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 Diversity + Inclusion in Action

Annual Report // 2016

**Working to create a
culture of inclusiveness
and diversity for over
a decade.**

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Annual Report // 2016

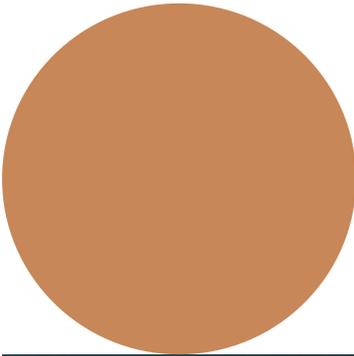


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Douglas Dozeman,
Managing Partner,
continues the Warner
Norcross tradition of
striving for increased
diversity and inclusivity.

Increasing diversity within our firm and creating an inclusive work environment continues to be a top priority.



To our colleagues, clients and community friends:

Beginning in 2006, my predecessor, Doug Wagner, reported annually to you on the firm's initiatives to become a more diverse and inclusive organization. I am pleased to have this opportunity to continue that practice.

Our firm has seen a number of changes since that time. We have grown to a firm of eight offices, enhancing our ability to service clients throughout the state of Michigan. We have established new practice areas to meet the growing needs of our clients.

As evidenced by our past annual reports, the firm has been steadfast in its commitment to increasing diversity and promoting an inclusive work environment that enables us to better serve our clients and make Warner Norcross a great place to practice. The commitment to diversity and inclusion has not been a fleeting one but remains, and will remain, a priority for our firm.

Since we began preparing these annual reports, we have seen considerable progress in the advancement of women at the firm. In each of the past 10 years, women have accounted for over 50% of the new associates joining our firm. While nationwide the rate at which female associates leave law firms continues to exceed that of male associates, we are proud to report that over the past five years the rate of attrition for female associates at Warner Norcross has been marginally lower than that for male associates.

This is attributable to a number of factors, not the least of which is our commitment to make sure that all associates are given the opportunity to work on career-enhancing projects and benefit from an evaluation system that was revised several years ago to reduce the potential influence of unconscious bias.

Today in our firm, we have a significant number of remarkable women leaders and role models for our female associates. Women comprise over 17% of the partners in the firm, more than double the percentage in 2006. Women have assumed a greater leadership position in the firm, managing major clients, chairing practice groups and leading our offices in Southfield and Holland. Women are leading in our organization every day.

In this year's report we are highlighting the following Warner Norcross female attorneys who are leaders across the state:

Pamela Enslin, a partner in our Kalamazoo office, is a well-recognized leader in employment law and the higher education industry. She is one of the most impressive individuals I've ever met, holds several high profile national positions and continues to generously contribute her time and efforts to community endeavors.

Jeena Patel is a partner in our Southfield office and she has taken a highly visible leadership role in automotive supply litigation and is widely respected among her peers and clients. As a strong individual who really can "do it all," she is an amazing role model for all of our attorneys.

Madelaine Lane is a fearless advocate for her clients and stands ready for any challenge when it comes to white collar criminal defense and investigations. A partner in our Grand Rapids office, she has deep courtroom experience and her talent extends way beyond the courtroom. Madelaine is also a professional opera singer.

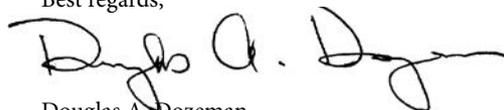
We also highlight other individuals within our firm who have unique stories about why they chose Warner Norcross and what it's really like to work for a firm that values diversity and inclusion.

Our commitment to providing a diverse and inclusive work environment also means overcoming bias. To become more aware of implicit bias and how to combat it, Warner Norcross' leadership team attended a program in 2015 conducted by Dr. Arin Reeves. In 2016, our Inclusion Committee developed an implicit bias training program of our own and the program will be offered to all Warner Norcross attorneys and staff in 2017. That's how important we think this is.

We strive to offer an inclusive and balanced work-life experience for everyone, regardless of gender, ethnicity, religion and overall belief system. We want everyone to come together to work for our common missions and goals. We remain focused on recruiting diverse attorneys and staff, and we place even greater value on retaining them. We recognize that our work in diversity and inclusion will never truly be complete. And that is why we are committed to it each and every day.

We want to be honest about our successes and our failures. Thank you for taking time to review our year. I look forward to supporting our organization in our diversity and inclusion focus and in making our firm a more unique and balanced workplace for all genders and ethnicities. Together, we can make Warner Norcross a better place to work.

