



# DIVERSITY RESEARCH PROJECT LITERATURE REVIEW

*This report is provided by the Washington State Bar Association in support of its commitment to advancing diversity and inclusion in the legal profession.*

## INTRODUCTION

Discussions about under-represented groups within the legal profession primarily center on the need to diversify the field. This need has been affirmed by practitioners, legal scholars and bar associations across the nation. Over the last 20 years, bar associations have advanced in their ability to foster diversity and have employed various strategies to improve the inclusion of under-represented attorneys within their ranks. Nevertheless, significant challenges remain within the profession.

This brief report summarizes key findings from widely cited studies and articles about diversity within the legal profession and the challenges marginalized communities face within it. Four populations — which are both under-represented and frequently the focus of studies concerning oppression within the profession — are addressed in the paper: women, people of color, Lesbian, Gay, Bisexual, Transgender, Queer (LGBTQ) people, and people with disabilities.

Our review of the literature also integrates key findings from a major study of diversity within the WSBA. This research was completed by TrueBearing Consulting. Quantitative data for the study were gathered through surveys of 2,397 WSBA members and qualitative data were collected through online forums with members of seven different groups: Bar members over 40 years of age, women, people of color, Latinos, LGBTQ members, members living with a disability, caregivers, and military veterans. This report focuses on four groups that have been highly under-represented in the legal profession (women, people of color/Latinos, LGBTQ people, and people with a disability). We have also summarized earlier research findings about the legal profession from other jurisdictions, including New York City, Minnesota, Illinois, Delaware, Oregon, California, as well as additional research from Washington State.

This document is part of the WSBA's ongoing effort to understand and respond to the conditions that exist for all lawyers in the state. The Bar is committed to advancing diversity and inclusion within the profession. Over the last several years, it has not only conducted research on the issue, but developed and implemented a diversity plan. Our findings highlight the ways that the experience of Washington attorneys mirrors those in other jurisdictions, thus underscoring the prevalence and persistency of the challenges under-represented populations face in the profession. They also point the way to opportunities available to the WSBA as it works toward achieving its goal of meaningful and equal opportunity in the profession for individuals from under-represented groups.

## CURRENT STATE OF DIVERSITY

There are conflicting trends within the legal profession concerning diversity. There has been significant effort, particularly on the part of law schools, to diversify the ranks of the profession. Law schools have addressed this by recruiting more diverse students and generally expanding the “pipeline” into the profession. In fact, 47% of law students are women and nearly 25% are people of color (Wald, 2011, p. 1108). Yet the effort by law schools has been, to date, insufficient to change a long-standing historical trend. In fact, the ABA has written that “despite decades of reports, task forces and goals,” the legal profession lacks diversity (ABA, 2010, p. 12).

In general, the legal profession does not reflect the demographics of the U.S. population (ABA, 2012). While 70% of attorneys are male, men comprise only 49.2% of the general population. Similarly, 88% of attorneys are white, compared to 78% of the total population. And while law schools have taken significant steps to recruit more students of color, these students do not necessarily fare well in law school — a disproportionate number do not graduate or pass the bar exam (Wald, 2011, p. 1108).

### Washington State Demographics



Recent statistics indicate that racial diversity within the WSBA closely mirrors national trends. Among members reporting their race to the Bar Association when renewing their licenses in 2013, 89% were white, compared to 72% of the state’s population. And while there is greater gender diversity — 26% of WSBA members are women — the number of women in the Bar Association does not match the statewide statistic, which is 51% of the overall population.

## POPULATION SPECIFICS

Overall, our review of academic literature indicates that the problem facing the legal profession is not simply a matter of diversity, nor is the solution anchored in creating a pipeline to recruit more diverse lawyers. Instead, people from under-represented communities face multiple barriers — linked to larger social, economic and political forces — to successful legal careers. The negative impact of these barriers on attorneys’ lived experience has been borne out in research for nearly two decades. In the following sections, we summarize key findings from this body of scholarship for each of our populations of concern: women, people of color, LGBTQ people, and people with disabilities.

## Under-Represented Groups in Washington

In 2012, TrueBearing asked WSBA members whether they had been “excluded, misunderstood, or treated differently by my supervisor, colleagues, or clients” because they belonged to an under-represented community. The table below lists the percentage of attorneys who experienced these types of “social barriers.”

