie J. Allen and Lucretia C. Clemons were honored at the second annual Pennsylvania Diversity and Leadership Conference, sponsored by the National Diversity Council. Ms. Allen received the Most Powerful and Influential Woman Award and Ms. Clemons the Multicultural Leadership Award at the event.

**Marlene S. Gomez Honored by Hispanic National Bar Association**

Marlene S. Gomez, noted for her work advising clients on environmental issues, will receive the Hispanic National Bar Association’s “Top Lawyers Under Forty” award. The award is given to young attorneys who demonstrate professional excellence, integrity, leadership, and commitment to the Hispanic community.
OUT AND ABOUT

Ballard Spahr attorneys routinely serve as panelists and moderators at conferences relating to diversity in the legal profession.

Tejal K. Mehta – Panelist at North American South Asian Bar Association’s (NASABA) Eighth Annual Convention

Ms. Mehta moderated a panel that discussed white collar cases in the South Asian community and related matters, such as the Galleon prosecution, securities fraud, the Foreign Corrupt Practices Act (FCPA), and export/import controls.

Tobey M. Daluz – Presenter at the American Association of Law Libraries: 2011 AALL Annual Meeting and Conference

Fresh off the 60th anniversary of the appointment of the first African American judge to a federal court, Ms. Daluz addressed the continued need for a diverse court. She explained the vetting process for judicial nominations and discussed the effects the process has on the level of diversity in federal courts.

Roberto A. Rivera-Soto – Panelist for Deloitte Philadelphia Hispanic Network’s “Overcoming Obstacles To Become a Leader: A Dynamic Discussion Panel”

Justice Roberto A. Rivera-Soto served on a panel of professionals from diverse backgrounds and industries who discussed their leadership experiences both inside and outside the workforce. The panelists addressed the value of diversity, as well as the role it plays throughout the life of a leader.

Mark S. Stewart, Virginia G. Essandoh, and Mary Gay Scanlon – Panelists at the National Symposium on Diversity in the Legal Profession

Mr. Stewart, Ms. Essandoh, and Ms. Scanlon presented at this CLE program, which brought together chief legal officers of major companies, law firm managing partners, and diversity thought-leaders from across the nation. They discussed best practices for the recruitment, retention, and advancement of women and diverse attorneys; benchmarks to measure success; the roles white men can play to advance diversity and inclusion; generational diversity and its impact in the workplace; and successful pipeline initiatives and mentoring programs.

Roberto A. Rivera-Soto – Panelist for The National Society of Hispanic MBAs’ “Maximizing Your Leadership through Community Involvement”

Justice Rivera-Soto served on a panel of professionals who discussed how important it is for their companies to be involved with the community.

Lucretia C. Clemons and Aisha M. Barbour – Panelists at the “Brother to Brother/Sister to Sister Workshop”

Rachel M. Keene – Host of Workshop on Personal Branding

Ms. Clemons, Ms. Barbour, and Ms. Keene presented as part of a series of panel discussions and workshops at the Mid-Atlantic Black Law Students Association (MABLSA)’s
44th Annual Regional Convention. The convention provides students in the region with resources to promote their educational, professional, political, and social needs and goals.

**Tejal K. Mehta – Panelist at the North American South Asian Law Student Association (NASALSA): 14th Annual NASALSA Conference**

Ms. Mehta served as a panelist for the “White Collar Crime/Government Investigations and Regulatory/Compliance: Hot Topics and Trends” session. The panel of white collar crime, criminal defense, and prosecution attorneys discussed their practices, important matters they have worked on, and the ethical dilemmas they have faced.


Justice Rivera-Soto gave the keynote address at DRI’s Product Liability Conference’s Diversity Breakfast.

**Han C. Choi – Panelist at American Bar Association’s “Minority Counsel Program”**

Mr. Choi joined a panel of law firm partners and corporate counsel to discuss business development strategies in a tough legal market.

**Virginia G. Essandoh – Speaker on “How To Find and Effectively Utilize Women- and Minority-Owned Law Firms”**

Ms. Essandoh addressed the Federal Home Loan Bank Counsel Committee on how to effectively find and utilize women- and minority-owned law firms.

**FEATURE: CELEBRATING WOMEN AND FASHION**

Ballard Spahr’s Denver lawyers and guests celebrated women and fashion with an evening at the Denver Art Museum to see *Yves Saint Laurent: The Retrospective* on April 5. Denver is the only United States stop for this stunning selection of Saint Laurent’s haute couture garments, photographs, drawings, and films that has garnered rave reviews from fashionistas and aesthetes alike. Guests admired the designer’s work while networking with other business leaders in the community.