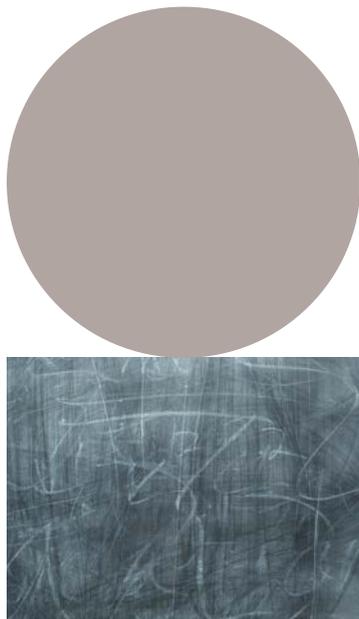
Best regards,



Douglas A. Dozeman
Managing Partner



Profiles of Success




DeAndre' Harris

DeAndre' Harris first developed an interest in current events and social justice while participating in a mock trial in high school. Growing up in Muskegon Heights, DeAndre' remembers the enthusiasm of his social studies teacher, Ezekiel Ohan, to bring the outside world into his classroom. It was in that classroom that DeAndre' discovered his potential to impact the world and that ultimately fueled his desire to become an attorney. DeAndre' also credits his success to his mother and aunt, who instilled in him a strong work ethic.

A magna cum laude graduate of Michigan State University College of Law, DeAndre' Harris was the first in his family to graduate college and the first to achieve a professional degree. In his first year of law school, he applied to the Minority Clerkship program offered by the Grand Rapids Bar Association and the Floyd Skinner Bar Association, which provides minority law students the opportunity to clerk for Grand Rapids law firms and other employers within the legal profession. Warner Norcross was a founding participant in the program and continues to welcome clerks through the program each year.

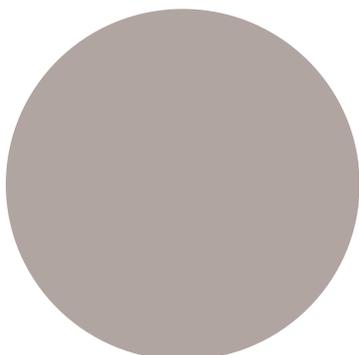
DeAndre' interviewed with the Floyd Skinner panel and then created an interview video for interested law firms. Ultimately, Warner Norcross selected DeAndre' out of several candidates and DeAndre' entered the Summer Associate program at Warner Norcross in 2014. He joined the firm as an associate in the fall of 2016.

He chose Warner Norcross because it was a good fit for him, not the other way around. "I don't need to conform to be accepted at Warner. It was clear from the very beginning that I could be myself and contribute to one of the top law firms in the state." DeAndre' attributes much of his success to "staying true to himself," and working alongside mentors Kristin Araya, Rodney Martin and Scott Carvo while a summer associate. He also credits Amanda Fielder, his current mentor, who is actively involved in helping him develop his practice within the firm.

Growing up in Muskegon Heights, a high school teacher inspired DeAndre's interest in social justice, ultimately fueling his desire to become an attorney.



Obsessed with playing the oboe from a young age, Pam finished her Master of Music degree, but felt she wanted to make more of a contribution.



During the summer before graduate school, Pam Ensen found herself in an orchestra pit off the coast of Northern Africa playing *Tosca* for wealthy tourists who had jetted to Grand Canaria for an evening of opera.

Heady stuff for a self-described “obsessed” oboist, but she found herself wondering with her fellow musicians just how much of a contribution they were making.

That thread surfaced again the next year when Pam injured her throat while playing in a competition and suspended her graduate studies for the term. She could neither play nor talk for the next four months – so she spent a lot of time thinking.




Pam Enslens

“I was so obsessed with playing the oboe from a young age,” Pam recalls. “I stepped back and thought, ‘Is this what I want to be doing for the rest of my life?’ While music is lovely, I felt that I wanted to make more of a contribution.

“I had worked for several summers during college at Ford as a temp for the first female vice president there. She was a lawyer and urged me to consider a career in the law. She kept telling me how great it was, how many choices you had and how many things you could accomplish. When I was sitting at home for four months and unable to speak, that all came back to me.”

