



Enabling and Enhancing the Diversity in Your Law Firm: How to Meet Client and Personnel Expectations of Diversity in a Law Firm

Seminar Topic: This material provides an in-depth examination of the skill set necessary to recognize, understand and increase diversity in the legal workplace.

This publication provides the reader with the knowledge and tools necessary to identify diversity issues and the tools that can be applied in practical situations to increase diversity in the legal profession.

This material is intended to be a guide in general and is not legal advice. If you have any specific question regarding the state of the law in any particular jurisdiction, we recommend that you seek legal guidance relating to your particular fact situation.

The course materials will provide the attendee with the knowledge and tools necessary to identify the current legal trends with respect to diversity issues. The course materials are designed to provide the attendee with current law, impending issues and future trends that can be applied in practical situations.



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Disclaimer: The views expressed herein are not a legal opinion. Every fact situation is different and the reader is encouraged to seek legal advice for their particular situation.

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She was the focus of *Inside Counsel*: "Comrades in Ops", and *Crain's Chicago Business*, "How Lawyers are Like Office Supplies".

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Course Description

This seminar provides an in-depth examination of the skill set necessary to recognize, understand and increase diversity in the legal workplace. This course provides the participant with the knowledge and tools necessary to identify diversity issues and the tools that can be applied in practical situations to increase diversity in the legal profession.

Corporate clients are requiring their law firms to increase the diversity of firm lawyers and the team working for that client. The program explores how firms should attract and retain their diverse talent to meet client expectations and to attract talent. This course will discuss tips on how firms can attract and retain diverse talent, the client and internal firm reasons to do so, and what steps to take and metrics to measure in order to meet diversity and inclusion goals.

Course Presentation

This presentation provides an in-depth examination of the skill set necessary to recognize, understand and increase diversity in the legal workplace.

This presentation provides the participant with the knowledge and tools necessary to identify diversity issues and the tools that can be applied in practical situations to increase diversity in the legal profession.

The presentation will assist legal professionals with the identification of diversity and inclusion goals in the workplace and provide them with the skills to apply the lessons of the course to their own professional situations.

This course provides an in-depth examination of the process and procedure of attracting and retaining diverse talent at a law firm.

This course provides practical guidance and a discussion on best practices regarding metrics to track and programs to implement in order to improve law firm diversity and inclusion goals.

After this course, the Participant will develop an understanding about why clients demand diverse teams, and how to meet those demands.

This course provides an intellectual foundation and introduces a set of learning skills essential for success in the legal profession and for diversity and inclusion goals. The course will provide opportunities for careful reading, for creative and critical thinking, for oral and written communication, and for engaging with others in a shared conversation about stimulating material.

Course Material

This material is intended to be a guide in general and is not legal advice. If you have any specific question regarding the state of the law in any particular jurisdiction, we recommend that you seek legal guidance relating to your particular fact situation.

The course materials will provide the attendee with the knowledge and tools necessary to identify the current legal trends with respect to these issues. The course materials are designed to provide the attendee with current law, impending issues and future trends that can be applied in practical situations.

Course Learning Objectives and Outcomes

This course is designed to provide the following learning objectives

The ability to understand the skill set necessary to recognize, understand and increase diversity in the legal workplace

The ability to recognize and describe diversity issues and the tools that can be applied in practical situations to increase diversity in the legal profession.

The ability to identify and distinguish diversity and inclusion goals in the workplace and provide them with the skills to apply the lessons of the course to their own professional situations.

The ability to understand, discuss and implement practice tips to improve the process and procedure of attracting and retaining diverse talent at a law firm.

Participants will develop an understanding of best practices regarding metrics to track and programs to implement in order to improve law firm diversity and inclusion goals.

Participants will develop an understanding of why clients demand diverse teams, and how to meet those demands.

Participants will learn to critically evaluate and analyze a law firm's diverse talent and how to retain that talent.

