Transgender Trailblazers: 2017 Creating Pathways to Diversity® Conference
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Advancing Diversity, Inclusion and Equity
President & CEO’s Message

I’m thinking about vision and change, both are central to MCCA. We’re delighted to be coming off of our 20th anniversary year and now looking forward to the future of MCCA. Whilst starting as an organization, which was focused more on advancing ethnically and racially diverse attorneys, under the leadership of my predecessor we expanded our mission to look across the whole range of diversity and inclusion.

Moving forward, it really feels to me that this is the right direction: that MCCA is an umbrella organization which doesn’t focus on one identity group. It’s a movement that we all need to be engaged in, including, those who might not have traditionally identified as diverse, to truly make change happen.

In my time as CEO of MCCA two things have become clear to me: Diversity is the right thing to do but it’s also the smart thing to do for business. Businesses that are not diverse are increasingly out of touch with the way the world is going. But what’s also true for us at MCCA is that we need to think strategically and creatively, like a business, to maximize our impact on the legal profession and beyond.

That’s where some of our new initiatives and directions come in and I’m delighted to share details of two of them here.

We’re very excited to have a new editorial direction and redesign for our flagship publication, *Diversity & the Bar™* which reflects its place as a window into the wider mission of MCCA. We welcomed a new Editor-in-Chief, Catherine McGregor, who brings a number of years experience in both publishing and diversity and inclusion.

Secondly the launch of MAP, the MCCA Advisory Practice, which we have promoted Sophia Pilious, our Director of Research to lead. MAP is there to help members develop practical D&I strategies which are robust and sustainable for each of their organizations. To do this we’re looking closely at how we can work with our members to improve the culture of their particular company or law firm. Movements like #MeToo show us just how key culture is in regard to basic principles of equality and the impact it has on a business's profits (we saw that over and over in the past few years)

In both of these new developments, MCCA isn’t going to be afraid of tackling the big issues regarding diversity and inclusion and we won’t shy away from uncomfortable conversations on the path to change! I hope you won’t shy away from these necessary conversations either and that together we can continue to collaborate to make the necessary changes happen.

I look forward to being part of the change with all of you.

JEAN LEE
CEO & President
Minority Corporate Counsel Association (MCCA)
MCCA Board of Directors

A.B. CRUZ, III
USAA
MCCA Chair, Enterprise
Shared Services, Senior Vice
President, Chief Legal Office

JEAN LEE
MCCA
President & CEO

STUART ALDEROTY
CIT GROUP, INC.
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Vice President, General Counsel
& Corporate Secretary

RICARDO ANZALDUA
METLIFE, INC.
Former Executive Vice
President & General Counsel

DAMIEN ATKINS
PANASONIC CORPORATION
OF NORTH AMERICA
General Counsel & Corporate
Secretary

JANICE P. BROWN
BROWN LAW GROUP
Owner & Founder

DUANE HOLLOWAY
ASCENA RETAIL GROUP, INC.
Executive Vice President &
General Counsel

SANDRA LEUNG
BRISTOL-MYERS SQUIBB
COMPANY
Executive Vice President &
General Counsel

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NATIONWIDE INSURANCE
Senior Vice President,
Property & Casualty Legal
Personal Lines

GWEN MARCUS
SHOWTIME NETWORKS INC.
Executive Vice President &
General Counsel

SUZAN A. MILLER
INTEL CORPORATION
Corporate Vice President,
Deputy General Counsel &
Corporate Secretary
MCCA N-Gen Advisory Board Members

ANNE LEE BENEDICT
SUMMIT MATERIALS, INC.
Chair of the N-Gen Advisory Board, Executive VP, Chief Legal Officer & Secretary

CHARLES H. WILSON
COZEN O’CONNOR
Vice Chair of the N-Gen Advisory Board, Office Managing Partner and Vice Chair

RIMA J. ALAILY
MICROSOFT CORPORATION
Assistant General Counsel

TERRANCE J. EVANS
DUANE MORRIS LLP
Partner

SAMANTHA C. GRANT
SHEPPARD MULLIN RICHTER & HAMILTON LLP
Partner

ALICE HSU
AKIN GUMP STRAUSS HAUER & FELD LLP
Partner

LATANYA LANGLEY
BIC INTERNATIONAL
Vice President & General Counsel

KEVIN R. LYN
WOMBLE BOND DICKINSON (US) LLP
Diversity Committee Co-Chair & Partner

RODNEY C. PRATT
CONVERSE
Vice President, General Counsel, & Corporate Secretary

REGINALD M. RASCH
RAKUTEN USA, INC
Head of Legal

RAQUEL TAMEZ
SOURCEAMERICA
Former Senior Vice President & Chief Legal Officer

KRISHNA VEERARAMAN
SULLIVAN & CROMWELL LLP
Partner

TEONTA A. WILLIAMS
UNITED HEALTHCARE CORPORATION
Associate General Counsel

www.MCCA.com
Mission

The Minority Corporate Counsel Association (MCCA) was founded in 1997 to advocate for the hiring, retention and promotion of diverse attorneys in corporate law departments and the law firms that serve them. MCCA furthers its mission through the collection and dissemination of information about diversity in the legal profession. MCCA takes an inclusive approach to the definition of “diversity.” Therefore, its research addresses issues of race/ethnicity, gender, sexual orientation, disability status and generational differences that impact the legal profession’s workforce.

As the preeminent voice on diversity issues in the legal profession, MCCA’s thought leadership has been widely recognized. The association has received several awards including recognition by the Association of Corporate Counsel, the National LGBT Bar Association, the National Minority Business Council, Inc. and the U.S. Equal Employment Opportunity Commission.

Vision

To make the next generation of legal leaders as diverse as the world we live in.

Advancing Diversity, Inclusion and Equity.
SECTION 02

Core Values

1. EXCELLENCE
   We measure, monitor, analyze and improve productivity, processes, programs, tasks and ourselves to satisfy members.

