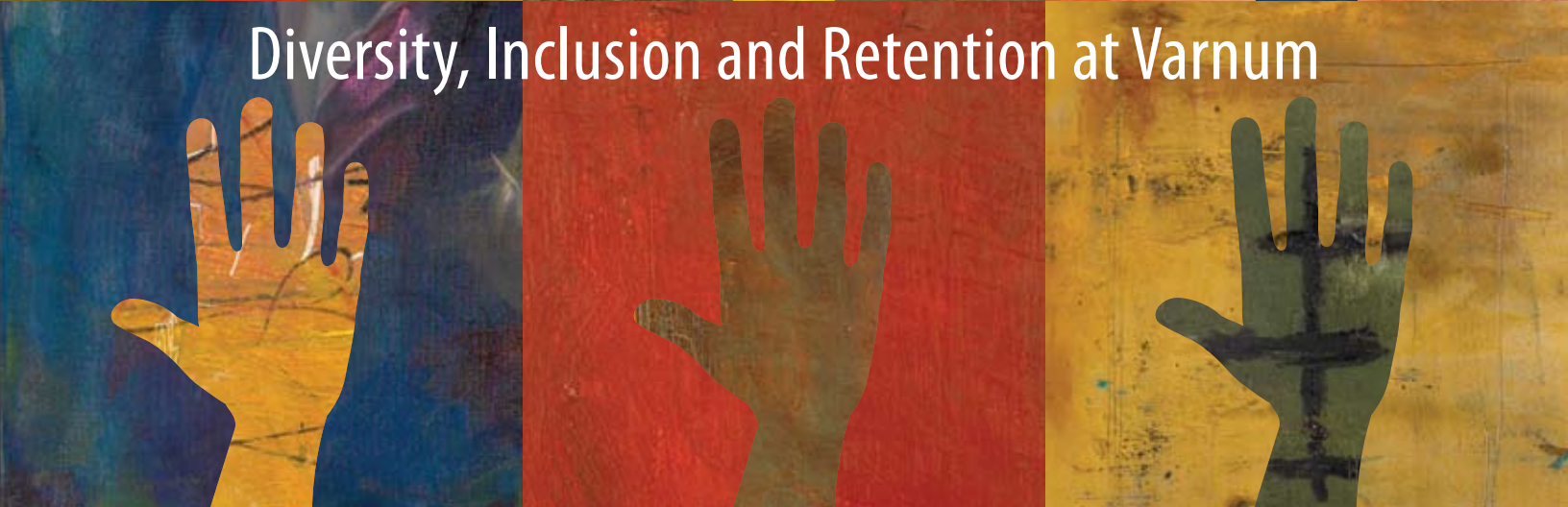




Diversity, Inclusion and Retention at Varnum



VARNUM
ATTORNEYS AT LAW



Hand in Hand

Varnum's diversity and inclusion efforts have seen significant evolution in the past few years. In fact, the process of putting together this report has made clear to us just how far we have come: not just in our efforts in what has traditionally been labeled diversity, but in the active collaboration with the recruiting and retention committees which support diversity and inclusion.

Moving beyond principles and planning, we have taken substantive steps towards making ourselves a better and more inclusive employer, community partner and legal services provider.

One such step is the establishment of Varnum's Diversity and Inclusion Advisory Council. The Council is the embodiment of an idea that we could partner in a meaningful way with community leaders from a variety of cultural backgrounds to provide insight and perspective into our internal programming, recruiting, retention and community initiatives. We continue to be inspired and invigorated by the creativity and awareness the Council brings to Varnum.

Another step is the full implementation of our Alternative Work Schedule policy through the election of part-time associates to part-time partners. The flexible work policy allows Varnum attorneys to provide their best to the firm while maintaining important work/life balance. Of the attorneys elected to partnership in 2009, more than a third were women who utilized the Alternative Work Schedule policy in some fashion.

The spirit of inclusion is embodied in our new LAND policy, which prepares lateral lawyers who are new to the firm with the social and cultural integration necessary for their professional success.

This report is another step: for the first time we are reporting publicly our diversity, inclusion and retention efforts, in part to see how far we've come, but also to set the bar for the future. We are pleased to share our efforts and successes with you and look forward to sharing continued accomplishments in years to come.

Larry Murphy, Managing Partner



Reaching Out

We believe Varnum's Diversity and Inclusion Advisory Council is a first among law firms in Michigan, and perhaps the Midwest. The Council is made up of community leaders who share our commitment to making Varnum – as well as our community – a more inclusive and welcoming place to live and work.

