

Archer & Greiner, P.C.

2015 VAULT/MCCA LAW FIRM DIVERSITY SURVEY

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LOCATIONS

Princeton, NJ; Flemington, NJ; Red Bank, NJ; Hackensack, NJ; Philadelphia, PA; Wilmington, DE

DIVERSITY LEADERSHIP

Head(s) of Firm: Christopher R. Gibson, President; James H. Carll, Chairman; Stacey J. Sinclair, Chief Operating Officer

Diversity team leader(s): Phil Cha, Diversity Committee Chair

NUMBER OF ATTORNEYS

TOTAL NUMBER OF ATTORNEYS

	Currently	As of December 31, 2014
Firmwide	176	176
U.S. offices only	176	176

Law Firm Demographic Profile

Does your firm have more than one tier of partnership?

Yes

ASSOCIATES (2014)

	Men	Women
White/Caucasian	23	18
African-American/Black	1	0
Hispanic/Latino	0	0
Alaska Native/American Indian	n/a	n/a
Asian	2	2
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	1
Openly GLBT	n/a	n/a
Individuals with disabilities	n/a	n/a
Total	26	21

SUMMER ASSOCIATES (2014)

	Men	Women
White/Caucasian	0	2
African-American/Black	1	0
Hispanic/Latino	0	2
Alaska Native/American Indian	n/a	n/a
Asian	n/a	n/a
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	1
Openly GLBT	n/a	n/a
Individuals with disabilities	n/a	n/a
Total	2	5

EQUITY PARTNERS (2014)

	Men	Women
White/Caucasian	55	5
African-American/Black	0	0
Hispanic/Latino	1	0
Alaska Native/American Indian	n/a	n/a
Asian	1	n/a
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	n/a	n/a
Individuals with disabilities	n/a	n/a
Total	57	5

NON-EQUITY PARTNERS (2014)

	Men	Women
White/Caucasian	32	11
African-American/Black	1	2
Hispanic/Latino	1	0
Alaska Native/American Indian	n/a	n/a
Asian	1	1
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	n/a	n/a
Individuals with disabilities	n/a	n/a
Total	35	14

OF COUNSEL (2014)

	Men	Women
White/Caucasian	14	4
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	n/a	n/a
Asian	n/a	n/a
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	n/a	n/a
Individuals with disabilities	n/a	n/a
Total	14	4

NEW HIRES (2014)

	Men	Women
White/Caucasian	5	2
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	n/a	n/a
Asian	n/a	n/a
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	n/a	n/a
Individuals with disabilities	n/a	n/a
Total	5	2

Strategic Plan and Diversity Leadership

How does the firm's leadership communicate the importance of diversity to everyone at the firm?

E-mails, web site, newsletters, CLE programs, sponsorship of diversity bars and organizations

Who has primary responsibility for leading diversity initiatives at your firm?

Phil Cha, Diversity Committee Chairman

Does your law firm currently have a diversity committee?

Yes

If yes, does the committee's representation include one or more members of the firm's management/executive committee (or equivalent)?

Yes

If yes, how many attorneys are on the committee, and in 2014, what was the total number of hours collectively spent by the committee in the furtherance of the firm's diversity initiatives?

Total attorneys on committee: 11

Total hours spent on diversity: [No response]

Does the committee and/or diversity leader establish and set goals or objectives consistent with management's priorities?

Yes

Has the firm undertaken a formal or informal diversity program or set of initiatives aimed at increasing the diversity of the firm?

Yes

If yes, is it formal or informal?

The Firm had a formal Diversity Education retreat for all attorneys.

How often does the firm's management review the firm's diversity progress/results?

Monthly

How is the firm's diversity committee and/or firm management held accountable for achieving results?

[No response]

Is your firm minority-owned or women-owned?