2. INTEGRITY
   We conduct our business in accordance with the highest professional standards by being transparent, honest and ethical in all our interactions internally and externally. We are not afraid to stand alone, especially when it is the right thing to do.

3. RESPECT
   We embrace each colleague’s unique talents and operate in a spirit of cooperation that values human dignity and facilitates teamwork.

4. ACCOUNTABILITY
   We hold ourselves accountable to a code of conduct derived from our core values.

5. PERSEVERANCE
   We work with enthusiasm and intellect, and we are driven to surpass what has already been achieved.
History
MCCA Key Milestones and Accomplishments

1997
- Lloyd M. Johnson, Jr. founded MCCA.
- 1st Survey of Fortune® 500 General Counsel.
- MCCA Directory of Corporate Counsel of Color published.

1999
- MCCA’s first in-depth research report - A Study of Law Department Best Practices.
- Diversity & the Bar®, official MCCA magazine - published bi-monthly in cooperation with ALM and distributed nationally to more than 35,000 attorneys.

1998
- MCCA Directory of Minority In-House Counsel in Delaware, District of Columbia, Maryland, Pennsylvania & Virginia published.
- Diversity in the Workplace - A Statement of Principle, spearheaded by Charles Morgan, then general counsel to Bell South.

2000
- www.MCCA.com, official website and MCCA Job Bank launched.
- 1st Annual Creating Pathways to Diversity® Conference.

2001
- Veta T. Richardson became the second Executive Director.

2002
- MCCA 1st Annual CLE Expo – Principles in Action.

2003
- 2nd Annual CLE Expo – Breaking Barriers! Strengthening Relationships! Advancing the Profession.
- 1st Annual MCCA General Counsel Forum – Celebrating Advancements, Breaking Barriers! nka MCCA General Counsel Summit.

2004
- MCCA receives Special Achievement Award from the National Minority Business Council.

2016
- Jean Lee became MCCA President & CEO.
- MCCA announced the formation of the N-Gen (Next Generation) Advisory Board.
- Just the Beginning Foundation honors MCCA with the Vision Award.
- 1st Annual Global TEC (Technology, Education & Careers) Forum held in New Orleans, LA.

2017
- MCCA Celebrated its 20 Year Anniversary.
- Pitch Session Network launched.
- MCCA Roadshows began in Atlanta and Seattle.
- MCCA launched quarterly Town Halls.
2007
- MCCA celebrates 10 years of diversity progress.

2005
- Lloyd M. Johnson, Jr. Scholarship Program established.
- MCCA honored by the EEOC with the Freedom to Compete Award.
- MCCA Annual Survey of Fortune® 500 Women General Counsel.

2008
- MCCA/Veta T. Richardson honored with the 2008 Allies for Justice Award.

2009
- Vault/MCCA Law Firm Diversity Database launched.
- Commencement of MCCA White paper series.

2011
- 1st Annual MCCA Lifetime Achievement Award, honoring Vernon E. Jordan, Jr.
- Joseph K. West became MCCA President & CEO.

2010
- New Millennium, Same Glass Ceiling? The Impact of Law Firm Compensation Systems on Women published.
- MCCA launched the Law Firm Affiliate Network (FAN).

2014
- Black Entertainment & Sports Lawyers Association (BESLA) Honors MCCA with Beacon of Diversity Award.

2012
- MCCA Leadership & Inclusion Academy launched.
- MCCA is honored as the winner of the prestigious Pinnacle Award by the National Bar Association (NBA).

2013
- 1st Do Good, Do Well Report published, highlighting the business case for diversity & inclusion.

2015
- Tracking the Integration of the Federal Judiciary, published.
Recognition

THOSE WHO LEAD THROUGH INNOVATION.
MCCA is committed to diversity, inclusion and equity in the legal field. It is important to recognize the companies, law firms and individuals that demonstrate excellence in leadership in legal departments and the practice of law across the country. We’re proud to honor and distinguish companies and firms that tried something new and succeeded, whether in recruitment, retention, mentoring, pipeline initiatives, LGBT initiatives or client development.
MCCA Awards

The George B. Vashon Innovator Award is presented to companies (not in the Fortune® 1000) and law firms (less than 500 attorneys) that have led the way with innovative best practices to assist diverse attorneys. It is named for scholar, abolitionist and lawyer George B. Vashon, who was the first licensed African American attorney in New York State (1848) and one of the first admitted to practice before the U.S. Supreme Court (1867).

2017 | LAW FIRM WINNER
Eversheds Sutherland (US) LLP

2017 | CORPORATE LAW DEPARTMENT WINNER
VMware, Inc.

The Paula L. Etelbrick Award is given annually and celebrates extraordinary achievements by an individual or organization in advancing lesbian, gay, bisexual and transgender attorneys. The award is named for the late Paula L. Etelbrick whose quarter-century of work for organizations like Lambda Legal, the National Gay and Lesbian Task Force and the International Lesbian and Gay Human Rights Commission assisted thousands of individuals.

2017 | HONOREE
Evan Wolfson
Founder & President, Freedom to Marry
Senior Counsel, Dentons LLP

MCCA’s Annual List of Rainmakers honors talented lawyers who also have valuable business development skills. The Rainmakers practice a wide variety of law from all over the country, and their success stories offer insight and inspiration to lawyers at every career stage.

2017 | RECIPIENTS
Anand Agneshwar | Arturo J. Gonzalez | Christina Guerola Sarchio
Amy L. Baird | Sang Kim | Anthony N. Upshaw
Mark W. Brennan | Samuel S. Park | Luis Salazar
Carolyn Fairless

MCCA’s Annual List of Rising Stars displays the bright future for the profession, which is filled with exceptional individuals of incredible potential. With backgrounds as diverse as their practice areas, MCCA’s Rising Stars share a love of the law, and a pursuit of excellence and compassion for those in need. The Rising Stars show a dedication to giving back to their community while mastering the art of balancing work with lives that include being expert speakers, authors, volunteers and leaders in their industry.