While Pam did finish her Master of Music degree, she immediately enrolled at Wayne State University Law and dove into her classes. While she was used to the rigors of graduate school, she admits that she was unaccustomed to spending hours and hours reading books and taking exams. What saved that first “tough year,” Pam recalls, was working for the City of Detroit’s legal department in the police section.

She led her first trial as a second year law student, borrowing money to buy her first suit. While she was accustomed to performing, she found the courtroom a very different and exciting environment. Pam was immediately hooked.

Now a partner practicing in the Kalamazoo office of Warner Norcross, Pam has built a successful career focused on employment and commercial litigation. Her personal mandate of making a contribution has taken her to Guantanamo Bay as an American Bar Association observer of the trial proceedings for the alleged masterminds of the 9/11 terrorist attacks – one of only eight such NGO observers allowed at the otherwise closed proceedings.

She also spent time in Vietnam and Thailand training judges and mediators from those countries on effective dispute resolution, again under the auspices of the ABA. Pam traveled to Czechoslovakia before the nation split, as part of the Central and Eastern European Law Initiative where she talked with judges about the American legal system.

Pam is hyper-engaged both professionally and in the community, with a vita that lists scores of leadership positions in the ABA, Federal Bar Association and State Bar of Michigan and dozens of honors and accolades. She’s been named one of the 50 Most Influential Women by *The Grand Rapids Business Journal*, Employment Lawyer of the Year in Kalamazoo by *Best Lawyers*, Michigan Leader in the Law by *Michigan Lawyers Weekly* – and too many others to list.

She has invested extensively in the Kalamazoo community, too. During and after the illness and subsequent death of her beloved husband, the Hon. Richard Enslens, Pam has thrown herself with a singular focus into community work with organizations dear to her heart: Gryphon Place, Communities in Schools, Michigan Women’s Foundation and the Kalamazoo Symphony Orchestra.

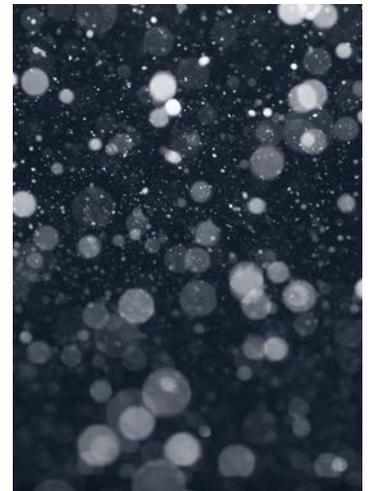
“It almost became a matter of survival to be busy, and doing meaningful work has been very therapeutic,” she recalls. “I feel passionate about doing what I can in my profession and in my community to make things just a little bit better.”

A discussion led by a diverse group of female attorneys put Warda on the path that has taken her from Wollongong, Australia, to Warner Norcross.

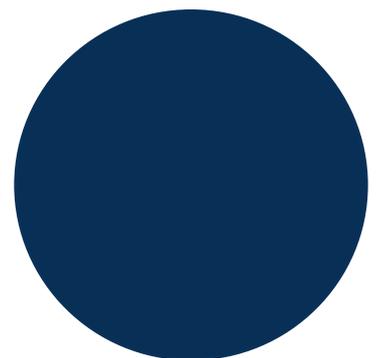
Originally from Wollongong, Australia, Warda embarked on an adventure to the U.S. a little over six years ago. She completed her education, including law school, in Australia. However, it was an event in 10th grade that really made an impression. Warda attended a panel discussion led by a diverse group of female attorneys. From then on, she was determined to become a powerful change agent just like them. It just so happened while exploring the U.S. after law school, Warda met her husband and knew this is where she was meant to be.

Warda is dually licensed to practice law in the U.S. and Australia. She earned her LL.M at Michigan State University where she was awarded the Distinguished LL.M Student Award and Diversity Consortium Award. After law school, Warda worked for a civil rights organization as a staff attorney and a Safe Space Coordinator where she proactively worked with various institutions to produce and implement legal policies and best practices to prevent incidents of bias and discrimination.

Warda interviewed with several law firms in West Michigan, including Warner Norcross, and was immediately impressed by how others spoke about the firm's reputation. She heard it was an excellent place to work and the size of the organization could offer many opportunities. "Although working in civil rights was extremely rewarding, I was ready to branch out to other areas of law. A law firm the size of Warner Norcross provided the perfect opportunity for me to grow into other practice areas." During interviews with Warner Norcross, Warda felt a connection – like she was having a conversation with "old friends." She fondly remembers several attorneys offering guidance in her housing search and in resources the Grand Rapids community had to offer.