No



Law Firm Diversity Initiatives

INITIATIVES FOR ALL DIVERSE ATTORNEYS

Already Completed	Currently Addressing	Not a Current Priority	
X			Undertake communication from firm management that diversity is a top priority of the firm
X			Formalize diversity plan and committee with action steps and accountability to management
X			Conduct firmwide diversity training for all attorneys and staff
	X		Focus on strengthening firm's mentoring program
		X	Conduct internal diversity needs assessment (e.g., culture and environment surveys) and/or retain diversity consultant to examine how firm culture might be more welcoming of minorities
	X		Support law firm's internal affinity networks
		X	Hire a director of diversity or other full-time professional to implement the firm's diversity program
	X		Coordinate or work with clients on diversity issues
	X		Develop/expand relationships with minority bar associations and other legal diversity organizations to offer firm's support of these networks



Law Firm Diversity Initiatives

INITIATIVES SPECIFICALLY FOR MINORITY ATTORNEYS

Already Completed	Currently Addressing	Not a Current Priority	
	X		Increase the number of minority attorneys at the associate level
	X		Increase the number of minority attorneys at the partnership level
	X		Increase the number of minority attorneys in leadership positions
	X		Focus on strengthening firm's mentoring program for minority attorneys
	X		Manage/monitor allocation of work assignments and/or hours billed to ensure minority attorneys have equal access/inclusion on top client matters

INITIATIVES SPECIFICALLY FOR WOMEN ATTORNEYS

Already Completed	Currently Addressing	Not a Current Priority	
	X		Institute a formal part-time policy that addresses partnership prospects
	X		Increase the number of women at the associate level
	X		Increase the number of women at the partnership level
	X		Increase the number of women in leadership positions
	X		Focus on strengthening firm's mentoring program for women
	X		Manage/monitor allocation of work assignments and/or hours billed to ensure women have equal access/inclusion to top client matters



Law Firm Diversity Initiatives

INITIATIVES SPECIFICALLY FOR OPENLY GLBT ATTORNEYS

Already Completed	Currently Addressing	Not a Current Priority	
			Offer same-sex domestic partners the same benefits available to married individuals
			Increase the number of GLBT attorneys at the associate level
			Increase the number of GLBT attorneys at the partnership level
			Increase the number of GLBT attorneys in leadership positions
	X		Ensure that EEO and non-discrimination policies specifically address gender identity

INITIATIVES SPECIFICALLY FOR ATTORNEYS WITH DISABILITIES

Already Completed	Currently Addressing	Not a Current Priority	
			Increase the number of attorneys with disabilities at the associate level
			Increase the number of attorneys with disabilities at the partnership level
			Increase the number of attorneys with disabilities in leadership positions
X			Ensure that EEO and non-discrimination policies specifically address individuals with disabilities



Pipeline Initiatives

Does your firm actively engage in initiatives to feed the diversity pipeline by encouraging minority students to consider law as a career and/or assisting them in pursuing such opportunities?

- Participate in established pipeline programs, such as SEO, Legal Outreach, Prep for Prep or Street Law*
- Fund scholarships for minority high school or college students*
- Mentor high school or college students*
- Participate in or host mock trial programs or career events*
- Provide internships or employment to minority high school or college students*
- Outreach to middle school students*

Please discuss any additional efforts to reach out to diverse undergraduates, high school, middle school or grade school students.

[No response]



Recruitment - New Associates

Does your firm annually recruit at any of the following types of institutions?

Ivy League schools: None

Other private schools: None

Public state schools: None

Historically Black Colleges and Universities (HBCUs): None

Diversity job fairs: None

Do you have any special outreach efforts directed to encourage minority law students to consider your firm?

- Hold a reception for minority students
- Advertise in minority law student association publications
- Participate in or host minority law student job fairs
- Sponsor minority law student association events
- Firm lawyers participate on career panels at schools
- Outreach to leadership of minority student organizations
- Scholarships or intern/fellowships for minority students
- Other (please specify)

Do you have any programs specifically targeted at first-year students?