Council members generously give their time, insight and perspective to strengthen Varnum's internal programming, communications, recruiting and retention efforts. The Council's influence on the firm deepened in the past year. They welcomed the firm's minority professionals into their



Diversity and Inclusion Advisory Council, 2007-2009



Emily Aleman-McAlpine
Former Executive Director,
Hispanic Center of Western
Michigan



Donna L. Budnick
American Indian Affairs
Specialist, Michigan
Department of Civil Rights
Partnership Team



Douglas K. Chung,
MSW, MA, Ph.D.
Founder and President,
The Asian Center



Kimberly Coleman
Executive Director, Grand
Rapids Bar Association



Alice H. Kennedy
Owner, Kennedy
Management Resources,
Inc. (KMR) Founder, KMR
Diversity Theater



Rabbi Albert M. Lewis
Rabbi Emeritus, Temple
Emanuel; Former Director,
Aquinas Emeritus College



Michelle Loyd-Paige, Ph.D.
Dean for Multicultural Affairs,
Calvin College



Aly S. Abdel-Mageed, M.D.
Assistant Director of the
Pediatric Blood and Marrow
Transplantation Program,
Helen DeVos Children's
Hospital



Ron Nelson
President and CEO,
YMCA of Greater
Grand Rapids



Ana Ramirez-Saenz
President, La Fuente
Consulting LLC.



Jim Schipper
Key Relationship Manager
and Head of Marketing,
Schipper and Osterink



R. L. Stevenson, Jr., Th.D.
Senior Pastor, City Hope
Ministries Founder,
The William C. Abney
Institute for Biblical and
Theological Studies



Bernard Taylor, Jr., Ed.D.
Superintendent, Grand
Rapids Public Schools

"It is one of the only boards I've served on where I wasn't the only minority in the room."

Dr. R.L. Stevenson, Jr.

"Don't just receive information, bring into the conversation the insights of your area of expertise. Applaud the good work of Varnum, but challenge the group to do more – to go deeper – to address not only cosmetic diversity, but structural issues of diversity and privilege. Help Varnum to become the change they seek."

Michelle Loyd-Paige

hearts and homes, taught us about “micro-abrasions” – small, perhaps unintentional slights and put-downs based on stereotypes, led discussions on the impact of fear-driven propaganda and promoted a deeper awareness of community obstacles faced by

minority professionals. We are fortunate to have had the commitment and dedication of the 2007-2009 Advisory Council, and look forward to the enthusiasm of the 2010-2012 membership.



Diversity and Inclusion Advisory Council, 2010-2012



Kathy S. Crosby
President and CEO,
Goodwill Industries of
Greater Grand Rapids

Khan Nedd, M.D.
Infusion Associates NE

Carlos Sanchez
Executive Director, West
Michigan Hispanic Chamber
of Commerce

Tracey Brame
Assistant Dean and
Assistant Professor, Thomas
M. Cooley Law School

Bing S. Goei
President,
Eastern Floral and Gifts

Connie Dang
Director of the Office of
Multicultural Affairs, Grand
Valley State University

Luisa Schumacher
Executive Director, West
Michigan Center for Arts
and Technology

Floriza Genautis
Owner, Management
Business Solutions

Eric Foster
Community Activist and
Vice Chair of Board of
Directors, Grand Rapids
Urban League

Karen Morris
Senior VP of Human
Resources and Government
Relations, Meijer, Inc.

Maxine Gray
Talent Recruiter Associate,
Herman Miller;
Director, BL²END

Azizah Hines (not pictured)
Specialty Sales Consultant,
Teva Women's Health

Gloria Lara (not pictured)
Chief Executive Officer,
Girl Scouts of Michigan
Shore to Shore

Diversity Team



Joy Fossel, Partner
Diversity Team Chair

Varnum is committed to being a leader in workplace diversity and inclusion. To achieve this goal, we developed a clear path of action, embodied in our Diversity and Inclusion Principles. The implementation and execution of the Principles guides the work of Varnum's Diversity Team.

The Team is made up of passionate, energetic and dedicated partners, associates and staff members who recognize that an inclusive

culture makes the firm a more interesting place to work and enables us to respond with greater flexibility to challenges faced by our clients in a diverse, multicultural world.

The Team works with the Diversity and Inclusion Advisory Council, provides programming for attorneys and staff, and develops and advances the firm's diversity and inclusion efforts.