Population	Percent Experiencing Barriers
LGBTQ People	36%
People with Disability	34%
People of Color	32%
Women	29%

The frequency of these negative experiences and other critical findings from the 2012 study contributed to the WSBA’s development and implementation of a diversity plan and statewide mentorship program aimed at improving the experience of attorneys from under-represented groups.

## Female Attorneys

At first glance, the legal profession has been highly successful in diversifying itself with respect to gender. Nearly 47% of law students are women and female attorneys have gained public and high-profile reputations, including U.S. Supreme Court appointments. Scholars acknowledge that these external and formal measures of gender diversity and inclusion have become more meritocratic over recent years.

However, both academic and legal practice literatures suggest that the informal measures of gender diversity and inclusion (which tend to focus on organizational dynamics, such as behavior within law firms) reveal that the profession is plagued by barriers to equity. In particular, scholarship suggests that the mechanisms that facilitate partnership within law firms as well as access to prestigious positions within the profession “are still dominated by informal and gendered criteria” which exclude women (Bolton & Muzio, 2007, p. 49). The result is a “segmented” profession where women, even though they may be highly present and visible within the field, lack real positions of power and institutional authority.

The cause of this gendered and oppressive segmentation is a larger (likely unconscious) perception within the field that women lack the qualities necessary for the highest levels of legal success. Researchers describe this view of women in the law this way:

*...[s]ymbolically they are judged as lacking the aggressive qualities required for profitable legal practice and materially they are unable to commit to the demands of a long-hours professional culture or the social demands involved in integration into the legal profession (Bolton & Muzio, 2007, p. 53).*

In the UK, such segmentation mirrors traditional gendered roles – men predominate in business and commercial law, while women are more prevalent in family law. As a result, family law and associated practice areas have the potential to become “feminized” in the same way that nursing and teaching have become (Bolton & Muzio, 2007). Interestingly, even within firm management, it appears that women are relegated to traditionally gendered roles, predominating on diversity, art and philanthropy committees while men serve on hiring, governance and compensation committees (Northwest Research Group, 2001, p. 1). In sum, there appear to be two classes of attorneys: men, who occupy elite positions of power, influence, compensation, and leadership; and women, who occupy the lesser ranks of the bar (Wald, 2011, p. 1109).

Other scholars point to societal barriers within the profession that block women from achieving greater equity. In particular, scholars point to the conflicting roles women face in the profession. As technology has not only permitted, but expected, high-salary professionals to remain constantly available (and, in the law, compete for clients), parents face serious problems. This is especially the case for women who remain the primary caregiver at home and who often face a choice between having a balanced life with family, on the one hand, or meeting the onerous criteria for determining “excellence in the profession” on the other (Epstein, 2000, p. 751-752).

### **Female Attorneys in Washington**

Qualitative research with women in the WSBA details the many micro-aggressions women face within the profession. Specifically, female attorneys, particularly younger women, report experiencing discrimination or sexual harassment in the legal workplace, including “inappropriate behavior by supervisors, clients who preferred to work with male attorneys, and insinuations of weakness or incompetence.” These challenges are so significant that nearly 7% of female attorneys have considered taking legal action against their employer because of discrimination.

Reconciling high workloads and inflexible schedules with family and child-care pressures also weighs heavily on some female attorneys in the state. Women report having to time their pregnancies around cases as well as being advised by colleagues “to delay pregnancy for several years due to the demands of the job.”

### **Attorneys of Color**

Just as law schools have successfully helped recruit more women into legal training, they have also made important strides at growing the ranks of students of color. The most recent statistics show that nearly 25% of law students are people of color (ABA, 2012). Nevertheless, within the profession at large, 88% of attorneys are white (ABA, 2012).

Once people of color become attorneys, they face numerous organizational barriers and social impediments to longevity and success within the profession. For example, in a frequently cited 1999 study, researchers at the University of Indiana made several disturbing findings about the racialized and gendered nature of the profession and the implications it has for earnings (Dau-Schmidt & Mukhopadhaya, 1999, p. 349). The researchers determined that:

- White male attorneys were paid a median hourly salary of \$47.95 compared to \$39.58 for women and \$32.34 for African-Americans.
- Average annual salaries for white men (\$118K) were greater than those of women (\$87.9K) and African-Americans (\$80.2K).