Timed Agenda:

Presenter Name: Audrey Rubin

CLE Course Title: Enabling and Enhancing the Diversity in Your Law Firm: How to Meet Client and Personnel Expectations of Diversity in a Law Firm

Time Format (00:00:00 - Hours:Minutes:Seconds)	Description
00:00:00	ApexCLE Company Credit Introduction
00:00:20	CLE Presentation Title Enabling and Enhancing the Diversity in Your Law Firm: How to Meet Client and Personnel Expectations of Diversity in a Law Firm
00:00:32	CLE Presentation Start
00:04:43	Organizations to Help Women and Diverse Lawyers
00:06:17	50% Women, 6% LGBTQ+, 33% Racial and Ethnic Minorities
00:06:35	Women and Other Diverse Talent Drop Out of the Law Firm Work Force Over Time
00:06:56	Law Firm Associate Attrition - 11% Higher for Women. 33% Higher for Minorities
00:07:58	Clients are Demanding Law Firm Diversity
00:11:15	ESG - Environmental, Societal, and Governance Mandates and Goals
00:0	Justice Bid Diversity Lab
00:14:22	Client Report Cards
00:18:01	Follow the Data
00:22:03	Who Are You Recruiting
00:22:50	When Are You Recruiting
00:22:53	Mentoring
00:27:11	Review Your Reviews! Constructive and Tracked Feedback
00:28:00	Unconscious Bias Training
00:31:12	Solving the Problem
00:38:47	Demonstrate Progress
00:43:01	Secondments
00:48:49	Study and Develop SMART Goals That Fit Your Firm
00:49:29	SMART Goals
01:02:43	Practical Tips

01:08:15	Presenter Closing
01:08:18	ApexCLE Company Closing Credits
01:08:23	End of Video

Enabling and Enhancing the Diversity in Your Law Firm: How to Meet Client and Personnel Expectations of Diversity in a Law Firm

STATEMENT OF THE PROBLEM

Today's program Enabling and Enhancing the Diversity in Your Law Firm: How to Meet Client and Personnel Expectations of Diversity in a Law Firm have been a concern in the legal profession for a very long time. Progress has been made regarding women, people of color, people with disabilities etc.

Law firms are still not able to maintain, sustain, or attract enough diversity in their lawyer base. Clients are demanding more diversity.

Diversity And Inclusion Have Been Concerns In The Legal Profession Forever

- A. I chaired Illinois Task force on Diversity in the Courts – 1990 Report
- B. ABA Special Committees and Task forces
 - 1. Presidential Task Force on Gender Equity
 - 2. ABA Commission on Women in the Profession
- C. ABA Certification Commitment – 8-9 years ago asking corporations to certify that they would demand or seek more diversity out of their law firms
- D. Organizations to help women diverse lawyers, and diverse law students as well as law firms improve their diversity such as:
 - 1. Ms. JD
 - 2. NAWL
 - 3. Direct Women
 - 4. Special interest bar groups, e.g.,
 - a. Women's Bar associations

- b. Black Bar associations
- c. Latinx Bar associations
- 5. PODER 25 – works to help diverse lawyers rise up in their legal departments to be general counsel
- 6. Diversity Lab – certification of the Mansfield Rule
 - a. Proves you have certain levels of diversity
- 7. Taken certain measures to improve the diversity in your law firm/corporate law department
- 8. NAMWOLF

E. There are many organizations and associations that do help to promote diversity in the legal profession.

F. Statistics are that diverse talent is in law school. Women in particular are no longer a minority in US law schools. (50% women, 33% racial and ethnic minorities, 6% LGBTQ+)

G. But women and other diverse talent drop out of the law firm work force over time.

H. Law firm associate attrition rate – 11% higher for women. 33% higher for minorities (ALM data and Diversity Lab)

- 1. At this rate, big law firms (largest 200) won't mirror law school when it comes to equity partnerships for women until 2057, and for racial minorities until 2084.

Illinois Task force on Diversity in the Courts – 1990 Report

The report reviewed and recommended changes in four areas:

- (1) domestic relations,
- (2) criminal justice,
- (3) civil damage awards, and
- (4) courtroom dynamics.

Committee on Equality announces creation of subcommittees to further promote equality and trust in court system

The Supreme Court of Illinois Committee on Equality has announced the creation of six subcommittees whose focus will be to concentrate on several

precise and specific issues related to bringing equality and facilitating trust in the court system.

The Supreme Court of Illinois Committee on Equality was formed in 2015 to advance the Court's commitment to a judicial system free of bias in which every user and employee of the court could feel fairly treated, safe and respected, and to promote equality and fairness in the administration of justice and facilitate a high level of trust and public confidence in the courts and its judicial officers.