[No response]



Recruitment - New Associates

ALL 2L SUMMER ASSOCIATES (2014)

	Men	Women
White/Caucasian	0	2
African-American/Black	1	0
Hispanic/Latino	0	2
Alaska Native/American Indian	n/a	n/a
Asian	n/a	n/a
Native Hawaiian/Pacific Islander	0	0
Multiracial	1	1
Openly GLBT	n/a	n/a
Individuals with disabilities	n/a	n/a
Total	2	5

OFFERS MADE* (2014)

* Summer associates who received an offer of full-time employment

	Men	Women
White/Caucasian	0	1
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	n/a	n/a
Asian	n/a	n/a
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	n/a	n/a
Individuals with disabilities	n/a	n/a
Total	0	1

OFFERS ACCEPTED* (2014)

* Summer associates who accepted an offer of full-time employment

	Men	Women
White/Caucasian	0	1
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	n/a	n/a
Asian	n/a	n/a
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	n/a	n/a
Individuals with disabilities	n/a	n/a
Total	0	1

NEITHER ACCEPTED NOR DECLINED (2014)

* Summer associates who neither accepted nor declined an offer of full-time employment because of postgraduate clerkship/fellowship

	Men	Women
White/Caucasian	0	0
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	n/a	n/a
Asian	n/a	n/a
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	n/a	n/a
Individuals with disabilities	n/a	n/a
Total	0	0

Recruitment - Lateral Associates and Partners

LATERAL ASSOCIATE HIRES (2014)

	Men	Women
White/Caucasian	3	1
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	n/a	n/a
Asian	n/a	n/a
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	n/a	n/a
Individuals with disabilities	n/a	n/a
Total	3	1

LATERAL OF COUNSEL HIRES (2014)

	Men	Women
White/Caucasian	1	0
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	n/a	n/a
Asian	n/a	n/a
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	n/a	n/a
Individuals with disabilities	n/a	n/a
Total	1	0

LATERAL PARTNER HIRES* (2014)

* Both equity and non-equity

	Men	Women
White/Caucasian	1	0
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	n/a	n/a
Asian	n/a	n/a
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	n/a	n/a
Individuals with disabilities	n/a	n/a
Total	1	0

NEW PARTNERS PROMOTED* (2014)

* Both equity and non-equity promoted from associate or of counsel rank

	Men	Women
White/Caucasian	2	3
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	n/a	n/a
Asian	n/a	n/a
Native Hawaiian/Pacific Islander	1	0
Multiracial	0	0
Openly GLBT	n/a	n/a
Individuals with disabilities	n/a	n/a
Total	3	3

NEW EQUITY PARTNERS* (2014)

* Whether hired laterally or promoted from within

	Men	Women
White/Caucasian	0	0
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	n/a	n/a
Asian	n/a	n/a
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	n/a	n/a
Individuals with disabilities	n/a	n/a
Total	0	0

Recruitment - Lateral Associates and Partners

What activities does the firm undertake to attract diverse attorneys?

- Partner programs with women, minority, gay/lesbian or disability-focused bar associations
- Participate at diversity job fairs
- Attend events at diversity legal organizations
- Seek referrals from other attorneys
- Utilize online job services (e.g., MCCA Job Bank)
- Hire recruiting professional who specializes in identifying diverse candidates
- Other (please specify)

Do you use executive recruiting/search firms to seek to identify new diversity hires (partners or associates)?

Yes

If yes, are any of these executive recruiting/search firms women and/or minority-owned?

Unknown

If yes, list all women and/or minority-owned executive search/recruiting firms to which the firm paid a fee for placement services in the past 12 months:

[No response]



Retention and Professional Development

ATTORNEYS WHO LEFT THE FIRM IN 2014

1ST-YEAR ASSOCIATES

	Men	Women
White/Caucasian	n/a	n/a
African-American/Black	n/a	n/a
Hispanic/Latino	n/a	n/a
Alaska Native/American Indian	n/a	n/a
Asian	n/a	n/a
Native Hawaiian/Pacific Islander	n/a	n/a
Multiracial	n/a	n/a
Openly GLBT	n/a	n/a
Individuals with disabilities	n/a	n/a
Total	n/a	n/a