Other research studies show similar racialized experiences among Latinos and Asian-Americans. For instance, in a 2011 study of Washington state attorneys — published in the ABA Journal — Maria Chávez found that 46% of surveyed Latino attorneys had experienced “difficulties in the profession” because of their race or ethnicity. And in a survey of New York City Bar members, researchers concluded that Asian-American attorneys had “failed to progress” and that they are disproportionately under-represented in firm decision-making roles, relative to their membership in the bar (New York City Bar Association, 2010).

Along with these markers of inequity, bar association reports also underscore the ways that the profession creates a challenging and difficult environment for attorneys of color. For example, bar associations have reported that attorneys of color are less satisfied with their work than white attorneys (Illinois State Bar Association, 2009) and that they experience a variety of micro-aggressions in the workplace, such as jokes made by coworkers that are demeaning to racial and ethnic minorities (Minnesota State Bar Association, 2011). As Margaret Russell (1996, p. 769) writes, “Attorneys of color often find their everyday professional and personal encounters peppered with reminders of their minority status within the legal profession.”

### **Attorneys of Color in Washington**

Attorneys of color in Washington state are a relatively young group – the median age is 43, compared to 49 for white attorneys, and they have been licensed for nearly 13 years, compared to 19 years for white attorneys. Nevertheless, despite being relatively new to the profession, they experience the same challenges and difficulties reported in the national literature.

TrueBearing’s research indicates that there is substantial variation among workplaces and employers’ approach to race. Specifically, some attorneys feel that their workplaces need “racial sensitivity discussions,” others believe their race is ignored, and in some cases, attorneys feel that their race is “seen as an asset to the workplace.” In addition, more than 19% of attorneys of color responding to the 2012 survey indicated that they faced “social barriers” in the practice of law — the highest for any under-represented group.

## ***Attorneys with Disabilities***

Previous studies suggested that many attorneys hide or fail to disclose a disability if they have one. Consequently, disability remains largely hidden within the legal profession, mirroring larger societal trends. In fact, ABA surveys indicate that the number of attorneys reporting a disability is far lower than would be expected, given national statistics on the percent of Americans with a disability. While only 6% of ABA members report having a disability, nearly one in five Americans report having one (ABA, 2011). This variation is undoubtedly related to the varied ways in which disability is defined in the research literature, ranging from physical limitations that require ADA accommodation to age-related challenges.

Not only is disability underreported and ambiguously defined, but bar associations and the profession at large appear to be relatively uninterested in determining its actual prevalence. In fact, as of 2010, only 3 of the 54 jurisdictions that license attorneys actually collected information about disabilities. Thus, overall, the percentage of attorneys with disabilities is likely to be highly underreported.

Underreporting is likely linked to the social pressure placed upon lawyers by their employers and colleagues to “cover” their disability and to act “normal” and unencumbered by a potential physical or other limitation (Basas, 2010, p. 180). In order to succeed at their jobs, attorneys living with disabilities are expected to remain unobtrusive and quietly act as superhuman employees, avoiding struggle, and careful not to appear as needing “special” accommodations or assistance. In short, employers want their disabled attorneys to “to fade gently into the background when any manifestation of their disability causes discomfort or awkwardness for their coworkers or supervisors” (Basas, 2010, p. 71).

The challenges faced by attorneys with disabilities mirror those confronted by women and attorneys of color in the profession. Attorneys with disabilities face higher rates of unemployment than do other under-represented groups. In fact, during hard economic times, unemployment for attorneys with disabilities increases at higher rates than it does for other groups. And if an attorney with a disability is a member of another marginalized population, the consequences can be significant. In one study of female attorneys with disabilities, the researcher found that the attorneys struggled to locate disability-friendly, respectful workplaces where their accommodation needs could be met (Basas, 2010, p. 63).

One particular area of concern within the legal profession is mental health and associated disabilities. In general, the field has a very high incidence of mental illness among its practitioners. For example, recent research shows that practicing lawyers ranked highest among 104 different occupational groups for major depressive disorders (Perlin, 2008, p. 592). Yet legal scholars have lamented the “widespread denial” of mental illness within the profession, including alcoholism (Perlin, 2008, p. 593).

## **Attorneys with Disabilities in Washington**

In the 2012 TrueBearing study, 21 percent of survey respondents reported living with at least one disability or impairment. This definition of “disability” is broader than is typically found in research studies and likely accounts for the higher affirmative response rate. Of those indicating a disability, nearly 8% have considered taking legal action against employers because of discrimination – the highest percentage among all under-represented groups studied. Qualitative research sheds light on the reasons for this. Attorneys with disabilities report that legal employers frequently will not hire them, thus resulting in severely limited career opportunities. They also report a lack of consistency in enforcing applicable court and ethics rules by judges and resistance when seeking accommodations from commissioners and judges.