Members

Luis Avila
Associate

Rich Hewlett
Counsel

Larry Murphy
Managing Partner

Nina Thekdi
Associate

Tamara Bergstrom
Marketing Manager

Mark Hills
Partner

Eric Nemeth
Partner

Carroll Velie
Human Resources Director

Steve Buquicchio
Partner

Barb Homier
Partner

Melissa Papke
Partner

Shirley Woock
Paralegal

Kristiana Coutu
Associate

Harvey Koning
Partner

Kristen Pfeffer
Paralegal

Sharon Schipper
Administrative Support

Paul Greenwald
Counsel

Tom Lockhart
Partner

Dawn Ross
Paralegal

Kris Schrauben
Administrative Support

Program Planners

Nina Thekdi
Associate

Irina Nadrau
Library Support

Paul Greenwald
Counsel

Stephanie Strong
Legal Secretary

Teresa Garber
Legal Secretary

Hillary Wytcherley
Legal Secretary

Dawn LaBeau
Legal Secretary

Annie Sterken
Librarian

Cindy Lynema
Legal Secretary

Sharon Schipper
Administrative Support

Lunch and Learn Program

Varnum has a long history of providing educational programs for all employees and attorneys. Recent programs include:

"Children of the Plains" viewing – 20/20 Correspondent Diane Sawyer's in-depth look at Pine Ridge Indian Reservation.

Evelyn Ortiz, Principal of Buchanan Elementary School, along with teachers Jeff De Jong and Tracey Mann, talked about the issues and challenges relating to teaching English as a second language.

Floriza Genautis, Founder and CEO of Management Business Solutions, shared her experiences and struggles as an Asian-American women.

Tarence E. Lauchié, Chief Executive Officer of T. Lauchié & Associates, shared his thoughts and experiences from a recent trip to earthquake-shaken Haiti.

Professor Matthew Fletcher of the MSU Indigenous Law and Policy Center, discussed the Center's role in the Native American community and the legal issues.

Dr. Veta Tucker, GVSU Professor: Abolitionism Movement in Michigan.

Tracey Brame, Assistant Dean and Associate Professor at Thomas M. Cooley Law School: "Beyond Bias – Cultural Competence as a Lawyer."

Varnum Attorneys: Varnum's Work with Michigan Native American Tribes.

Marjorie Kuipers, Executive Director: Mission of the Grandville Area Arts & Humanities.

Maria Rita Stuby, Attorney from the Philippines: Law Tradition in the Philippines.

April Scholtz, Land Protection Director of the Land Conservancy of West Michigan: "Women Taking the Lead to Save Our Planet."

"Way of the Warrior," documentary film: Native American Veterans who served in WWI, WWII, the Korean War and the Vietnam War.

Martha Gonzales-Cortes, Director of the Hispanic Center of Western Michigan: "Reflections on Immigrant Lives in Urban and Rural Michigan."

Diana Barrett, Grand Rapids Historical Commission: "The Earliest Chinese in Grand Rapids."

Sara Albert, Art Historian: Work of Women Artists.

Debra Muller, Curator for the Public Museum of Grand Rapids and Potawatomi/Ottawa Native American: West Michigan Community of Native Americans.

"Crossing Arizona," documentary film about illegal border crossing.

Dr. Douglas Chung, President of the Asian Center and Professor at GVSU: Asian Center and Asian American Community in West Michigan.



Kristine Botsford Mullendore, JD, Professor at Grand Valley State University and Former Assistant Kent County prosecutor: "Women in the Law in the 21st Century."



Helping Hands

Alternative Work Schedule

Finding balance between home and career can be elusive for attorneys due to the hourly requirements inherent in traditional law firm partnerships. The quest for balance is pursued at some point in their lives by all attorneys, associate and partner alike, regardless of gender.

We believe we are one of the first – and perhaps only – local law firms to adopt a formal policy that allows its attorneys to work reduced hours *while staying on partnership track*, that allows reduced hours associates to become partners, and allows partners to take advantage of the schedule flexibility. We don't

view our reduced hours policy as a benefit or an accommodation; it is a sound business practice that contributes to our bottom line and the delivery of great client service. It contributes to high morale and job satisfaction. Our flex-time attorneys are productive and effective leaders. While part-time arrangements for staff members have been a long-standing practice, policies like this help our attorneys maintain work/life balance and garner Varnum recognition such as the 2010 Women's Resource Center Pillar Award. More importantly, policies like this let Varnum "keep the keepers."

"Any working mother of young children knows mornings can be chaotic – there's always a lost mitten or something that causes a desperate search at the last minute. The reduced hours aspect of the Alternative Work Schedule policy provided much-appreciated peace of mind and made the morning scramble a little easier."

Barb Homier, Partner

"With two young kids at home, I like having the option of working from home and the technology at Varnum allows me to access the entire network from my home office. Instead of staying late at the office, I can go home to spend time with my family while still finishing my work."