Partner Madelaine Lane is her mentor, and Warda recently co-presented alongside Madelaine on the topic of internal investigations. Warda has witnessed firsthand how Warner Norcross appreciates people with diverse backgrounds and are genuinely interested in different perspectives. “The friendly staff, support system and resources at Warner Norcross are phenomenal. I do not believe there is any reason a person cannot succeed at Warner Norcross, with the support and resources given to a person from any type of background.”





Madelaine has successfully married her love of the law and her passion for opera in her career at Warner Norcross.



When Madelaine Lane was in kindergarten, she loved to watch *Matlock*, the TV drama starring Andy Griffith as a pricey – but effective – criminal defense attorney. She would sit in front of her family’s television with a pad and pen so she could take notes on his public speaking technique.

From that same early age, Madelaine also loved to sing along to the radio. When her parents bought the *Sound of Music*, she memorized the entire record and could sing every song.

Those early passions guide both her vocation and avocation today: By day, Madelaine is a partner at Warner Norcross who focuses her practice on trial advocacy and white collar defense. By night, she is an opera singer, her gorgeous soprano voice soaring in roles from Countess Almaviva in *The Marriage of Figaro* to Mimi in *La Boheme*.

“I have always liked being in front of people,” Madelaine says. “That’s where I feel most alive and where my talents lie. When I discovered opera in college, it encompassed everything I really enjoyed about being in the public eye.

“Opera is all-encompassing. It’s almost an extreme sport – you have to have established vocal technique, a complete understanding of the languages, wear heavy costumes and comply with often cumbersome stage directions. It requires a technical mastery at all of these different levels that to me was really compelling.



Madelaine Lane

“A lot of the same elements are true about litigation. They both have the presentation aspect in common. But it’s so much easier to try a case when you can do it in English – without trying to sing.”

Madelaine’s mother took her to her first audition – a cattle call at the Grand Rapids Civic Theatre – when Madelaine was five-years-old. She was too young to perform, but she was smitten. Madelaine tried out again the following year and snagged her first performing role at the age of 6 as a rabbit in *Wind in the Willows*.

Hers was the anti-stage mom, but she was adamant about one thing: The need for Madelaine to have a fallback career. You can always sing, she told her daughter, but you probably should not live in a box on the side of the road. That advice prompted her to say yes to Wayne State Law School.

Madelaine has successfully married her love of the law and her love of opera in her career at Warner Norcross. She spent two weeks last summer singing and studying in Germany’s Rhine Valley. This winter, she will sing the lead in *The Marriage of Figaro* for the West Michigan Opera Project and will be the featured soloist in concerts at both Park Church and St. Andrews Cathedral. In recent seasons, Madelaine also has performed roles with Opera Grand Rapids and the Kent Philharmonic Orchestra.

Her legal practice is also brisk, working on projects for some of the firm’s most high-profile clients, first-chairing federal trials, leading Title IX and other internal investigations. About 80 percent of her practice focuses on white-collar crime, a practice she has been instrumental in helping the firm build.

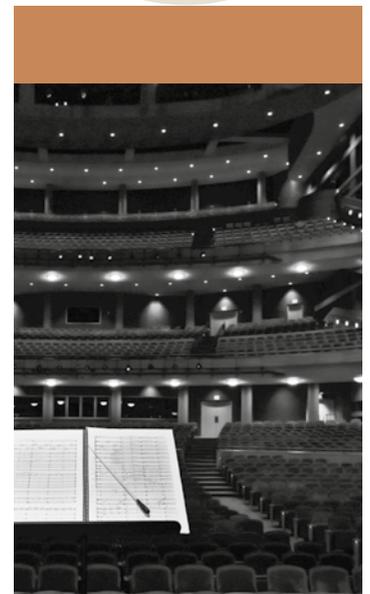
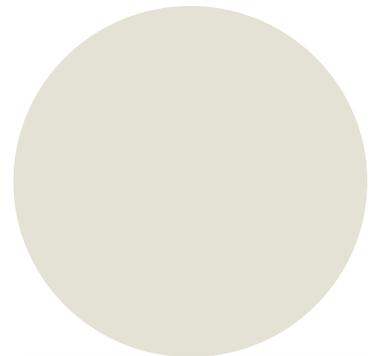
Madelaine also enjoys success in the appellate level, handling cases in the Michigan Court of Appeals and the U.S. 6th Circuit Court of Appeals. She blogs regularly for the firm’s widely read *One Court of Justice* blog, which tracks Michigan’s appellate courts. Her legal writing has reached all the way to the halls of the U.S. Supreme Court.