2ND-YEAR ASSOCIATES

	Men	Women
White/Caucasian	n/a	n/a
African-American/Black	n/a	n/a
Hispanic/Latino	n/a	n/a
Alaska Native/American Indian	n/a	n/a
Asian	n/a	n/a
Native Hawaiian/Pacific Islander	n/a	n/a
Multiracial	n/a	n/a
Openly GLBT	n/a	n/a
Individuals with disabilities	n/a	n/a
Total	n/a	n/a

3RD-YEAR ASSOCIATES

	Men	Women
White/Caucasian	1	0
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	n/a	n/a
Asian	n/a	n/a
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	n/a	n/a
Individuals with disabilities	n/a	n/a
Total	1	0

4TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	n/a	n/a
African-American/Black	n/a	n/a
Hispanic/Latino	n/a	n/a
Alaska Native/American Indian	n/a	n/a
Asian	n/a	n/a
Native Hawaiian/Pacific Islander	n/a	n/a
Multiracial	n/a	n/a
Openly GLBT	n/a	n/a
Individuals with disabilities	n/a	n/a
Total	n/a	n/a

5TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	n/a	n/a
African-American/Black	n/a	n/a
Hispanic/Latino	n/a	n/a
Alaska Native/American Indian	n/a	n/a
Asian	n/a	n/a
Native Hawaiian/Pacific Islander	n/a	n/a
Multiracial	n/a	n/a
Openly GLBT	n/a	n/a
Individuals with disabilities	n/a	n/a
Total	n/a	n/a

6TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	n/a	n/a
African-American/Black	n/a	n/a
Hispanic/Latino	n/a	n/a
Alaska Native/American Indian	n/a	n/a
Asian	n/a	n/a
Native Hawaiian/Pacific Islander	n/a	n/a
Multiracial	n/a	n/a
Openly GLBT	n/a	n/a
Individuals with disabilities	n/a	n/a
Total	n/a	n/a

Retention and Professional Development

ATTORNEYS WHO LEFT THE FIRM IN 2014

7TH-YEAR ASSOCIATES

	Men	Women
White/Caucasian	0	1
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	n/a	n/a
Asian	n/a	n/a
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	n/a	n/a
Individuals with disabilities	n/a	n/a
Total	0	1

8TH-YEAR PLUS ASSOCIATES

	Men	Women
White/Caucasian	n/a	n/a
African-American/Black	n/a	n/a
Hispanic/Latino	n/a	n/a
Alaska Native/American Indian	n/a	n/a
Asian	n/a	n/a
Native Hawaiian/Pacific Islander	n/a	n/a
Multiracial	n/a	n/a
Openly GLBT	n/a	n/a
Individuals with disabilities	n/a	n/a
Total	n/a	n/a

OF COUNSEL

	Men	Women
White/Caucasian	0	0
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	n/a	n/a
Asian	n/a	n/a
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	n/a	n/a
Individuals with disabilities	n/a	n/a
Total	1	0

NON-EQUITY PARTNERS

	Men	Women
White/Caucasian	8	1
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	n/a	n/a
Asian	n/a	n/a
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	n/a	n/a
Individuals with disabilities	n/a	n/a
Total	8	1

EQUITY PARTNERS

	Men	Women
White/Caucasian	2	0
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	n/a	n/a
Asian	n/a	n/a
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	n/a	n/a
Individuals with disabilities	n/a	n/a
Total	2	0

Retention and Professional Development

Please identify the specific steps you are taking to reduce the attrition rate of diverse attorneys.

- Develop and/or support internal employee affinity groups (e.g., networks within the firm for minorities, women, gay/lesbian attorneys, or individuals with disabilities)
- Increase/review compensation relative to competition
- Increase/improve current work/life programs
- Adopt dispute resolution process
- Succession plan includes emphasis on diversity and greater inclusion of non-white men and women in firm leadership
- Work with diverse attorneys to develop career advancement plans
- Introduce diverse attorneys to key clients, including to lead engagements
- Review work assignments and hours billed to key client matters to make sure diverse attorneys, particularly non-white attorneys (i.e., minority attorneys, for whom research indicates a greater inclusion problem), are not being excluded:
- Strengthen mentoring program for all attorneys
- Professional skills development program for all attorneys
- Provide a gender-neutral parental leave policy that covers adoptions
- Other (please specify)

Does your firm have part-time/flex-time policies that permit attorneys (male or female) to work alternative schedules?