2017 | RECIPIENTS
June Casalmir | Corena Norris-McCluney | Amandeep Sidhu
Kimberly Y. Chainey | Dimitri Portnoi | David Singh
Jorja Jackson | Melissa C. Rodriguez | Wilson L. White
Atif Khawaja | Yanelis M. Rosa

www.MCCA.com
MCCA Lifetime Achievement Award

The MCCA Lifetime Achievement Award is awarded to an individual who has made significant advancements in engendering a society that fully appreciates, celebrates, and recognizes the value of diversity. Honorees are trailblazers whose personal and/or professional paths have helped to affect change in our society and inspire others. While not limited to the legal profession, honorees display values and commitments in line with the MCCA mission.

2017 | LIFETIME ACHIEVEMENT AWARD HONOREE

David Cohen
Senior Executive Vice President & Chief Diversity Officer
Comcast Corporation

The 2017 Lifetime Achievement Award was awarded to David Cohen, Senior Executive Vice President & Chief Diversity Officer, at the MCCA Diversity Gala on October 4, 2017 at the American Museum of Natural History in New York.

David L. Cohen is Senior Executive Vice President of Comcast Corporation and is the Company’s Chief Diversity Officer. David has a broad portfolio of responsibilities, including corporate communications, government and regulatory affairs, public affairs, legal affairs, corporate administration, and community investment. He also serves as senior counselor to the CEO. Before joining Comcast in July of 2002, David served as a partner in and Chairman of Ballard Spahr Andrews & Ingersoll, LLP, one of the 100 largest law firms in the country.

A native of New York, David graduated from Swarthmore College in 1977 with a B.A. and with a J.D. from the University of Pennsylvania Law School (summa cum laude) in 1981. From January 1992 to April 1997, David served as Chief of Staff to the Honorable Edward G. Rendell, the Mayor of the City of Philadelphia. As detailed in the book A Prayer for the City, written by Pulitzer Prize-winning author Buzz Bissinger, David played a critical coordinating role in significant budgetary and financial issues, in economic development activities, in collective bargaining negotiations, and in a wide variety of other policy and operational issues relating to the city.

David serves as Chairman of the Trustees of the University of Pennsylvania and its Executive Committee. He also serves as a member of the Trustee Board and the Executive Committee of Penn Medicine. In addition, David serves on both the Board of Directors and the Executive Committee of the Greater Philadelphia Chamber of Commerce, is a member of the Chamber’s CEO Council for Growth, serves as Honorary Chair of Campus Philly’s Board of Directors, and is Chair of the Philadelphia Theatre Company. David is also the Campaign Chair for the United Way of Greater Philadelphia and Southern New Jersey’s 100th Anniversary, is Co-Chair of the 2017-2018 Campaign for the Jewish Federation of Greater Philadelphia, and is a member of the United States SemiQuincentennial Commission. David serves as Vice Chair of the national board of City Year and is Chair of its Governance Committee and a member of the Executive Committee. He also serves on the national board of the National Urban League and is Chair of its Audit Committee and is Chair of the Corporate Advisory Board of UnidosUS, formerly called the National Council of La Raza. Additionally, David is a member of the Board of Directors of FS Global Credit Opportunities Fund and serves as Chair of its Nominating and Corporate Governance Committees.
MCCA Thomas L. Sager Award

The Thomas L. Sager Award is presented to large Am Law 200 law firms (500+ attorneys) that have demonstrated a sustained commitment to improving the hiring, retention and promotion of diverse attorneys. The award highlights MCCA's continued commitment to magnifying the national visibility of diversity and inclusion champions in the industry.

2017 | NATIONAL WINNER

Akin Gump
STRAUSS HAUER & FELD LLP

MCCA’s 2017 Thomas L. Sager Award winner, Akin Gump Strauss Hauer & Feld LLP, is breaking barriers through pioneering programs and initiatives that address pipeline and inclusive recruiting, progressive retention strategies and the advancement of women and diverse attorneys. Akin Gump is a leading supporter of pipeline programs such as Sponsors for Educational Opportunity, the Robert Strauss/Akin Gump Diversity Scholarship, which provides a $25,000 scholarship to two outstanding second-year law students, and the Thurgood Marshall Summer Law Internship Program, which places high-achieving inner-city high school students with legal employers for the summer and helps them prepare for a legal career.

Akin Gump has created an environment that allows its talent to flourish. In 2015, Akin Gump launched a Flexible Work Arrangements Program for employees. Employees are eligible to request work arrangements that differ from the standard hours of work, and lawyers can work significantly reduced schedules and remain on the partnership track. Additionally, Akin Gump takes pride in their mentorship programs in which “each first year associate is paired with a peer advisor and a partner advisor to ensure a smooth transition to the life and culture of the firm.” Akin Gump’s mentoring program, along with the recognition of hard work and loyalty through their Partner of the Year Award, makes it clear Akin Gump is committed to fostering an inclusive community, rewarding their top talent and advancing the recruitment, retention and promotion of diverse attorneys.

2017 | NATIONAL FINALISTS

Morgan Lewis

Proskauer
Below is a sample scorecard for the Thomas L. Sager Award. It identifies the attributes MCCA considers when selecting the winner.