## ***Lesbian, Gay, Bisexual, Transgender and Queer Attorneys***

Very few empirical studies have been completed of LGBTQ attorneys and there are no studies of the LGBTQ judiciary. In fact, the actual number of LGBTQ attorneys is unknown, though a relatively recent survey indicates that LGBTQ individuals comprise at least 5% of the California bar (Hertz Research, 2006).

Within Washington, the number of attorneys who state that they are LGBTQ varies by survey as well as the way that questions are posed. Specifically, when renewing their licenses, approximately 1.2% of WSBA attorneys state that they are “openly” members of a sexual minority group; however, when TrueBearing asked members whether they have a “non-straight orientation,” 9% of respondents indicated that they did.

And while the ABA’s Commission on Sexual Orientation and Gender Identity has prepared thought pieces and best practices documents to assist law firms in promoting LGBTQ diversity, the Association has not directed significant attention to this issue in comparison to other marginalized populations. Academic literature on the issue is slim.

Although not directly focused on LGBTQ lawyers, Brower (2006) reviewed a variety of studies examining the experiences of LGBTQ people who interact with the courts through roles such as jury service, serving as witnesses in trials, or as litigants. They found that large numbers of LGBTQ individuals experience discrimination and micro-aggressions in the legal system when they disclose their sexual orientation. In particular, they report feeling disrespected and devalued by court personnel (Brower, 2006, p. 168). These aggressions are not inconsequential, in fact, those surveyed described situations where “disparaging remarks and negative comments” were sometimes made about sexual orientation minorities as “litigation tactics” in order to win a case (Brower, 2006, p. 169).

The experiences of LGBTQ attorneys also mirror those of other under-represented populations. Specifically, like women and people of color, existing research suggests that LGBTQ attorneys must endure workplaces where coworkers feel comfortable making homophobic remarks or jokes (Durkin, 1997, p. 345). And like people living with disabilities, LGBTQ attorneys sometimes go to great lengths to “cover” their identities and avoid

discrimination. In a 1997 article, Rubenstein found that nearly half of LGBTQ lawyers “remain closeted at work, anxiously micro-managing the performance of their sexual identities to their colleagues, supervisors, clients, and judges” (p. 392). These individuals also lack mentors and frequently feel isolated within the profession. Finally, research suggests that LGBTQ attorneys – like other members of under-represented groups – have lower salaries than their straight colleagues.

## LGBTQ Attorneys in Washington

TrueBearing's qualitative research indicates that not all LGBTQ members feel comfortable disclosing their sexual orientation in the workplace and the “attitudes of supervisors and the workplace culture” are a “major determining factor” when deciding to disclose. Qualitative data also suggest that “normal behavior” in some workplaces “includes treating being gay as a joke or as something to avoid.”

## CONCLUSION

In recent years, the general strategy for promoting equity for under-represented populations within the law has been to diversify bar membership. This approach, while not having a significant impact on current membership demographics, is creating a pipeline of increasingly diverse law students. Over time, it is expected that the legal profession will better mirror society's diversity as these students make up a larger percentage of the practicing bar.

However, as both the research indicates, diversity is, at best, a partial measure of equity. The real challenge ahead for the legal profession is ensuring that attorneys from marginalized groups are able to succeed and thrive in practice and that they have meaningful opportunities to lead the profession. This means that attorneys from these groups:

- Secure and maintain positions of leadership within the field, including within law firms.
- Have work environments where they do not feel the need to “cover” their identities.
- Work in firms and organizations that are inclusive, hospitable and affirming and where attorneys need not defend themselves against oppressive micro-aggressions.

Securing this future requires more than increasing the representation of people entering the field. It requires creating organizational and professional cultures that are supportive and embracing of all people.

## STUDY FINDINGS AMONG POPULATIONS IN THE LEGAL PROFESSION

Researchers in several states and cities have undertaken studies to better understand the experience of attorneys from under-represented populations. We present findings from four of the most rigorously conducted studies.