Christopher Caldwell, Partner



Left: Scott Alfree, Retention Committee Chair.
Above: Susan Wyngaarden, Former Retention Committee Chair, Larry Murphy, Melissa Papke, Carroll Velie, Marilyn Lankfer, Barb Homier, Bev Holaday, and Beth Skaggs at Pillar Award Event.



Connecting

Knowing that a strong social network increases work/life satisfaction, Varnum provides opportunities expressly for women attorneys and professional staff, fostering camaraderie and *esprit de corps*. We also encourage participation in the area's largest professional women's networking group by paying annual dues and event costs.

The firm is notable for ensuring that women who are new to the area get a proper introduction to other women

in the broader community. In the past, the firm has coordinated welcoming and networking events for:

- Kimberly Coleman, Executive Director of the Grand Rapids Bar Association
- Karen Morris, Senior VP of Human Resources and Government Relations
- Jeanne Arnold, VP for Inclusion and Equity, Grand Valley State University



Clockwise: Beth Skaggs; Alice H. Kennedy and Kimberly Coleman; Kimberley Mitchell; Practice session with the Thomas M. Cooley Law School Intra-School Moot Court Competition Team, Steve MacGuidwin third from left and Joy Fossel second from right.

Scholarships

Varnum has a vigorous, multi-faceted scholarship program designed to launch and encourage the future legal careers of people of color. One program provides an annual scholarship with summer clerkship consideration to two first-year law students who demonstrate a significant commitment to issues of diversity and inclusion. Joshua Garcia (University of Michigan Law School) and Jessica Warren (Michigan State University College of Law) were the scholarship recipients in 2011.

Another scholarship opportunity provides law school admissions test preparation fee for two students at the undergraduate level. Varnum also offers a scholarship for Davenport University undergraduate students intending to pursue paralegal or legal assistant careers.

Inclusion – LAND

Recognizing the importance of social and cultural integration, Varnum’s Retention Committee has instituted a process and policy to ensure the successful development of experienced attorneys who come to Varnum from another firm or organization. The policy provides a supportive team to work with lateral attorneys for their first 18 months at the firm.

The Lateral Attorney Networking and Development (LAND) team is made up of attorneys who are well connected within the firm and committed to the success of the lateral. LAND team members are responsible for:

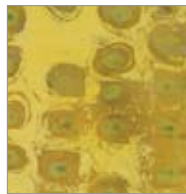
- Introducing the lateral attorney to the firm culture and assisting in developing relationships with other attorneys.
- Serving as host for the lateral attorney at firm social functions.

- Meeting as a full LAND Team with the lateral attorney on a quarterly basis to review progress.

While the LAND policy addresses the needs of the more experienced partner and counsel level attorneys, new associate attorneys receive similar integration through the Associates Committee and Associate Mentors.

Retention Committee

Scott Alfree Chair, Partner	Tim Monsma Associate
Chris Baker Partner	Melissa Papke Partner
Emily Broderick Associate	Aaron Phelps Partner
Adam Brody Partner	Brett Rendeiro Partner
Steve Buquicchio Partner	Perrin Rynders Partner
Jim Eardley Partner	Mary Kay Shaver Partner
Rich Hewlett Counsel	Beth Skaggs Partner
Scott Hill Partner	Peter Smit Partner
Barb Homier Partner	Jeff Smith Partner
Michael Kling Associate	Carroll Velie Human Resources Director
Randy Kraker Partner	



Lateral hires Rich Hewlett and Eric Nemeth

Recruiting

With a mission of increasing the number of practicing minority attorneys, Varnum's recruiting team participates in the following:

- CLEO Career Fair – Detroit
- Cook County Minority Law Student Job Fair – Chicago
- Midwest Regional Black Law Student Association Recruitment Fair – Chicago
- On-campus interviews at Howard University in Washington D.C.

“Candidates come from all over the United States for these job fairs, so it is a good opportunity for the firm,” said Varnum Recruiting Coordinator Kim DeBoer.

Varnum participates annually in the minority clerkship program of the Floyd Skinner Bar

Association and was one of the founding sponsors of the program. As a board member of the FSBA, Varnum attorney Ray Littleton conducts interviews and assists in placement of candidates at local firms.

Varnum also supports events by the Black Law Students Association, Native American Law Student Association, Asian Pacific American Law Students Association and the Latino Law Student Association at Michigan universities, and participates in events such as a Diversity Panel at Michigan State University.

Consistent with our Diversity and Inclusion Principles, our Recruiting Committee members participate in a client-sponsored diversity training program.