Her successes in the courtroom are enhanced by her performance skills.

“When trying a case, you have to be comfortable in front of a crowd,” she says. “You have to understand how to make a personal connection with jurors. It’s about where you stand, how you present yourself, how much eye contact you make, what form of questioning you take. You have to master all those techniques to be able to put together a seamless performance.

“My legal career has helped me to learn important life skills when it comes to setting goals and managing time. Whether you choose to sing opera, care for an elderly parent or attend your child’s soccer game, you need to be an active part of the community so you can be a well-rounded person.

“If your entire life experience is sitting at a desk all day, your clients are missing out on the unique perspective that you can bring if your experiences are more diverse than that. The firm has been very supportive of my opera career and respects the fact I have a life outside the firm. I have the gift of pursuing both and don’t have to give up on one dream to achieve the other.”





Jeena Patel

As the Hindu, Indian-American daughter of two immigrants, Jeena is intent on paying it forward.

People who know Jeena Patel know that she's never shy to voice her thoughts, even if they aren't popular. Jeena explains, "I believe that willingly sharing your opinions while being open to perspectives different from your own is critical to growth and results in achievement of better outcomes all around, no matter the issue," but, it hasn't always been so easy for Jeena.

Jeena is the Hindu, Indian-American daughter of two immigrant parents who came to the U.S. to build a better life for their family. Though she grew up attending Hindu and Jain religious services and competing nationally in Indian folk dance competitions, Jeena was also only one of a handful of minorities in her school. So, Jeena wasn't always as comfortable sharing her views as she is now. "When someone said something that I strongly disagreed with or that was ignorant or uninformed, instead of speaking up – and perhaps give them something to think about – I just brushed it aside, careful not to rock the boat."

Then 9/11 happened. In the difficult days that followed, Jeena came to understand that the false assumptions made about Muslims and other minorities, including Jeena, were the result, in part, of misinformation or unfamiliarity. It was then that Jeena realized that it was important that she share her unique voice with others and that the most impactful way of doing so was to become an advocate. That desire led her to go to law school. She's been using her voice to advocate for others ever since.

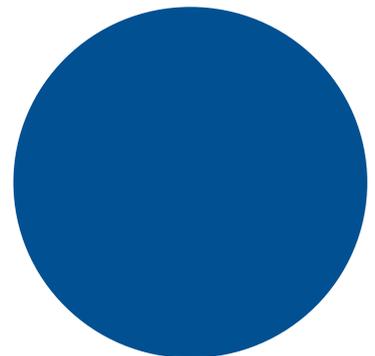
Jeena joined Warner Norcross immediately upon her graduation from the University of Michigan Law School. "I chose the firm largely because of its culture of inclusion, teamwork and fairness. It's very much a family," says Jeena. "From the day I joined the firm, I have been treated like a valued member of the Warner Norcross team and have always been given substantial opportunities to serve the firm's clients."

Jeena also cites the firm's lockstep compensation system as the lynchpin of the firm's ability to maintain its inclusive and team-based environment while providing clients with superior service. "At Warner Norcross, our compensation system not only ensures that we can put the firm's clients and their needs at the center of every decision we make, but also encourages collaboration between attorneys. It's about putting out the best work product in the most efficient way possible. Lockstep is a key reason why Warner Norcross is the right place for me," she says.



Outside the firm, Jeena pursues her passion for promoting a diverse and inclusive Detroit community. She serves as vice president and general counsel for the Automotive Women's Alliance Foundation (AWAF), a nonprofit organization dedicated to the advancement of women in the global automotive industry. "Early in my career, connecting with successful women assured me that having a thriving career and a fulfilling personal life was entirely possible. Now that I have managed to become both a successful attorney and a devoted wife and mother, I'm hoping to pay it forward. Being involved in AWAF is one way for me to do that," she says.

Jeena is also a member of Inforum, another organization focused on the development of professional women, and a graduate of its Executive Leadership Program, a past participant of the Original Equipment Suppliers Association Young Leadership Council and a 2016 graduate of Leadership Detroit. Of her Leadership Detroit experience Jeena explains that, "Going through the program with class members who have vastly different perspectives reminded me that complex problems are complex for a reason and cannot be resolved without looking at the problem from all angles. That's why diversity of all kinds is so important."