**Ballard Spahr**

*Celebrate Women and Fashion Yves Saint Laurent: The Retrospective*

Thursday, April 5, 2012 5:30 PM – 8:00 PM Denver Art Museum 100 W 14th Avenue

You and a guest are invited to join Ballard Spahr for an evening to celebrate women with the fashion of Yves Saint Laurent. The DAM will be the only U.S. venue for this exclusive exhibit.

Click to RSVP
MENTORING: A SUCCESS STORY

Tacked to the bulletin board in Arash Micaily’s office is a report card. It belongs to Constitution High freshman Keith Forbes, Mr. Micaily’s mentee through the Ballard Spahr mentoring program.

“When I met Keith at the start of the program, he asked me to help him stay motivated with his school work,” explains Mr. Micaily, an associate in the Environment and Natural Resources Group. “So, that’s what I do.”

Mr. Micaily sends Keith a text message every day after school to ask if he’s home and to remind him to do his homework. The texting often continues into the evening.

“We text a lot, actually,” says Mr. Micaily. The daily homework reminder, he says, turned into conversations about school. Whenever Keith encountered a scholastic quandary, he and his mentor discussed it and came up with a plan to handle it. When Keith didn’t like one of his teachers, Mr. Micaily gave him advice on how to learn from the situation and use it to his advantage.

“Since Arash started mentoring me, my grades have gone up,” says Keith. It helps, he says, to have someone to remind him to do his school work, but the real source of the motivation is knowing that Mr. Micaily has a sincere interest in wanting Keith to succeed.

“It means so much to me that someone like Arash takes time out of his day to work with me. He’s always so positive and encouraging. He gives really good advice. I know that he really wants me to be successful and it just means a lot.”

Beyond the advice and encouragement, Mr. Micaily says he mostly just listens. He wants to understand Keith so that he can be a better mentor and, in doing so, has become a good friend to Keith. Somewhere between offering advice on school work and venturing out to a 76ers game, he and Keith have really hit it off as friends.

“It means so much to me that someone like Arash takes time out of his day to work with me. He’s always so positive and encouraging. He gives really good advice. I know that he really wants me to be successful and it just means a lot.”

The chart above shows the growing diversity of General Counsel in a variety of industries.

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Ballard Spahr’s diversity strategy includes the mission to advance diversity in the legal profession. An important part of that strategy is to increase the pipeline of diverse students interested in a career in law. We set out to do this through a variety of initiatives, the most notable of which is our partnership with Constitution High School—the civics, history, and law magnet school that the firm helped to found in 2006. Our activities with the school include formal mentoring programs, mock trial coaching, summer internships, scholarships, and job shadowing.

During the month of February, Ballard hosted its 6th Annual Job Shadowing program for freshmen at Constitution High School. The program is designed to expose the students to a variety of legal career-related disciplines. For many of the students it was their first and only exposure to lawyers from a variety of backgrounds. The full day of activities included group activities, discussions with lawyers and staff about their careers, and a roundtable discussion led by Shannon Duffy about the nature of First Amendment rights in a high school setting. Speakers for the roundtable sessions included Chief Judge Theodore A. McKee of the Third Circuit Court of Appeals and Reginald Shuford, the Executive Director of the American Civil Liberties Union of Pennsylvania. Students also spent time with a lawyer or staff host to talk one-on-one about their careers. The day ended with an inspiring motivational speech by Senior Paralegal Keith Garland.

This summer two students from Constitution High will serve as interns. In June, we will award our third annual Diversity = Excellence scholarship.

“There are so many reasons to be a mentor. I wanted to be a part of the program to give back to the city on a one-on-one level. Growing up in Philly, I always had good mentors, so I wanted to be a good mentor to someone else. But the friendship I have with Keith is the bonus that makes it really fun.”

In 2012, Ballard Spahr marked its sixth year of a groundbreaking pipeline partnership with the Philadelphia School District, the National Constitution Center, and the Gilder Lehrman Institute of American History to sponsor Constitution High School. This magnet school—with a student population that is 80 percent minority—is the only high school in the Philadelphia School District whose theme is civics, democracy, and history. A select number of students are accepted into Ballard Spahr’s mentoring program and are matched with lawyers, paralegals, or staff. Students are advised on academic and career choices. Ballard clients also participate in this mentoring program.
DIVERSITY WRITING PROGRAM

The Phoenix office participated in the Diversity Legal Writing Program, which connects second-year minority law students with private law firms to develop writing skills and provide clerking experience. When Khanrat (Kwan) Piensook completed the program, she left us with these words:

Dear Ms. Essandoh,

I participated in the Diversity Writing Program at the Ballard Spahr Phoenix office. I wanted to express how much I appreciated the opportunity. I had a wonderful experience and I learned so much. The whole firm made me feel so welcome, especially Steve Savage and my mentor Colleen Reider. I really experienced how committed Ballard is to diversity and mentoring.