Clockwise: Associate Luis Avila; Associate Laura Radle; Partner Aaron Phelps; Associate Linsey Aten; Counsel Deborah Ondersma; Associate Tim Monsma



By communicating and living the principles of mutual respect and integrity, we foster a culture that supports each member of the Varnum family and our clients.

The Varnum Team Promise

GOOD²GREAT



Touching Lives

Events and Organizations

With financial gifts and through service, Varnum supports community events and organizations that reflect our commitment to diversity. Some of the organizations we have recently supported include:

- BL²END
- Grand Rapids Area Center for Ecumenism
- Grand Rapids Bar Association Diversity Roundtable
- Grand Rapids Community College Diversity Lecture Series
- Grand Rapids Branch NAACP
- Grandville Avenue Arts and Humanities
- Hispanic Center of Western Michigan
- Institute for Healing Racism
- Rosa and Raymond Parks Institute for Self Development
- The Asian Center
- United Way – Project Blueprint
- Urban League
- West Michigan Managing Partners Collaborative Agreement West Michigan
- Hispanic Chamber of Commerce
- Women’s Resource Center



Pro Bono Services

The firm’s *pro bono* work is guided by the belief that everyone, without regard to gender, race, age, ability or life experience, is entitled to protection of human and legal rights. Varnum consistently leads West Michigan law firms in the provision of *pro bono* service hours. In 2011, the firm provided 1,956 hours in pro bono services on 94 files from Legal Aid. The \$487,007.85 in fees and \$10,926 in waived costs, combined with a \$30,000 cash contribution to the Access to Justice Fund, brought this contribution to \$527,934.

Buchanan Elementary School

Our relationship with Grand Rapids Public Schools and Buchanan Elementary School began many years ago when Varnum employees provided Christmas gifts and personal items for Buchanan's neediest students. What began as a time of holiday sharing has developed into a year-round relationship. Although Varnum's Buchanan School committee is still known as "Seasons for Giving," their mission is to ensure that the firm addresses Buchanan needs throughout the year.

- We donate school supplies based on a wish list provided by school staff. For the 2011-2012 school year we provided over 125 boxes of supplies.
- We donate hats and mittens in the winter time. Many of the pieces were handmade by a knitting group at Varnum.

- Varnum employees support Buchanan students and their families at Christmas by providing new, unwrapped gifts and clothing.
- We sponsor a teacher appreciation luncheon in May.
- Varnum's holiday cards are designed each year by a 4th grade student at Buchanan.
- We provide an end-of-school-year ice cream social for students and teachers.
- We are working to support healthy lifestyle choices for Buchanan students and their parents.



We encourage involvement and leadership in the communities in which we live.

The Varnum Team Promise

GOOD²GREAT

Clockwise: Partner Mark Allard dressed as Santa with Buchanan students; 4th grade students Aislinn Rosas and Aiyanna Fowler with their artwork that was selected for Varnum's 2011 holiday card; Buchanan staff and Varnum messengers on supply delivery day.

Seasons for Giving Committee Members

Danette Buckley
Lynn Buikema
Cheri Countryman
Nikki Cushman
Mary Ebels

Pat Gietzen
Megan Gundy
Ruth Ann Kloska
Julie Long
Cindy Lynema

Kim Noel
Jennifer Nygren
Oana Pease
Gail Rockwell
Pat Seguin

Deb Tiejema
Mary Velthouse
Nancy Wierenga
Hillary Wytcherley



Clockwise: Buchanan School hallway lined with backpacks and artwork. Varnum messengers delivering school supplies. Buchanan students enjoying popcorn at a Varnum-sponsored party.





Grand Rapids, Michigan
Bridgewater Place
333 Bridge Street, N.W.
P.O. Box 352
Grand Rapids, MI 49501
Phone 616 / 336-6000
Fax 616 / 336-7000

Metro Detroit, Michigan
39500 High Pointe Blvd.
Suite 350
Novi, MI 48375
Phone 248 / 567-7400
Fax 248 / 567-7440

Kalamazoo, Michigan
251 North Rose Street
4th Floor
Kalamazoo, MI 49007
Phone 269 / 382-2300
Fax 269 / 382-2382

Grand Haven, Michigan
The Chemical Bank Building
1600 South Beacon Blvd.
Suite 240
Grand Haven, MI 49417
Phone 616 / 846-7100
Fax 616 / 846-7101

Lansing, Michigan
The Victor Center
201 N. Washington Square
Suite 810
Lansing, MI 48933
Phone 517 / 482-6237
Fax 517 / 482-6937

VARNUM
ATTORNEYS AT LAW

www.varnumlaw.com

© Copyright 2012, Varnum LLP