Some of the firmwide events that helped fuel our success.

// EVENT no. 1 //

DR. MARTIN LUTHER KING JR. ESSAY CONTEST



After 32 years in the classroom, Emily Holt looks forward to the annual Warner Norcross essay contest for students in the Grand Rapids Public Schools. The contest is a way to connect her students to the legacy of Dr. Martin Luther King, Jr. “Many of my students are far removed from Dr. King,” said Emily, who teaches 6th grade at Riverside Middle School. “They know he’s famous, but they don’t know why.”

Emily’s students are three and four generations removed from Dr. King’s time in history. As part of the preparation for writing their essays, Emily asks each student to “interview” an older family member, friend or neighbor to learn what they remember about Dr. King and why his legacy is important to them. “These interviews are very enlightening for the students and an important opportunity to discuss that time in history with people close to them,” said Emily.

Students are asked to select one of three prompts to write about in their essays. A prompt might ask the student to describe what a conversation between the student and Dr. King might look like today. Or the student might be asked to choose a quote from Dr. King and relate that quote to the student’s present situation. “The essay contest gives my students the chance to read, reflect and write about the impact that Dr. King had in the 1960s – an impact that still resonates with us today,” said Emily.

The essay contest is also an important educational opportunity for each of the 50+ Warner Norcross attorneys and staff volunteers who read and judge the submitted essays every year. The essays can be emotional, funny, moving or simply enlightening to read. “Reading the essays each year gives us the chance to view life from a very different perspective,” said Chuck Burpee, a partner in the firm’s Grand Rapids office. “It gives us a glimpse into the struggles that many urban students face every day.”

On average over 300 students from schools around the district participate in the essay contest each year. The grand prize winning student reads his or her essay at the annual community celebration on Dr. King’s birthday every January. In addition, the winning student reads in front of the GRPS school board. “We are proud of all the contest participants and for the time and effort they put into writing these essays,” says Superintendent Teresa Weatherall Neal. “We thank Warner Norcross for providing this annual opportunity to our teachers and students, and this is something we look forward to each year.”

Now in its 12th year, the Dr. Martin Luther King, Jr. essay contest has become an annual fall tradition for teachers, students and the firm.

// EVENT no. 2 //

PARTNERSHIP WITH THE GRAND RAPIDS CIVIC THEATRE



“Our partnership with Warner Norcross is helping us change the face of our audience,” said Bruce Tinker, Executive and Artistic Director of the Grand Rapids Civic Theatre. “When Warner chooses to endorse what we are trying to accomplish, it sends an important message to community leaders and residents.”

In the past 10 years, Warner Norcross has partnered with the Civic to sponsor 14 productions with themes focusing on issues related to diversity and inclusion. According to Nancy Brozek, the Civic’s Director of Development and Client Relations, there are important synergies within the partnership. “As a community theatre, the Civic has a responsibility to grow an audience and talent base that is representative of our community. Just as Warner’s goal is to increase diversity in their workplaces, so does the Civic want to increase diversity on our stages and in our classrooms.” According to Nancy, “the ultimate goal for the Civic is to have audience members see themselves – someone who looks like them – on stage or sitting next to them.”

Each year the Civic searches for plays that challenge and evoke meaningful discussions within the audience and amongst the actors. The latest Warner Norcross-sponsored production was *Good People*, the Tony nominated play with a theme that many things – depression, poverty, status – can affect our lives just as much as outwardly visible physical disabilities. The firm helped

identify relevant community partnerships and develop a panel discussion, open to the public, with community leaders and attorneys discussing integration issues facing people with various disabilities in our communities and workplaces.

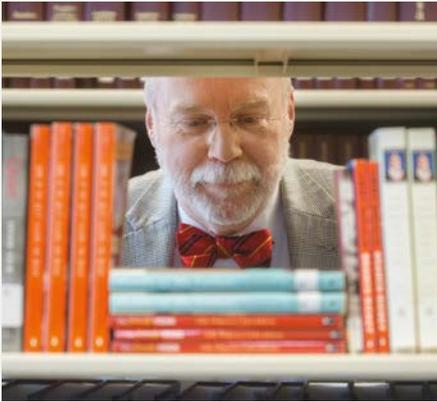
For the recent production of *Caroline, or Change*, Warner Norcross helped connect the Civic to the Grand Rapids Urban League. As a result, many of the League’s members came to the Civic Theatre for the very first time. And the League had the opportunity to display its new African American Museum exhibit at the Theatre during the run of the production. “The play’s theme shows us how change, especially during a time of civil unrest in the early 1960’s, affects everyone, regardless of age or race,” said Joe Jones, President/CEO of the Urban League.