Yes

What impact, if any, will the decision to work part time have on an attorney's ability to make a partner, or if already a partner, to remain a partner at your firm?

[No response]

How many current equity partners have worked part time, exclusive of maternity/paternity leave or short-term disability?

[No response]



Retention and Professional Development

PART-TIME ATTORNEYS (2014)	PART-TIME ATTORNEYS			TOTAL NUMBER OF ATTORNEYS (full and part-time)
	Men	Women	Total	
Associates	0	3	3	47
Of counsel	7	0	7	18
Non-equity partner	0	2	2	49
Equity partner	3	n/a	3	62



Management Demographic Profile

FIRMWIDE COMMITTEES 2014

EXECUTIVE/MANAGEMENT COMMITTEE*

* Attorneys on the Executive/Management Committee or equivalent

	Men	Women
White/Caucasian	10	0
African-American/Black	0	0
Hispanic/Latino	0	0
Alaska Native/American Indian	n/a	n/a
Asian	n/a	n/a
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	n/a	n/a
Individuals with disabilities	n/a	n/a
Total	10	0

HIRING COMMITTEE*

* Attorneys on Hiring Committee or equivalent

	Men	Women
White/Caucasian	5	3
African-American/Black	2	0
Hispanic/Latino	0	0
Alaska Native/American Indian	n/a	n/a
Asian	n/a	n/a
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	n/a	n/a
Individuals with disabilities	n/a	n/a
Total	7	3

PARTNER REVIEW COMMITTEE*

* Attorneys on the Partner Review Committee or equivalent

	Men	Women
White/Caucasian	5	0
African-American/Black	0	0
Hispanic/Latino	1	0
Alaska Native/American Indian	n/a	n/a
Asian	n/a	n/a
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	n/a	n/a
Individuals with disabilities	n/a	n/a
Total	6	0

ASSOCIATE REVIEW COMMITTEE*

* Attorneys on the Associate Review Committee or equivalent

	Men	Women
White/Caucasian	4	3
African-American/Black	0	0
Hispanic/Latino	1	0
Alaska Native/American Indian	n/a	n/a
Asian	n/a	n/a
Native Hawaiian/Pacific Islander	0	0
Multiracial	0	0
Openly GLBT	n/a	n/a
Individuals with disabilities	n/a	n/a
Total	5	3

ATTORNEYS ON THE DIVERSITY COMMITTEE OR EQUIVALENT

	Men	Women
White/Caucasian	2	1
African-American/Black	2	1
Hispanic/Latino	1	9
Alaska Native/American Indian	n/a	n/a
Asian	n/a	n/a
Native Hawaiian/Pacific Islander	2	1
Multiracial	0	0
Openly GLBT	n/a	n/a
Individuals with disabilities	n/a	n/a
Total	7	3

Management Demographic Profile

OTHER LEADERSHIP ROLES

Leadership positions (2014)	U.S. office heads	Practice group/ department leaders	Committee leaders
Total number of positions	9	16	14
Number of such positions held by:			
Minorities	1	9	1
Women	2	1	1
GLBT attorneys	n/a	n/a	n/a
Individuals with disabilities	n/a	n/a	n/a

Please provide information regarding all diverse attorneys who currently head offices, practice groups and committees. Enter responses in the following format: Attorney, Office location/Practice group/Committee (No. of attorneys in office/practice group/committee).

U.S. OFFICE HEADS

How many offices does your firm have in the United States?