"Illinois Courts have a long history of promoting equality and fairness in the administration of justice and facilitating a high level of public trust in the courts," Chief Justice Anne M. Burke said. "The Committee and its newly formed subcommittees will be an important part of ensuring that progress continues."

The Supreme Court of Illinois Committee is chaired by the Honorable Joseph G. McGraw of the 17th Judicial Circuit. Justice P. Scott Neville Jr. serves as the Supreme Court Liaison to the Committee. The appointed members are a diverse mix of judges and attorneys from all around the state.

The Supreme Court of Illinois Committee on Equality subcommittees are as follows:

- Disparate Impact of Court Rules
- Diversity of Judges and Staff in the Court System
- Education
- Jury Diversity
- Pronoun and Preferred Name Usage
- Public Communications

The subcommittees will convene on a regular basis and will report ideas, progress and suggestions to the overall Committee on Equality at the regular Committee meetings throughout the year. The goal of the subcommittees is to create ideas and suggestions that can be ultimately submitted to the Illinois Supreme Court to address the areas of each of the subcommittee's focus. <https://www.illinoiscourts.gov/News/1103/Committee-on-Equality-announces-creation-of-subcommittees-to-further-promote-equality-and-trust-in-court-system/news-detail/>

Clients are Demanding Law Firm Diversity

1. On their teams
2. In the firms
3. In firm leadership
4. RFPs

 - a. What particular questions are asked?
 - i. Asking for specific points of achievement in regards to diversity
 - ii. Law firm leadership to be diverse
 - iii. Compensation committee be diverse
 - iv. The Hiring committee be diverse
 - b. Can be a huge way to distinguish yourself for clients
5. Clients are getting very specific about what want to show they are a diverse people making very important, powerful decisions and working on their matters
6. Why does a client care about diverse talent working on their matters?

 - a. It has been proven that diversity of a team generates better thought processes, strategic ideas of a team, different perspectives and a better work product
 - b. Most clients today have committed to diversification of their companies
 - a. Shareholders are demanding diversification
 - b. Boards of Directors are demanding diversification
 - c. New hires are demanding diversification of the companies they work for
 - d. Private equity funders
7. The Client wants:

 - a. The Best Team
 - b. People who will stay
 - c. Diverse People who will stay
 - d. ESG Demands

8. ESG- (Environmental, Societal and Governance) Goals/Demands

- Diversity part of it social and governance in particular goals
- The rise of it, the corporate commitments
- GC and Law Department meeting corporate commitments
- Boards of Directors
- C-Suite
- Investors

9. Tools for tracking and benchmarking Diversity

- Available reports/trackers (Belongs up)
- Justice Bid
- Diversity Lab
- Clients demanding people not be double counted which these tools can sort out

10. We Lawyers and Law firms want to improve diversity in the profession because we want to do the right thing. We care about

- Social Equity
- Human Rights
- Moving Society and our Communities forward

Client Report Cards

Many Clients are giving their law firms report cards annually.

Some are comparing one law firm to another in terms of diversity

- a. If diversity measurements are not met
 - i. Fee reduction
 - ii. Holding back legal fees and will provide later as bonus
 - iii. Not hiring the firm

This involves real money and retention of clients

- Client wants diverse law firms and law firms want to be diverse
- Legal market has been very hot lately
- Law students are diverse but they are leaving the law firms
- If client expects a diverse team, how do you deploy your people on so many client matters?
- How do you address these concerns?

Follow the Data

A. Data will show you

- What kinds of people you are attracting
- What kinds of people are leaving
- When they are leaving
- Why they are leaving – many very concerning reasons
- Bonus comparisons between diverse and non-diverse lawyers
- Appointments to special law firm committees
- Shining a light on diverse talent

B. Although law firms are more diverse today there are still many problems we need to overcome.

C. What Data you should be collecting

1. Where are you recruiting
 - a. Traditionally black university law schools only?
Other law schools with diverse talent
 - b. Are you insisting on going to the Top 10 law schools? May be missing out on a lot of diverse talent especially 1st generation immigrant talent that cannot afford Top 10 schools.
2. When are you recruiting
 - a. Might want to recruit different times of year
 - b. Bring in a Diverse person as a clerk during the school year

- c. Possibly form Diverse scholarship at a law school which would have Diverse Law students come work for you for the summer
 - i. paid out of scholarship funds
 - ii. or pay their tuition for a semester