<table>
<thead>
<tr>
<th>FIRM</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>SCORES (0-5)</strong></td>
</tr>
<tr>
<td>0: unacceptable, 1: poor, 2: fair, 3: good, 4: very good, 5: excellent</td>
</tr>
<tr>
<td><strong>Score 1-5</strong></td>
</tr>
<tr>
<td>1) Formal or informal diversity plan</td>
</tr>
<tr>
<td>a) Recruitment:</td>
</tr>
<tr>
<td>i) Pipeline initiatives e.g. fund scholarships, provide internships/externships, etc.;</td>
</tr>
<tr>
<td>ii) Participation in minority law student/diversity job fairs;</td>
</tr>
<tr>
<td>iii) Outreach to leadership of minority student organizations;</td>
</tr>
<tr>
<td>iv) Utilization of online job services (e.g., MCCA Job Bank); and</td>
</tr>
<tr>
<td>v) Mentoring program(s).</td>
</tr>
<tr>
<td>b) Retention:</td>
</tr>
<tr>
<td>i) Development and/or support of internal employee affinity groups;</td>
</tr>
<tr>
<td>ii) LGBT Initiatives;</td>
</tr>
<tr>
<td>iii) Women's Initiatives;</td>
</tr>
<tr>
<td>iv) Collaborative efforts with Community, Bar Associations and Clients;</td>
</tr>
<tr>
<td>v) Sponsorship/mentorship for junior associates; and</td>
</tr>
<tr>
<td>vi) Work-Life Balance e.g. flex time policy, gender neutral parental leave, etc.</td>
</tr>
<tr>
<td>c) Promotion:</td>
</tr>
<tr>
<td>i) Succession plan includes emphasis on diversity and greater inclusion of non-white men and women in firm leadership;</td>
</tr>
<tr>
<td>ii) Increase/review compensation relative to competition; and</td>
</tr>
<tr>
<td>iii) Work with diverse attorneys to develop career advancement plans.</td>
</tr>
<tr>
<td>d) Accountability and metrics:</td>
</tr>
<tr>
<td>i) Innovative best practices that result in sustainable and impactful efforts to advance diversity &amp; inclusion;</td>
</tr>
<tr>
<td>ii) Discuss how management and/or firm committee(s) are held accountable for implementing the firm's diversity plan; and</td>
</tr>
<tr>
<td>iii) Describe how metrics are utilized to evaluate and improve the sustainability, effectiveness and impact of your diversity plan.</td>
</tr>
<tr>
<td>2) If you can quantify the number of hours and resources devoted to improving diversity &amp; inclusion at your firm, please provide that information/data.</td>
</tr>
<tr>
<td>3) Discuss how your firm is an ambassador of diversity &amp; inclusion in the legal profession.</td>
</tr>
<tr>
<td>4) Please list all awards and/or recognitions your firm has received for your diversity &amp; inclusion initiatives and efforts.</td>
</tr>
<tr>
<td>5) Why do you believe your firm should be selected as a champion for diversity &amp; inclusion efforts and awarded the Sager?</td>
</tr>
<tr>
<td><strong>Firm Demographic Profile</strong></td>
</tr>
<tr>
<td><strong>Total Score:</strong> 0</td>
</tr>
</tbody>
</table>
MCCA Employer of Choice Award

MCCA recognizes outstanding law departments that make progress in changing the legal profession. The Employer of Choice Award is designed to spotlight industry leaders who have a commitment to and succeed at creating and maintaining an inclusive corporate legal department. The Employer of Choice Award is based on the concept behind the Creating Pathways to Diversity Research Project, which was a three-year effort to study how corporate law departments and law firms design, implement and monitor their diversity progress. Their transition and progress through the key stages of diversity, inclusion and equity are facilitated by integrated initiatives that align diversity goals with strategic business goals.

DIVERSITY
Demonstrates an appreciation for their differences.

INCLUSION
Creates an environment in which people want to stay.

EQUITY
Provides access to the same opportunities and acknowledges we all don’t start from the same place.

MCCA publicly recognizes those organizations that are successful at hiring, retaining and developing today’s best and brightest legal talent as the Employer of Choice. The selection criteria include:

ALIGNMENT
Alignment of diversity activities with long-term, corporate-wide strategic initiatives.

COMMITMENT
Commitment from senior management that translates into measurable objectives at the business unit level.

ACCOUNTABILITY
Metrics for accountability.

COMPENSATION
Compensation of senior management in the legal department tied to the results of diversity efforts.

SUBSTANTIVE
Substantive training programs.

IMPLEMENTATION
Demonstrated institutional implementation or design of policies and practices that support people in doing their best work and developing to their fullest potential.

PROGRAMS / POLICIES
Formal programs or policies that value, encourage and enable individual attorney growth and improvement (e.g. mentoring, skills development seminars, etc.).

VALUE
Value of diversity. Awarded are trailblazers whose personal and/or professional paths have helped to effect change in the society and inspire others. While not limited to the legal profession, award winners display values and commitments in line with the MCCA mission.
The 2017 Employer of Choice, Verizon Communications has long been a champion of diversity and inclusion. Verizon's corporate credo states, “We embrace diversity and personal development not only because it’s the right thing to do, but also because it’s smart business. We are driven not by ego but by accomplishments. We keep our commitments to each other and our customers. Our word is our contract.” Verizon Communications truly practices what it preaches. Verizon displays its commitment to recruitment with pipeline initiatives such as the Verizon Legal Intern Program. It focuses on retention through a vast array of employee resource groups such as Disabilities Issues Awareness Leaders; Gay, Lesbian, Bisexual and Transgender Employees of Verizon and their Allies; and Hispanic Support Organization.

Verizon is dedicated to increasing access and opportunity for diverse attorneys both in their department and in their outside counsel. Verizon’s trailblazing secondment program allows diverse attorneys at major law firms to improve their business development, maximize their chances of becoming a partner and create a meaningful connection with Verizon Communications. This access will create more opportunities for diverse lawyers and furthers MCCAs mission of making the next generation of legal leaders as diverse as the world we live in. MCCAs looks forward to partnering with Verizon Communications and other key MCCAs members in 2018 and launching MCCAs Secondment Program. As General Counsel Craig Silliman said while accepting the Employer of Choice Award: “Diversity isn’t just some PC agenda item. It isn’t some just liberal agenda item. It isn’t just some moral precept. Diversity is important because it strengthens our companies; it strengthens our organizations, our communities, our society. It strengthens us. It makes us better.” Verizon Communications’ dedication to diversity, inclusion and equity as a strength and its efforts to back up its words with action made the company an ideal choice for the 2017 Employer of Choice.
# MCCA Employer of Choice Award Scorecard

Below is a sample scorecard for the Employer of Choice Award. It identifies the attributes MCCA considers when selecting the winner.