*Final Report: 2001 Self-Audit for Gender and Racial Equity  
Conducted by the Northwest Research Group*

The Glass Ceiling Task Force — consisting of seven different local groups — contracted with the Northwest Research Group to survey Washington law firms with five or more attorneys in 2001. Altogether, 147 law firms completed the survey and they provided detailed information about the experience of more than 2,100 lawyers, about 34% of whom were women.

Survey results indicated that gender equity has increased within the profession. For example, the researchers found that the ranks of entry-level attorneys were generally evenly divided between men and women, which means that great strides have been made to diversify legal education. Similarly, private law firms take sexual harassment and discrimination seriously and many have parental leave policies and accommodate alternative schedules.

Nevertheless, significant barriers remain for both female attorneys and attorneys of color and these barriers stood in the way of greater influence within firms and the profession as a whole. Specifically, the researchers concluded that women had not obtained the same level of compensation, participation in firm governance, and professional attainment as their male colleagues. People of color similarly lagged behind whites in influential positions within the profession. Among the key findings:

- 77% of the lawyers receiving the top 25% in monetary compensation were male; lawyers in the lowest quartile for compensation were twice as likely to be female associates.
- 67% of lawyers considered for equity partner or shareholder status in 2000 were men, and of those promoted to shareholder status, 61% were men. Only 3% of equity partners were people of color.
- Approximately 50% of female associates left their firms before they become partners, with many entering public service or solo practice.

Although 14 years old, the Glass Ceiling report remains highly relevant and its key findings parallel those that have emerged from the WSBA's TrueBearing study as well as more recent academic scholarship. Collectively, these studies suggest that while law schools have helped women gain access to the profession, they lack organizational power and influence within their firms.

### *Minnesota State Bar Association (2011)*

The Minnesota Bar Association — a voluntary membership organization — utilized surveys and focus groups to explore diversity. Data were received from more than 1,000 individual attorneys.

The organization found that although efforts were being made to engage and support members of marginalized communities, members of under-represented groups still experienced serious barriers to equity and advancement. Interestingly, members reported that these barriers were higher when based on “visible” identities — like gender and race — compared to more “hidden” identities — like sexual orientation and disability status. Legal workplaces and opposing counsel were the sources of most perceived bias while courtrooms and law schools were the least biased environments. The report points to a variety of specific findings to illustrate the nature of bias within the profession:

- 59% of women attorneys stated “gender bias is widespread, but subtle and hard to detect” compared to only 23% of male attorneys.
- 21% of LGBTQ people claimed that they hid their sexual orientation and/or gender identity to secure professional attainment and advancement.
- There is a clear disparity between firms and non-firms (corporations, courts, law schools and government-based attorneys) in the percentage of women in the top compensation category (29% in top categories for firms, compared to 58% for non-firms).

Like the academic literature, the Minnesota study found that after people from under-represented groups enter the profession, they lack social and peer support, which, in turn, leads to feelings of isolation. The Minnesota report outlined steps to address these issues, as well as the issue of deep bias within the profession. It suggested the implementation of diversity trainings that explore unconscious bias, stereotyping, and the positive value of diversity. It also suggested using mentors for new attorneys from under-represented groups, especially mentors in positions of power and those who identify similarly with mentees. Stakeholders interviewed for the report underscored that it was critical for a firm’s top management to support efforts at cultural competency.

### *Illinois State Bar Association (2009)*

The Illinois State Bar Association’s Task Force on Diversity conducted a member survey focused on diversity. The Illinois Bar is a voluntary membership organization. Overall, demographics for the nearly 2,600 respondents are very similar to previously conducted research, with the following demographics:

- 61% of respondents were male and 39% female
- 83% of respondents were white and 17% were people of color
- 6% of respondents identified as LGBTQ
- 1% of respondents identified as people with disabilities

Survey responses reveal that attorneys from marginalized communities were less satisfied

with their jobs and the profession, as a whole, compared to white attorneys. The survey posed a series of rating questions asking respondents to assess their satisfaction with 11 different measures, such as “quality of legal work,” “amount of client contact,” and “sensitivity in workplace.” Average responses from female attorneys were consistently lower than for male attorneys and responses from attorneys of color, especially African-American attorneys, were considerably lower than the female responses.

To increase and foster diversity, the ISBA Diversity Task Force created a diversity website, newsletter, and award, and it developed a diversity leadership program that encouraged members to pursue leadership positions. The Illinois Bar is also enhancing its “diversity pipeline” by working with educators to ensure that more students from under-represented groups are pursuing law careers.