“The Civic’s collaboration with Warner Norcross has moved diversity and inclusion to the front of our minds in the selection of all our productions,” adds Bruce Tinker. “It has become systemic largely because of the focus and encouragement demonstrated by the law firm.”

“We are very proud of the relationship the firm has built with the Civic over the last decade,” says Warner’s Diversity Partner, Rodney Martin. “It’s one more way in which we can help facilitate open discussion about the need for diversity and inclusion in the community we both serve.”

// EVENT no. 3 //

ONE BOOK, ONE FIRM: *THE ARRIVAL*



Maps. A handmade backpack. A kind smile. The stories came flooding out as attorneys and staff of Warner Norcross gathered for a special luncheon to discuss *The Arrival*. Every year, Diversity Partner Rodney Martin selects a work for the firm's *One Book, One Firm* reading club to create a dialogue on diversity and inclusiveness.

The graphic novel by Shaun Tan tells the story of immigration, which was brought to life by four panelists who spoke of Pakistan, Vietnam, Ethiopia and the immigrant journey.

Dr. Simin Beg emigrated from Pakistan and is now a hospice and palliative care doctor for Spectrum Health. One image from *The Arrival* that resonated with Dr. Beg was of a young girl helping another girl find directions on a map. Dr. Beg shared how the map her parents gave her was extremely valuable in navigating a foreign land. She went on to say the immigrants should help and provide advice on how to overcome obstacles when possible to new families entering the United States. Dr. Beg also stressed understanding the importance between an immigrant and a refugee.

Bill Blacquiere, President and CEO of Bethany Christian Services, brought an interesting perspective to the table as he leads an organization that helps resettle refugees in the United States.

The sense of hope and positivity prevalent in the novel was inspiring to him and to a group of Bethany staff and refugees who read the book with him. "When refugee families look back on their experience," Bill says, "they often remember the people who helped them succeed in their journey."

Alice Kennedy came to the United States from Vietnam when she was five-years-old with nothing but the clothes on her back and a small handmade backpack. Alice explained that too often the public is quick to place people into big buckets to describe them. For instance, in the mid-70s, she recalled that it was commonplace to refer to Vietnamese immigrants and refugees as "The Boat People." However, as she said, "I came in a plane."

Nardos Osterhardt, nursing director at Blodgett Hospital, fled from Ethiopia when she was five-years-old. Since then, she has vacillated between both cultures, which she explores in her one-woman show "Halfrican" which she presented to the firm in June, and Nardos spoke to understanding that immigrants and refugees have a history. Regardless of their current position, they may have had a professional background or a full and rich life in their home country.

We have come a long way in attracting, developing and retaining a more diverse group of legal minds, but we're not about to rest on our laurels.

ASSOCIATES



RACE / ETHNICITY	FEMALE	MALE	TOTAL
African American	1	2	3
Arab American	1	-	1
Asian / Pacific Islander	2	-	2
Hispanic	-	-	-
White	14	18	32
TOTAL	18	20	38

PARTNERS



RACE / ETHNICITY	FEMALE	MALE	TOTAL
African American	-	1	1
Arab American	1	1	2
Asian / Pacific Islander	1	1	2
Hispanic	-	-	-
White	18	92	110
TOTAL	20	95	115

COUNSEL & SENIOR COUNSEL



RACE / ETHNICITY	FEMALE	MALE	TOTAL
African American	-	-	-
Arab American	1	-	1
Asian / Pacific Islander	-	-	-
Hispanic	1	-	1
White	9	14	23
TOTAL	11	14	25

ALL ACTIVE ATTORNEYS



RACE / ETHNICITY	FEMALE	MALE	TOTAL
African American	1	3	4
Arab American	3	1	4
Asian / Pacific Islander	3	1	4
Hispanic	1	-	1
White	41	124	165
TOTAL	49	129	178

Grand Rapids
Southfield
Macomb
Midland
Muskegon
Kalamazoo
Holland
Lansing