D. The Pipeline – May want to figure out if there is a way to start your pipeline for Diverse hiring earlier in the process– maybe college or high school

1.Examine your processes

- b. Process improvement study
- c. Start the pipeline earlier

2. Look at things measurable but more sensitive

- a. Seniors Partners/Partners who are not good teachers, trainers, or mentors?
- b. Consequences and goals should include Mentoring

E. Mentoring

- 1. Talent/employees demanding it
 - a. On interview
 - b. Engagement
 - c. Career Pathing
 - d. Mentoring
 - e.Sponsorships
 - f. Leadership

F. Review your reviews! Constructive and tracked feedback

1.Review Departure Interviews carefully

2.Independent party meet with Associates on a confidential bases – get a sense of what is really happening at the law firm when it comes to diverse talent

3.Additional training:

- a. Unconscious Bias Training – must have
- b.Business of being a Law Firm – training in how the law firm is a business

4.Review Associate Reviews

- a.Not only written reviews
- b.How the reviews are conducted – what is being said and what is being told to them in writing

Solving the Problem

- A. Supply coaches – Talent can confidentially express their insecurities or ask how does this really work in the law firm, who can I really trust
 - 1. For high potentials
 - 2. For Diverse talent you think should be performing better
- B. Diverse Hiring Panels
- C. Diverse Slates of Candidate – ie: Summer position open – down to 5 candidates- 3 out of 5 should be Diverse. Increases odd of Diverse candidate being hired.
- D. Review Blind Resumes
 - 1. Have someone in HR delete certain things in a person’s resume that are indicative of ethnicity, color, gender etc
- E. Alternative Staffing Models to bring in more Diversity
 - 1. Large Law Firm has a case in another part of the state – have local diversity owned law firm handle the local signing of papers, the routine court appearance
 - 2. Helping the profession
 - 3. Partnering with Diverse law firm

What To Tell Clients About Diverse Talent For Their Matters

A. Demonstrate progress

- 1. Association leadership – getting diverse talent involved in Bar Associations Leadership or non-profit
 - a. Diverse Talent more confident as networking skills develop
 - b. More beholding to the Law Firm

B. Other recognition – for those that mentor or sponsor a new lawyer

1. Mentorship and sponsorship is important but not the same thing. A mentorship is like a big brother or sister. Helps a person along, show them the ropes.

2. Sponsorship is when you give a diverse lawyer a platform to shine. Give the Diverse lawyers opportunities to shine by working on the presentation you have to give or serving on committees, presenting at a the law firm retreat. Letting them shine. Give them the spotlight they deserve. This will help them feel validated and to move up in the firm.

C. Not just a special interest committee in the firm

D. No tokenism

E. Secondments – when a client asks for the loan of a lawyer. Client has a lawyer out on sick leave or just got hit by a big government investigation and does not have the bandwidth to address it. Often clients will call their favorite law firm and ask for a loan of a lawyer for a month or two, 3 days a week.

1. For Diversity lawyers this can be a phenomenal opportunity to mesh with the client, get to know the client, understand another aspect of the law that of being an inhouse lawyer.

2. Need to stop saying “We law firm leaders are upset because our clients are stealing our best talent.” Clients do not steal talent, talent leaves because of some of the reasons we have been discussing (which you can improve) or to cement the relationship. The lawyer that goes from your firm to a client to be an inhouse, can be responsible for load of referral business back to your firm.

a. This can help the profession to Diversify

b. Give Diverse talent opportunities

c. The power to hire you back

F. Shadowing – allow talent to shadow someone in a different department or office of your firm. This can be hard for a leader to do.

1. These opportunities are what make people stay, learn and feel beholden, part of the organization
2. The person who is shadowing, might see something the person is doing that they did not realize they were doing – the person being shadowed can improve.
3. By going to another department or office they may find work is being shared and may be able to improve upon the process that will help everyone at the firm.
4. Beneficial for everyone

H. Offer alternatives

I. Other partnering law firms

J. Diverse partners who are good leaders and teach

Study And Develop Smart Goals That Fit Your Firm

A. Set SMART Goals – SMART stands for setting goals that are

1. Specific Goals – the goal really needs to specify what it is measuring
2. Measurable – must be able to measure progress
3. Achievable – has to be able to be achieved or no reason to do the goal
4. Relevant – have meaning for the firm