Minorities heading offices: [No response]

Women heading offices: [No response]

GLBT attorneys heading offices: [No response]

Individuals with disabilities heading offices: [No response]

PRACTICE GROUP/DEPARTMENT LEADERS

Minorities heading practices: [No response]

Women heading practices: [No response]

GLBT attorneys heading practices: [No response]

Individuals with disabilities heading practices: [No response]

COMMITTEE LEADERS

Minorities heading committees: Phil Cha, Diversity Committee Chair

Women heading committees: [No response]

GLBT attorneys heading committees: [No response]

Individuals with disabilities heading committees: [No response]



The Firm Says

ARCHER & GREINER'S COMMITMENT TO DIVERSITY

Archer & Greiner maintains a strong commitment to diversity within the firm and to creating a workplace environment that embraces different perspectives and cultures in an atmosphere of inclusion and respect. This not only provides all Archer & Greiner employees the opportunity to flourish in their careers, it also optimizes our ability to provide exceptional service to clients. Ultimately, Archer & Greiner's commitment to diversity is a commitment to the quality of the firm.

Diversity and inclusion enrich our experience and widen our perspective for understanding the needs of our clients and the community. They enhance our ability to serve a broad client base while creating additional opportunities to attract and develop talented professionals and staff.

Archer & Greiner is specifically committed to:

- Increasing its visibility and recognition among minority, diverse and women students and lateral candidates;
- Improving and increasing recruitment of qualified minority, diverse and women attorneys; and
- Ensuring minority, diverse and female representation at all levels in the firm.

Archer & Greiner puts this commitment into practice through a variety of committees, initiatives and activities. These programs thrive due to the leadership, participation, and support of attorneys at the highest levels of firm management, and through the dedicated efforts of personnel at all levels within the firm.

Firm Committees and Groups

Diversity Committee: This longstanding committee is the flagship group and primary force behind the firm's diversity and inclusion efforts. The Diversity Committee was created to review, recommend and implement policies and initiatives to put into practice the overarching goal of building a diverse team of attorneys.

This highly active, Board of Directors-approved committee comprises a cross-section of attorneys, including the firm President as well as Partners and Associates. The Diversity Committee includes members of the firm's Personnel and Hiring Committees as well as the firm's Chief Operating Officer, a composition designed to facilitate close collaboration on practices and policies regarding recruitment, hiring, training, mentoring, evaluation and advancement.

Other core functions of the Committee include:

- Reviewing and recommending initiatives for diversity and other training to enhance communication and education at all levels;
- Maintaining up-to-date information about initiatives and best practices in the legal industry for enhancing diversity and inclusion, and serving as a resource for those who request the Committee's advice or support; and
- Recommending opportunities, such as conferences, networking events and organization membership, which enhance professional development and support the firm's diversity initiatives.

Archer & Greiner Women Lawyers Network: The Women Lawyers Network was approved by the firm's Board of Directors in 2007. This group provides mentoring and networking opportunities to our women attorneys through in-house programs, collaboration with other women's organizations, and working with other groups within the firm such as the Diversity Committee, the Associate Practice Development Committee and the Personnel Committee. The Network focuses on marketing, professional and practice development, career advancement, and work/life balance. Meetings are held on a regular basis with leadership provided by senior women attorneys.

LEAD (Lawyers Encouraging Archer's Diversity): This is the firm's latest diversity and inclusion affinity group, open to anyone in the firm with an interest in its mission. LEAD provides additional mentoring and professional development opportunities for all of our attorneys, encourages diversity and inclusiveness throughout the firm, and holds events to promote firm-wide dialogue and interaction. LEAD, as an extension of the Diversity Committee, works with the firm's in-house Continuing Legal Education (CLE) Committee to present seminars, workshops and panel discussions focused on diversity and inclusion. Since its creation earlier this year, LEAD has organized in-house CLE programs on The Business Case for Diversity and Asian Americans and the Law of the Gold Mountain, the latter held in May in recognition of Asian Pacific American Heritage Month.

Diversity and Inclusion Initiatives: Recruitment, Retention and Advancement

Archer & Greiner has been a leader for many years in the effort to increase diverse representation in the legal profession. The firm supports this effort through a variety of means, including the time, energy and expertise of our personnel, as well as substantial financial commitment through diversity scholarships, summer associate employment and special events, as well as support of, membership in and sponsorship of numerous affinity bar association and other affinity organizations.