### *Delaware State Bar Association (2013)*

The Delaware State Bar Association — a voluntary membership organization — conducted a survey exploring the experiences of lawyers with disabilities. The survey is notable for the number of people who indicated they had a disability, and how much more prevalent it was among bar members than previous research suggests. Altogether, 960 participants (22% of the state’s bar membership) revealed suffering from some kind of disability. Disability type varied, with 11% experiencing a condition that hindered legal practice, 25% reporting conditions affecting their attention or self-regulation, 23% having mental health issues, and 22% reporting social or emotional health issues.

The study found that these conditions negatively affected people’s experience within the profession. The major findings reflect that of previous research, namely:

- A majority of those with a disability indicated that their condition negatively affected their ability to acquire professional work.
- Approximately 30% of survey respondents have experienced negative comments in regard to their disability, most frequently made by coworkers, supervisors and other attorneys.

The researchers made the following recommendations in order to address bias against attorneys with disabilities. Specifically, the state bar association should provide continuing legal education for all law professionals, provide links to relevant disabilities legislation, plan an awareness week in regard to disabilities, establish a peer support system, and consider the feasibility of establishing an immediate response program when a law professional experiences disability discrimination.

### *Oregon Bar Association (2012)*

The Oregon Bar Association completed a statistically random survey of 1,889 members gathering demographic and economic information, including compensation and career satisfaction. The Oregon Bar is a mandatory membership organization. Respondent demographics mirror previous studies with the overall finding that bar membership was predominantly white, male and straight. Specifically,

- 92% identified as white with the remainder people of color
- 61% were male, 39% female, and less than 1% transgender
- 96% of respondents listed their sexual orientation as heterosexual
- 97% of respondents reported that they do not experience a disability

These demographics appear to have important connections to attorneys' income. While the authors underscore that income is related to a variety of factors, the findings were concerning. The study indicates that, on average, female attorneys' salaries were 67% of male respondents' salaries, and lawyers of color were paid 75% of white respondents.

The study also found slightly lower career satisfaction among under-represented members of the bar. Career satisfaction was measured on a five-point scale (1 = very dissatisfied and 5 = very satisfied) and the average, for all respondents, was 3.8. When analyzed separately, the only difference found across attorney identities was between white attorneys and attorneys of color. White attorneys reported an average career satisfaction of 3.8 and attorneys of color reported a career satisfaction of 3.6. (The Oregon report did not indicate whether these differences were statistically significant.)

### *State Bar of California (2014)*

Despite being the most diverse state in the U.S., the California Bar does not reflect the diversity of state residents. In fact, while people of color are nearly 60% of the state's population, they are only 21% of bar membership. To help address this issue, the state bar association's Council on Access and Fairness (COAF) conducted a series of focus groups aimed at developing recommendations for legal employers as they work to increase diversity within the profession.

The focus group results reiterate previously published findings indicating that simply increasing the pipeline of diverse applicants is insufficient to achieve the goal of an inclusive bar. Instead, the COAF calls for "organizational transformation" among legal employers to encourage the full inclusion and retention of people with unique backgrounds and traits in the profession.

The report's authors also found that economic conditions have an important bearing on firms' diversity agendas. Specifically, the report indicates that diversity took "a back seat to profit margins" as the recent economic downturn made the legal landscape more competitive. As a result, lawyers from under-represented groups were more likely than other lawyers to be on the receiving end of downsizing and layoffs. According to COAF, this has created "a generational gap in mid-level and senior diverse lawyers for years to come" (State Bar of California, 2014, p. 3).

The COAF report provides specific recommendations for correcting this situation and creating more diverse and inclusive environments among legal employers. General themes underlying these recommendations include:

- Building institutional buy-in for diversity and inclusion among firm leadership.

- Setting an expectation that management will recognize hostility and make bold and direct moves to address it.
- Adopting more progressive policies that foster and encourage retention among diverse lawyers, such as implementing flexible work programs and job retention programs.
- Supporting efforts aimed at directly engaging with under-represented communities such focused recruiting, participation in affinity groups, establishing and utilizing diversity committees, and providing mentoring to attorneys.

The report provides tactical recommendations for differently sized employers and it articulates the long-range goals of the California Bar as it seeks to create a more diverse and inclusive profession.

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Questions? Contact: 1.800.945.9722 or [diversity@wsba.org](mailto:diversity@wsba.org)