5. Time Bound – must have a set time period to accomplish the goal

B. The way to set SMART goals is

1. Set a couple of them for the entire firm
2. Set too many you will fail
3. Set too few, you won't make progress
4. Look at your recruiting historical data and see where you might be able to improve
5. Then expect everybody else's goals in the firm to roll up to the SMART goals of the Firm

C. Leads to more team spirit

D. Communicate goal progress with everyone at the firm – what is happening so far and how can we improve it

E. Spotlighting – Publicly acknowledging success

1. Firm meeting once a quarter and designate one person as “Special Achiever”
 - a. Pick the criteria for the award
 - b. Then publicly recognize
 - c. Decide what they receive as an award

F. Public in recognizing ethnic holidays

1. Do not hold meetings on these days
2. If you start paying attention to these cultural, ethnic, religious, racial details firm will become more inclusive and will retain its talent

G. Giving of Reviews

1. Clear written guidelines and training
 - a. How to give reviews
 - b. How to receive reviews
 - c. Should be done after the end of a project or every couple of months
2. Train the Reviewer on how to give a review
3. Train the Reviewee on how to take criticism and work with it

Practical Tips To Improve Diversity Of Your Law Firm

A. For improving the diversity of your law firm

B. Helping your clients appreciate what you are doing in regards to diversity

C. Short term and long-term goals should be shared them with clients

1. Communicate to firm regularly
2. Communicate to clients
3. Make progress toward the goals
4. All data driven - track the data

D. We have not made enough progress

1. Listen to the Diverse Lawyers
2. Look for resources for your firm that can help you achieve progress towards Diversity
3. Hire an expert – this isn't your area of expertise or the best use of your time
4. Help your firm and our profession to become more diverse

Support And Programs To Assist Attorneys

Often an ethics issue arises and the Illinois Rules of Professional Conduct are unclear as to how to proceed. The attorney can look to the ABA Model Rules and their comments for guidance but still may be unable to find a solution. At that point the attorney may want to contact the Ethics Inquiry Program created by the ARDC. The Ethics Inquiry Program provides research assistance and guidance regarding ethics issues. They do not accept e-mails or faxes but can be reached via telephone at 312-565-2600 or 800-826-8625.¹ The Commission will not keep a record of the caller's identity or the substance of the inquiry. The attorney can even remain anonymous and is urged to present the question hypothetically. Id.

Through this program, an Ethics attorney will hear the problem and assist in identifying the relevant Rules of Professional Conduct, case law or other sources to help resolve the issue.² Any information received through the Program is neither legal advice nor a binding advisory opinion. Id. It is legal research assistance only and the attorney is ultimately responsible for her own final judgment. The fact that the inquiry has been made or the response from the Ethics Inquiry attorneys will not be admissible in an attorney disciplinary proceeding. Id.

“The goal of the Program is to help lawyers understand their professional obligations and assist them in resolving important issues in their practice.³ The ARDC attorneys and paralegals that staff the program look to existing professional responsibility law, legal precedent, bar association ethics opinions, law review articles and practical guidelines to help attorneys answer their ethics queries.⁴ The Program is also available to the general public if they have concerns about their attorney's behavior.⁵ Note that utilizing this service does not satisfy any requirements to report attorney misconduct.⁶

The Ethics Inquiry Program is just one of a few services offered by the ARDC to assist attorneys in discerning the Rules requirements. On the ARDC website –

¹ <http://www.iardc.org/ethics.html#1>.

² <http://www.iardc.org/ethics.html#1>.

³ .” <http://www.iardc.org/ethics.html#1>

⁴ .” <http://www.iardc.org/ethics.html#1>

⁵ .” <http://www.iardc.org/ethics.html#1>

⁶ .” <http://www.iardc.org/ethics.html#1>.

www.iardc.org – there is a section on rules and decisions. Attorneys can use this link to research independently or simply keep abreast of recent rulings. The ARDC website also has a Publication section which includes articles on the following topics:

- Avoiding ARDC Anxiety: A Disciplinary Primer
- Ten Ethics Questions From Young Lawyers
- Lawyer Admission and Regulation in Illinois
- Client Trust Account Handbook⁷