Thank you for the opportunity,
Kwan Piensook

MARTIN LUTHER KING JR. DAY OF SERVICE

On Monday, January 16, 2012, Ballard Spahr celebrated Martin Luther King Jr. Day with a Day of Service. This was the seventh year that we closed our offices to encourage everyone to volunteer on that day.

Dear Ballard Spahr,

On behalf of the Home Delivered Meal program and the Klein JCC, I would like to thank you and your group for your recent contribution of time and effort preparing meals for Cook for a Friend on Martin Luther King Day. This program cannot be a success without the help of you and the many other volunteers like you who donate their time.

Our Cook for a Friend program is a community based program comprised of more than 500 volunteers who prepare, cook, and package meals for homebound seniors. Volunteer drivers deliver these meals weekly. Due to our aging population and the recent downturns in the economy, our client population continues to grow, with more and more seniors unable to see to their own needs. Thanks to your help, nearly 50,000 meals were delivered to elderly, frail, homebound seniors this past year.

Once again, the Klein JCC thanks you for your hard work and contribution of time!

Sue Aistrop
Hunger Relief Volunteer Manager
Klein JCC
Ballard lawyers, staff, and family assemble boxes of food at the Maryland Food Bank.

The Wilmington office volunteers at the Sunday Breakfast Mission.

AWARDS AND RECOGNITION

- In March 2012, Firm Chair Mark Stewart was named to Profiles in Diversity Journal’s “CEO Leadership in Action” list.
- Ballard is a 10-time recipient of DuPont’s Meeting the Challenge Award, which recognizes, among other accomplishments, the firm’s diversity efforts.
- For the last seven years, Ballard has been named to the Top 100 Law Firms for Diversity list in MultiCultural Law magazine.
- We are among 2011’s “Best Law Firms for Women,” according to an annual survey by the National Association for Female Executives (NAFE)/Flex-Time Lawyers.
- The firm is one of the Top 100 Law Firms for Women in MultiCultural Law magazine.
- The firm has earned Gold Standard Certification from the Women in Law Empowerment Forum (WILEF) for its success in providing professional opportunities and leadership roles for women attorneys.

EVENTS AND SPONSORSHIPS

ABA Commission on Racial and Ethnic Diversity 24th Annual Minority Counsel Spring Program
AIDS Law Project of Pennsylvania
Arizona State University Minority Writing Program
Barristers’ Association of Philadelphia Annual Awards & Scholarship Soirée
Barristers’ Association of Philadelphia Martin Luther King Memorial Breakfast
California Minority Counsel Program
Center for Legal Inclusiveness (Colorado)
Charting Your Own Course Conference
Equality Forum International Equality Dinner
Georgia Asian Pacific American Bar Association
Legal Inclusiveness & Diversity Summit (Colorado)
Mid-Atlantic Black Law Students Association 44th Annual Regional Convention (MABLSA)
National LGBT Bar Association Out & Proud Corporate Counsel Award
North American South Asian Bar Association
The New Jersey Law and Education Empowerment Project (NJ LEEP)
United Way Women’s Initiative
University of Pennsylvania Asian Pacific American Law Students Association Annual Conference
University of Pennsylvania Black Law Students Association Annual Sadie T.M. Alexander Commemorative Conference
University of Pennsylvania Latin American Law Student Association Annual Conference
Women’s Way Powerful Voice Awards Dinner

Ballard lawyers and clients attend the International Equality Dinner. Pictured from left to right: Cecilia Isaacs-Blundin, Director, Diversity Communications for Comcast; Ruth Uselton; Craig Robinson, EVP, Chief Diversity Officer, NBCUniversal; Diana Spagnuolo; and Brian Pedrow
Thanks to the lawyers and staff who contributed time as participants, speakers, and event organizers. A special thanks to those who participate as mentors in our pipeline programs and serve as speakers to high school, college, and law students.

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**Ballard Spahr Diversity Council Members**

The Diversity Council guides the firm in creating strategies, programs, and initiatives that recruit, retain, and advance diverse lawyers and staff within the firm and in the legal profession. If you have any diversity-related inquiries, please contact any of the following Diversity Council members.

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<td>410.528.5629</td>
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<tr>
<td>Lydia W. Wu</td>
<td>Los Angeles</td>
<td>424.204.4321</td>
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</tbody>
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For more information on the diversity program at Ballard Spahr, please visit our Web site at www.ballardspahr.com/diversity.