<table>
<thead>
<tr>
<th>NAME</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>REGION</td>
<td>n</td>
</tr>
</tbody>
</table>

**SCORES (0-5)**  
0: unacceptable, 1: poor, 2: fair, 3: good, 4: very good, 5: excellent

<table>
<thead>
<tr>
<th>Score (1-5)</th>
<th>Comments</th>
</tr>
</thead>
</table>

1) Formal or informal diversity plan (overall impression)
- If yes, select the elements that exist in the diversity program and provide all requested documentation.
- A statement of principles endorsing diversity in the legal department and among outside counsel (please provide copy of the statement of principles).
- A formal or informal recruitment strategy to increase the number of women or diverse attorneys in the law department. (please explain and provide strategy)
- An appraisal of the impact that management practices have on current diversity efforts. (please explain appraisal process)
- A statement of steps that will be taken to increase diversity in the law department. (please provide statement)
- The accountabilities of management, key stakeholders (internal and external), supervisors and other committees for implementing the diversity plan.
- Partnerships such as intern programs and scholarships for minority law students, career days sponsored by legal communities and seminars at minority law schools.
- The use of metrics and/or scorecards to evaluate the effectiveness, impact and sustainability of the legal department's diversity plan and the frequency that the general counsel is advised of the results.
- The use of metrics and/or scorecards to evaluate the effectiveness, impact and sustainability outside counsel's diversity initiatives. (please explain metrics that are tracked and/or provide a scorecard template)

2) GC's commitment to diversity and the manner in which it is communicated to their department.

3) Law department's formal mentoring program and assessment of the primary responsibilities of each mentor.
   - Long-term career advice.
   - Assignment of high-visibility.
   - Exposure to important clients, senior managers and executives.
   - Personal support and encouragement.
   - Other

4) Recruitment
   - Participate in minority law student/diversity job fairs.
   - Pipeline initiatives e.g. fund scholarships, provide internships/externships, etc.
   - Recruit at law schools that graduate a large percentage of minority attorneys (e.g. historically black colleges and universities ("HBCUs").
   - Utilize MCCA Job Bank and Career Center/"Hot Jobs" postings.
   - Mentoring programs.

5) Retention
   - Collaborative efforts with Community, Bar Associations and Outside Counsel
   - Work-Life Balance e.g. flex time policy, gender neutral parental leave, etc.
   - Select minorities to play an active role in hiring of minorities or women.
   - Development and/or support of internal employee affinity groups.
   - LGBTQ Initiatives.
   - Women's Initiatives.
   - Sponsorship/mentorship for junior attorneys.

6) Promotion
   - Succession plan includes emphasis on diversity and greater inclusion of non-white men and women in firm leadership.
   - Increase/review compensation relative to competition.
   - Work with diverse attorneys to develop career advancement plans
   - Other

7) Does GC actively promote the utilization of minority law firms and minority partners and associates in majority firms?  
b) If yes, do you measure the dollars spent with minority and women-owned law firms or track billable hours by ethnicity and/or gender in majority owned law firms?

8) Does the law department tie diversity results to compensation and/or include diversity program contributions in attorneys' annual performance reviews?

9) Is the law department an ambassador and leader of diversity & Inclusion in the legal profession? (Also, review awards and recognitions, if applicable)

10) Corporate Legal Department Demographic Profile - Numbers

Total Score:
SECTION 05

Members
MCCA Membership

MCCA is a passionate community of in-house counsel and law firm professionals dedicated to promoting diversity and inclusion in the legal profession. MCCA members include representatives from Fortune® 500 companies and law firms from across the country. Partnering with MCCA offers members access to our elite network as well as well-renowned conferences, publications, research and professional development.

Our members share the central vision of MCCA, “to make the next generation of legal leaders as diverse as the world we live in.”

Members Breakdown

<table>
<thead>
<tr>
<th>REGION</th>
<th>MIDWEST</th>
<th>WEST</th>
<th>SOUTH</th>
<th>NORTHEAST</th>
<th>MID-ATLANTIC</th>
</tr>
</thead>
<tbody>
<tr>
<td>CORPORATE MCCA MEMBERS</td>
<td>19</td>
<td>21</td>
<td>18</td>
<td>40</td>
<td>12</td>
</tr>
<tr>
<td>LAW FIRM MCCA MEMBERS</td>
<td>18</td>
<td>16</td>
<td>20</td>
<td>20</td>
<td>21</td>
</tr>
<tr>
<td>TOTAL</td>
<td>37</td>
<td>37</td>
<td>38</td>
<td>60</td>
<td>33</td>
</tr>
</tbody>
</table>

![Chart showing membership breakdown by region and type]
Members Regional Map by Percentage

- West: 18%
- Midwest: 18%
- Southwest: 19%
- Mid-Atlantic: 16%
- Northeast: 29%
SECTION 06

Research
Research

REPORTS, WHITE PAPERS AND SURVEYS
MCCA furthers its mission by publishing research to recognize and promote diversity efforts and related best practices. As a thought leader on diversity and inclusion issues, MCCA’s research strives to be objective, peer reviewable assessments of emerging demographic data, issues and practices in the legal profession. Since 2001, MCCA has published 49 research pieces including eight white papers, three surveys focusing on law firm diversity professionals, 18 surveys tracking minority and women general counsel in the Fortune® 500 and Fortune® 1000, 16 reports on emerging new trends in the legal profession and 11 Sustaining Pathways to Diversity Research Reports, which is MCCA’s signature research series.