Diversity Scholarships

Rutgers University School of Law•Camden: Each year since 1999, the firm has awarded the Archer & Greiner Diversity Scholarship to diverse law students at Rutgers School of Law•Camden. This scholarship was one of the first of its kind in the nation. Each year, a first-year student is selected in collaboration with Rutgers, and thereafter receives \$5,000 a year for each of his or her three years of law school (a total of \$15,000 per recipient over three years, while the firm provides a total of \$15,000 each year). Recipients also participate in Archer & Greiner's summer associate program following their second year of law school. The firm has developed and implemented this scholarship program with the able assistance of Rutgers and in recognition of the firm's commitment to diversity in the legal profession.

Temple University Beasley School of Law: Archer & Greiner awards two \$7,500 scholarships annually to diverse second-year Temple Law students. As with the Rutgers program, recipients work as summer associates, with their salaries paid by Archer & Greiner, but with the added dimension that work time is split between the firm and the City of Philadelphia Law Department. The initiative supports diversity in Temple's student body, promotes Archer & Greiner's commitment to fostering diversity at the firm, and supplies the City Law Department with needed assistance at no cost while providing the aspiring attorneys valuable, hands-on experience in the law department of a major public sector agency. This program has drawn accolades across the region from advocates of diversity in the profession.

Both the Rutgers and Temple scholarship programs have resulted in the hiring of diverse attorneys to work fulltime at Archer & Greiner.

Summer Employment, Job Fair and Law Student Mentoring Programs

Philadelphia Diversity Law Group (PDLG) First-Year Summer Program: Through this program, the firm annually hires at least one law student from the PDLG's list of diverse candidates. The PDLG identifies first-year law students who have overcome obstacles in pursuing a legal career, come from disadvantaged backgrounds, or from backgrounds that are underrepresented in the Philadelphia area legal community, and who have demonstrated the ability • based on academic achievement, writing ability and other accomplishments • to succeed in summer programs of member organizations.

Law School Student Mentoring: Archer & Greiner is a founding member of the New Jersey Law Firm Group, created by New Jersey's largest law firms to improve minority attorney hiring and retention. The firm participates in the group's Mentor Program, which pairs practicing lawyers with minority law students from New Jersey's three law schools: Rutgers-Camden, Rutgers-Newark and Seton Hall. The mentor helps with r•sum• preparation, interview skills and whatever support is necessary to ensure that each minority law student is well-prepared for the interview process.

Job Fairs: Archer & Greiner participates in minority job fairs throughout the region, including the Philadelphia Area Minority Job Fair and the New Jersey Law Firm Group Job Fair.

Affinity Organization Membership, Leadership and Support. The firm supports, encourages and pays for attorneys to participate in dozens of affinity Bar Associations and other affinity organizations such as Chambers of Commerce. Archer & Greiner also provides generous financial support to these groups through event and other sponsorships. Archer & Greiner attorneys are current or former officeholders within such groups as the Hispanic Bar Association of New Jersey, the Garden State Bar Association, the Asian Pacific American Lawyers Association of New Jersey, and the Asian Pacific American Bar Association of Pennsylvania, as well as in affinity sections within the New Jersey State Bar Association and county-level bar associations throughout the state. Other affinity groups we support and/or participate in include the African American Chamber of Commerce of New Jersey and the Greater Philadelphia Hispanic Chamber of Commerce.

Awards, Recognition and Authorship. Archer & Greiner and its attorneys have won numerous awards and have garnered extensive public recognition for their efforts to increase diversity and inclusion in the firm and in the legal profession as a whole. For instance, the Temple Law scholarship was widely praised and publicized for its innovation and effectiveness, including at an initial news conference hosted and led by Philadelphia Mayor Michael Nutter. Our attorneys have been honored as Diverse Attorneys of the Year by The Legal Intelligencer and among New Jersey's Best 50 Women in Business by NJBIZ, the statewide business weekly. Archer & Greiner attorneys have also authored articles on diversity in the legal profession for publication in prominent periodicals.

Public acknowledgment such as this regarding the firm's efforts conveys the message that Archer & Greiner values diversity and inclusion.