The ARDC is not the only organization offering assistance to attorneys' in Illinois. The Illinois State Bar Association in conjunction with the Chicago Bar Association established The Lawyers' Assistance Program (LAP). This not-for-profit organization works with Illinois legal professionals dealing with addiction issues or mental illness. LAP provides educational, informational and referral, peer assistance and intervention services. Acknowledging that ten to twenty percent of attorneys and judges suffer from alcohol and drug dependency or mental health problems and recognizing that these problems significantly impact a professional's performance, LAP works to protect the public, improve the integrity and reputation of the legal profession and saves the lives and practices of impaired attorneys.⁸

Program Transcript

If a program transcript is set forth below, it is a computer generated voice recognition transcript of the video presentation. This is an automatically generated transcript and not a verbatim transcript of the program. This is provided only for general reference and there may be portions that have not been accurately computer generated. If there are any inconsistencies, please refer to the video for clarification.

No transcript is presently available.

Resources

⁷ See <http://www.iardc.org/pubs.html>.

⁸ www.illinoislap.org

Resources Specific to this Course

ApexCLE Ethics and Professionalism Links, Resources and Bibliography Information

Rules and Codes

Illinois Supreme Court: www.state.il.us/court

Illinois Rules of Professional Conduct:

www.state.il.us/court/SupremeCourt/Rules/Art_VIII/

Illinois Rules of Professional Conduct at Cornell:

www.law.cornell.edu/ethics/il/code/

Code of Judicial Conduct: www.iardc.org/rulesjudcode.html

Rules of the Attorney Registration and Disciplinary Commission:

www.iardc.org/rulescomARDC.html

Rules of the Board of Admission to the Bar and Committees on Character and

Fitness: www.iardc.org/rulesadmissions.html

ABA Model Rules of Professional Conduct (1983):

www.abanet.org/cpr/mrpc/model_rules.html

ABA Model Code of Professional Responsibility (1969):

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Association: www.abanet.org/cpr/le-rules.html

Websites in Illinois

The MCLE Board: www.mcleboard.org

The Commission on Professionalism: www.ilsccp.org

The Attorney Registration and Disciplinary Commission: www.iardc.org

Illinois Lawyers' Assistance Program, Inc: www.illinoislap.org

The Judicial Inquiry Board: www.state.il.us/jib

The Lawyers Trust Fund of Illinois: www.ltf.org

Additional Websites

American Legal Ethics Library, Cornell Law School: www.law.cornell.edu/ethics/

Cornell Legal Information Institute: www.law.cornell.edu/

ABA Center for Professional Responsibility: www.abanet.org/cpr

The Bar Examiner, National Conference of Bar Examiners, Chicago IL.

Lawyers' Liability Review: www.versuslaw.com

Professional Liability Reporter: www.westgroup.com

FindLaw: www.findlaw.com

Internet Legal Services: www.Legaethics.com

Georgetown Journal of Legal Ethics, Georgetown University:
www.law.georgetown.edu/journals/ethics/

Journal of Law and Religion Hamline, University School of Law:
www.web.hamline.edu/law/jlr/index.html

Journal of the Legal Profession, University of Alabama School of Law:
www.law.ua.edu/jlp/

Online Journal of Ethics, University of St. Thomas: www.stthom.edu/cbes/

New York Legal Ethics:

www.law.cornell.edu/ethics/ny/narr/NY_NARR_1_03.HTM

Association of Professional Responsibility Lawyers: www.aprl.net/

Legal Ethics Forum: www.legalethicsforum.com/

Articles, Books, Digests or Manuals

ISBA/CBA Joint Committee Report on Ethics 2000: www.isba.org/ethics2000.pdf

CBA Young Lawyers Professional Responsibility Guide:

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George H. Cain, American Bar Association, Senior Lawyers Division, Law Partnership: Its Rights and Responsibilities (2d ed. 1999);
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Resources for the Legal Professional

ABA Center for Professional Responsibility - www.abanet.org/cpr

Chicago Bar Association - www.chicagobar.org

Commission on Professionalism - www.2civility.org

Judicial Inquiry Board - <http://www.illinois.gov/jib>

Illinois Board of Admissions to the Bar - www.ilbaradmissions.org

Illinois Department of Financial and Professional Regulation -
www.idfpr.com/default.asp

Illinois Lawyers' Assistance Program, Inc - www.illinoislap.org

Illinois State Bar Association - www.isba.org

Illinois Supreme Court - www.state.il.us/court

Lawyers Trust Fund of Illinois - www.ltf.org

MCLE Program - www.mcleboard.org