TRACKING THE INTEGRATION OF THE FEDERAL JUDICIARY
For over two decades, the Report on the Integration of the Federal Judiciary has charted the appointment and elevation of minority lawyers to the federal bench. MCCA, in partnership with Just the Beginning - A Pipeline Organization, tracks and publishes this report on an annual basis. The data reflects the ongoing need to compile statistics on the appointment of judges of color to the federal bench.

ANNUAL VAULT/MCCA LAW FIRM DIVERSITY SURVEY AND DATABASE
Since 2004, Vault/MCCA has collected and reported on law firm diversity data. This survey currently tracks nearly 250 law firms each year, representing virtually all of the AM Law 100 and a majority of the NLJ 250. This survey tracks not only law firm demographics, but also quantitative information about firm initiatives and programs. This information is available to members through the Vault/MCCA Law Firm Diversity Database.

It is the most comprehensive database of law firm metrics and MCCA is the only national organization that has tracked this information, which is available to all our members. It is a great tool for in-house lawyers, who are interested in metrics, and driving change in the profession. Similar to our cutting-edge research on diversity, MCCA recognized the importance of metrics and making that data available long before others saw the need.

MCCA ANNUAL SURVEY OF WOMEN & MINORITY GENERAL COUNSEL IN FORTUNE® 1000 CORPORATIONS
Since 1999, MCCA has published a list tracking the advancement of women and minorities to the role of general counsel. In addition to tracking the numbers, MCCA also showcases selected women and minority general counsel.
Programs
Programs

2017 LMJ SCHOLARSHIP
The LMJ Scholarship Program seeks to nurture the academic and professional careers of outstanding law students and advance the diversity pipeline to the legal profession. The LMJ Scholarship Program provides financial support to incoming first-year law students pursuing a juris doctorate degree. In 2017, the LMJ Scholarship Program Selection Committee awarded scholarships to six students. Corporate partners Chevron Corporation, Robert Half International, Inc., and Walmart, Inc. funded three of these students for one year, while Microsoft Corporation committed to funding one student for all three years of law school. Since its inception, the LMJ Scholarship program has awarded $3.5 million in scholarships to 204 students.

MCCA #GIVINGTUESDAY CAMPAIGN
MCCA participated in its annual #GivingTuesday campaign to raise funds for the LMJ Scholarship program. MCCA partnered with AmazonSmile and Benevity. Microsoft Corporate matched employee donations and eleven Fortune® 500 General Counsel generously donated private lunch meetings as part of the campaign. Over $45,000 was donated to the campaign and the donations helped raise scholarships for six first-year law students in the 2017-2018 academic year. 100% of all donations went to deserving students.

ACADEMY FOR LEADERSHIP & INCLUSION
More than 300 legal professionals have participated in MCCA’s signature member program, the Academy for Leadership and Inclusion. This 90-minute interactive program focuses on the impact of implicit bias in the legal workplace and how it can be tackled.

In June 2016, we paused on offering training on implicit bias under the Academy for Leadership and Inclusion to begin preparing for a new focus on bias interrupters, which MCCA believes will be important in addressing implicit biases. We are finalizing a joint collaboration with the American Bar Association and the Center for Life in 2018 and hope to release a new training module, depending on when the actual research report is completed.

PITCH SESSION NETWORK
In 2017, MCCA launched the inaugural Pitch Session Network during the 2017 Pathways to Diversity Conference to achieve MCCA’s vision to “make the next generation of legal leaders as diverse as the world we live in” a reality. At the 107 Creating Pathways to Diversity Conference, MCCA partnered with the Hispanic National Bar Association to allow MCCA Corporate Members, MCCA Law Firm members and HNBA members to have the opportunity to participate in MCCA’s inaugural Pitch Session Network. The Pitch Session Network provides a platform for diverse MCCA Law Firm member attorneys to make meaningful connections with in-house counsel interested in legal services.
The Pitch Session Network also allows MCCA Corporate members to connect with diverse attorneys, diversify their service client portfolios and assist in holding law firms accountable for their diversity efforts. The inaugural Pitch Session Network had over 50 meetings scheduled with over 10 companies that participated, many in the Fortune® 500/1000 rankings. This program will help diverse law firm attorneys at top law firms and will push the needle forward for inclusion.

**Sources of Success™**

Sources of Success™ is a professional development program tailored for junior and mid-level attorneys from corporate legal departments and law firms. The focus is on identifying successful career strategies and allowing attorneys to develop leadership and management skills, as well as an opportunity for attorneys to find the right mentor to guide their career advancement. The program offers guidance on interview skills to land the next level job, interactive negotiation training, resume workshops and a roadmap to develop lawyers as the industry’s next leaders. Sources of Success™ is a phenomenal opportunity for junior and mid-level attorneys to cultivate strategic relationships, improve their business acumen, learn how to be effective leaders and take the next step in their career.

**The C-Suite Leadership Institute / In-House Counsel Summit**

The C-Suite Leadership Institute/In-House Counsel Summit is a collective effort by MCCA to effectively change the landscape of the legal profession at its highest levels, specifically as general counsels in Fortune® 500 companies. MCCA is focused on helping diverse lawyers break the concrete ceiling in Fortune® 500 and 1000 companies. In order to achieve this goal, C-Suite provides a platform for the senior leaders to achieve three sub-goals: identify, develop and promote talented Hispanic and Black lawyers. The Summit is structured with panels, workshops and recruiters to achieve those three sub-goals.
SECTION 08

Conferences & Events
Conferences & Events

GLOBAL TEC FORUM
The Global TEC Forum: Empowering Change in Technology, Education and Careers (G-TEC) addresses diversity in the tech industry, the latest disruptions and challenges facing the legal profession, and how emerging technologies are changing the practice of law. In addition to educational panels, participants attend career development sessions and workshops specifically tailored for their career track and level of experience. During G-TEC, MCCA honors the annual list of Rainmakers, lawyers whose success offer insight and value to all attorneys. The ultimate goal for each attendee is to cultivate professional relationships, learn about the latest tech developments in the legal profession and strategically advance their professional brand and career.

GENERAL COUNSEL SUMMIT
The General Counsel Summit (GCS) combines professional development and leadership programs with networking events to meet peers, exchange ideas and launch legal careers to the next level. GCS offers MCCA’s C-Suite Leadership Institute. This programs offers customized professional development for diverse senior in-house counsel led by faculty comprised of diverse Fortune® 500 general counsel. Sessions will provide guidance on how to navigate the executive search and vetting processes, interviewing with the CEO, leadership qualities of a Fortune® 500 general counsel and how to own your seat in the boardroom. GCS’ purpose is to provide senior attorneys the skills and knowledge to move the needle at the top—on getting more people into the boardrooms where the decisions are made and the future is built.

CREATING PATHWAYS TO DIVERSITY®
The Creating Pathways to Diversity® conference focuses on global diversity and inclusion, talent optimization, inclusive leadership and management to bolster the promotion and retention of diverse attorneys. The program offers practical development tools as well as best practices and resources for individual lawyers and organizations. For individuals, there are workshops to improve rainmaking and business development skills, including the MCCA Pitch Session Network. The Pitch Session Network allows corporate law departments to directly connect with diverse attorneys, diversify their service client portfolios and assist in holding law firms and legal service providers accountable for their diversity efforts. For organizations, expert panels address areas for improved execution of a diversity and inclusion strategy. All of these programs provide opportunities for networking and advancing the careers of diverse attorneys. Additionally, the annual Rising Stars are announced as well as the winners of the George B. Vashon Innovator Award and Paula L. Ettelbrick Award.

ROADSHOWS
MCCA hosts Roadshows throughout the country, featuring thoughtful roundtables and panels that focus on regional issues of diversity and inclusion, specifically recruiting, retention and promotion of diverse attorneys. These Roadshows are an opportunity to engage with members and connect with local leaders to learn about their concerns, share best practices and discuss sustainable solutions.

In 2017, MCCA traveled to Atlanta and Seattle to celebrate our 20th Anniversary with our members. We discussed best practices in corporate legal departments and ways that outside counsel can partner with clients to improve diversity in our profession. Those events attracted over 300 local professionals and leaders.

TOWNHALLS
In 2017 MCCA launched our Town Halls as an effort to strengthen our relationship with our existing members, sponsors and prospective members. These Town Halls are held quarterly and are a great way to learn more about MCCA membership, our new initiatives, research and upcoming events. We also solicit feedback on how we can improve our current initiatives, including our conferences, gala, professional development programs and member benefits. We want to hear from our community so together we can achieve our vision and make the next generation of legal leaders as diverse as the world we live in.
Diversity Gala

Coinciding with the Creating Pathways to Diversity® Conference is the annual Diversity Gala, MCCA’s signature fundraising event. The Diversity Gala helps fund MCCA’s key research and programming throughout the year. The Gala features an elegant networking reception as well as an awards program recognizing achievement and leadership in diversity and Inclusion efforts by an Individual, law firm, and corporation. We recognize the MCCA Lifetime Achievement Award recipient, an individual who has made significant advancements in engendering a society that fully appreciates, celebrates, and recognizes the value of diversity. Additionally, The Thomas L. Sager Award Winner as well as the Employer of Choice are honored at this premier event attended by leaders in the legal community from Fortune® 500 companies and top law firms.

2017 Diversity Gala

DAVID L. COHEN
2017 MCCA LIFETIME ACHIEVEMENT AWARD HONOREE
SENIOR EXECUTIVE VICE PRESIDENT & CHIEF DIVERSITY OFFICER

HOST | RICHARD LUI
ANCHOR FOR MSNBC & NBC NEWS
Publication
2017 Publication Statistics

Diversity & the Bar’s audience is comprised mostly of C-Suite executives and senior attorneys in corporate legal departments and the law firms that serve them. Our focus in 2017 was to publish enhanced content that helps attorneys in their career path and organizations with their diversity and inclusion efforts.

2017 DIGITAL MAGAZINE STATISTICS

97,438 PAGE VIEWS

5,120 NEW VISITORS

TOP 3 ARTICLES

SPRING 2017  |  Attaining the Colorful 2.5%

FALL 2017  |  Inspiring the Next Generation: Not a Moot Point

WINTER 2017  |  Breaking Through the Concrete Ceiling
DEMOGRAPHIC BREAKDOWN

Percentage of 2017 Demographic Breakdown

- (28%) Northeast
- (20%) Midwest
- Mid-Atlantic (14%)
- West (23%)
- South (15%)
SECTION 10

Financial Statements & Supplemental Information

YEAR-END DECEMBER 31st, 2017
Financial Statements & Supplemental Information

March 27, 2018

Penan & Scott, P.C., audited, in accordance with auditing standards generally accepted in the United States of America, the financial statements of The Minority Corporate Counsel Association, Inc. (the "Association") as of and for the year ended December 31, 2016, and our report thereon dated April 3, 2017, expressed an unmodified opinion on those financial statements.

Financial highlights for the year ended December 31, 2016 were:

The Association's total assets increased as compared to prior year. The major component of the total assets for 2016 were cash at $694,639 and investments at $3,586,757. The total assets at year-end were $4,659,708.

The Association's borrowing on its line of credit remained the same as compared to the prior year. Liabilities increased as accounts payable and deferred revenue increased. Net assets increased slightly. At year-end, the Association's total liabilities were $667,682 and net assets were $3,992,026.

The Association's total revenue for the year was $3,174,490. The major components of revenue were membership dues at $1,039,350 and special events at $1,259,655.

The major expenses for the year were $1,108,471 for research, education, and website, and $1,450,656 for annual special events.

The Association funded $235,500 in LMJ scholarships to select law students at various national law schools as part of the Association's mission.

The above summary highlights significant financial activities of the Association at December 31, 2016. The audited financial statements with footnote disclosures should be obtained in order to understand the complete financial position of the Association.

Penan & Scott, P.C.

James Scott, Jr., CPA/CGMA
Principal
SECTION 11

Members, Sponsors & Donors
Members, Sponsors & Donors

3M Company
A.B. Cruz, III
A. Schulman
AARP
Abercrombie & Fitch
ACC Foundation
Accenture LLP
Akin Gump Strauss Hauer & Feld LLP
Alchemy Partners LLP
Alstate Insurance Company
Alston & Bird, LLP
Altira Client Services, Inc.
Amazon.com, Inc.
American Express Company
Anderson Kill P.C.
Anthem Blue Cross Blue Shield
Arent Fox LLP
Aristocrat Technologies
Arnold & Porter LLP
Arstein & Lehr LLP
Ascena Retail Group, Inc.
Autodesk, Inc.
Avis Budget Group, Inc.
BNY Mellon Corporation
Baker & Hostetler LLP
Baker Botts LLP
Baker McKenzie
Ballard Spahr LLP
Bank of America Corporation
Bank of Montreal
Barnes & Thornburg LLP
Barta, Jones & Foley, P.C.
Becton, Dickinson and Company
Beveridge & Diamond P.C.
BIC International
Blank Rome LLP
Bloomberg LP
Boies Schiller Flexner LLP
Bookoff McAndrews PLLC
Bressler, Amery, and Ross, P.C.
Bristol-Myers Squibb Company
Brown Law Group
Bryan Hall
Buchanan Ingersoll & Rooney PC
Buckley Sandler LLP
Burns White LLC
Butler Snow LLP
Cadwalader, Wickersham & Taft LLP
Cahill Gordon & Reindel LLP
Caldwell Leslie & Proctor, PC
Calfee, Halter & Griswold LLP
Carter’s Inc.
Catherine McGregor
CBS Corporation
Chevron Corporation
Choice Foundation
Choice Hotels International, Inc.
CIGNA
CIT Group Inc.
Citigroup Inc.
Clara Ohr
Comcast NBCUniversal
Complete Discovery Source
ConAgra Foods, Inc.
Constangy, Brooks, Smith & Prophete, LLP
Converse
Cooley LLP
Cottrell Solensky, P.A.
Courting, Kiefer & Sommers, L.L.C.
Covington & Burling LLP
Cowles & Thompson, P.C.
Cox Communications, Inc.
Cozen O’Connor
Cravath, Swaine & Moore LLP
Crawford & Company
Cristina Carvalho
Crowell & Moring LLP
DAP Products, Inc
Davis Wright Tremaine LLP
Debevoise & Plimpton LLP
Dechert, LLP
Delaware Community Foundation
Dell Inc.
Dentons LLP
DHL Express
Discover Financial Services
DLA Piper
Don Liu
Dorsey & Whitney LLP
Drinker Biddle & Reath LLP
DTE Energy Corporate Services, LLC
Duane Morris LLP
Duke Energy Corporation
Dunlap Codding
Eaton Corporation
Eleanor Angelidis
Elliott Greenleaf
Entergy Corporation
Epstein Becker & Green, P.C.
Estee Lauder
Eversheds Sutherland (US) LLP
Exelon Corporation
Exxon Mobil Corporation
Faege Baker Daniels LLP
Fannie Mae
Federal Home Loan Bank of Pittsburgh
Federal Home Loan Bank of San Francisco
Finnegan, Henderson, Farabow, Garrett & Dunner, LLP
FINRA, Inc.
First Data Corporation
Fish & Richardson P.C.
Fisher & Phillips LLP
Fitzpatrick, Cella, Harper & Scinto
Forman Watkins & Krutz, LLP
Frederick Rivera
Freddie Mac
Fujitex America, Inc.
Gap Foundation Gift Match Program
Gap, Inc.
Genentech, Inc.
General Electric Company
Gibson, Dunn & Crutcher LLP
GlaxoSmithKline PLC
GMRI, Inc.
Google Inc.
Grady Health System
Greenberg Traurig, LLP
H.J. Russell & Company
Harrity & Harrity LLP
Haynesworth Sinkler Boyd, P.A.
Heidrick & Struggles International, Inc.
Hewlett Packard Enterprise Company
Hogan Lovells
Holland & Knight LLP
Honda North America, Inc.
Howard & Howard Attorneys PLLC
Huntington Ingalls Industries, Inc.
Hunton & Williams LLP
Husch Blackwell LLP
IBM Corporation
Ice Miller LLP
Innis Law Group LLC
Intel Corporation
International Paper
Irene Han
Irwin Fritchie Urquhart & Moore LLC
Jackson Lewis P.C.
Jenner & Block LLP
JM Family Enterprises, Inc.
Joenie Frank, Wilkinson Brimmer Katcher
Johnson & Johnson Services, Inc.
Jones Walker LLP
JPMorgan Chase & Co.
K&L Gates LLP
Kaiser Permanente
Kasowitz, Benson, Torres & Friedman LLP
Katten Muchin Rosenman LLP
Kaufman Dolovich Voluck, LLP
Keeler, Van Nest & Peters LLP
Kelley Drye & Warren LLP
KeyBank
King & Spalding LLP
Kirkland & Ellis LLP
Kobre & Kim LLP
Lanny Mittler
Laszlo & Watkins LLP
LifeVantage Corporation
LimNexis LLP
Littler Mendelson P.C.
Loeb & Loeb LLP
LPL Financial
LTL Attorneys
Manatt Phelps & Phillips LLP
Marriot International, Inc.
MassMutual Financial Group
Mastercard, Inc.
Mayer Brown LLP
McDermott Will & Emery LLP
McDonald’s Corporation
McGuireWoods LLP
McKool Smith
Merck & Co., Inc.
MetLife, Inc.
Michelle Banks
Microsoft Corporation
2017 Strategic Members