

VOLUME 7 FALL 2022

# mosaic

DIVERSITY, EQUITY, AND INCLUSION NEWS AT BALLARD SPAHR

*ALLYSHIP IN ACTION*

*SPOTLIGHT*  
**KEITH A. GARLAND, SR.**

*SPOTLIGHT*  
**DAVID FERNANDEZ**

**Ballard Spahr**  
LLP

DIVERSITY  
EQUITY + INCLUSION

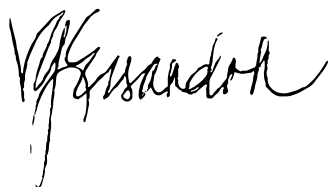
# Welcome to the Fall 2022 issue of *Mosaic*, our diversity, equity, and inclusion magazine.

It's been a busy, productive, and fulfilling year. The Diversity, Equity, and Inclusion Department welcomed Melissa Pang as the Manager of Diversity, Equity, and Inclusion. Melissa's role is unique in Big Law in that she is focused on ensuring that our diversity, equity, and inclusion strategy is holistic and inclusive of administrative staff. Sarah Gennett and Roshni Ladden continue to collaborate with our Marketing and Business Development Department and lawyers to keep our clients and potential clients aware of our firm-wide demographics, as well as to explain how we create diverse and inclusive legal teams. Sarah and Roshni work closely with our Business Resource Groups and Working Groups under the Diversity, Equity, and Inclusion Council to help us meet our strategic goals. Christina Kinsey joined the Department earlier this year, as well, and helps the firm support diversity-related affinity law student and legal organizations.

On the topic of Business Resource Groups, or BRGs, we launched a Hispanic Business Resource Group, led by David Fernandez. You can learn more about David in the Lawyer Spotlight feature on p. 16.

Since we incorporated a formal commitment to equity in 2021, our internal focus has been on making resources and opportunities accessible to everyone at the firm while identifying and removing barriers faced by many due to historic imbalances. We are examining and challenging the status quo and applying thoughtful solutions to ensure that internal systems provide everyone with access to opportunity.

I'm excited for you to read about how we are improving and evolving. We get even more excited when we partner with our clients to advance the work of diversity, equity, and inclusion in the legal profession. We invite you to join us—reach out to your go-to Ballard contact and ask how you can be a part of our commitment to diversity, equity, and inclusion.





**Diversity, Equity, and Inclusion  
Department**

**VIRGINIA G. ESSANDOH, J.D.**

*Chief Diversity, Equity, and Inclusion Officer*  
essandohv@ballardspahr.com

**MELISSA PANG**

*Manager of Diversity, Equity, and Inclusion*  
pangm@ballardspahr.com

**SARAH GENNETT**

*Diversity, Equity, and Inclusion Coordinator*  
gennetts@ballardspahr.com

**ROSHNI LADDEN**

*Diversity, Equity, and Inclusion Coordinator*  
laddenr@ballardspahr.com

**CHRISTINA KINSEY**

*Diversity, Equity, and Inclusion Assistant*  
kinseyc@ballardspahr.com

# contents

FALL 2022

## FEATURES



### FEATURE: CHARISSE R. LILLIE CONFERENCE ROOM DEDICATION

Ballard Spahr honored firm alum Charisse Lillie for her distinguished career journey and commitment to community service.



### SPOTLIGHT: KEITH A. GARLAND, SR., AND DAVID J. FERNANDEZ

### IN THE PIPELINE

EDITORS  
Virginia G. Essandoh, J.D.  
and Sandhya Jain-Patel

DESIGNER  
Veronica Crow

## IN THIS ISSUE

- 05 DIVERSITY, EQUITY, AND INCLUSION COUNCIL MEMBERS
- 06 RANKINGS AND AWARDS
- 07 LEVERAGING OUR CONNECTIONS
- 08 NEW DIVERSE LAWYERS AND STAFF
- 10 SPOTLIGHT: KEITH A. GARLAND, SR.
- 12 BUILDING A BETTER BALLARD THROUGH DIVERSITY, EQUITY, AND INCLUSION, AND AI
- 16 SPOTLIGHT: DAVID J. FERNANDEZ
- 19 ALLYSHIP IN ACTION
- 21 SENIOR LEADERSHIP DIVERSITY TRENDS
- 22 EVENTS AND SPONSORSHIPS
- 24 IN THE PIPELINE
- 26 BUSINESS RESOURCE GROUPS
- 31 FEATURE: DEDICATION TO CHARISSE R. LILLIE
- 32 IN THE NEWS

## Diversity, Equity, and Inclusion Council Members

Ballard Spahr's Diversity, Equity, and Inclusion Council works closely with the Chief Diversity, Equity, and Inclusion Officer to develop, promote, and implement key initiatives to guide the firm toward its diversity, equity, and inclusion goals. The council represents a cross-section of partners, counsel, senior associates, and senior administrative department heads.

### COUNCIL MEMBERS

*Damon O. Barry*, Partner, Denver

*Cathynn Bixby*, Chief Attorney Recruiting and Integration Officer, Philadelphia

*David J. Bodney*, Senior Counsel, Phoenix

*Charley F. Brown*, Partner, Atlanta

*Alicia B. Clark*, Partner, Denver

*Tobey M. Daluz*, Partner, Delaware

*Meredith S. Dante*, Partner, Philadelphia

*John Di Battista*, Chief Human Resources Officer, Philadelphia

*Jessica Dubois*, Associate, Minneapolis

*Virginia G. Essandoh*, J.D., Chief Diversity, Equity, and Inclusion Officer, Philadelphia

*David J. Fernandez*, Of Counsel, New York

*Rania S. Galan*, Partner, Washington, D.C.

*David M. Gest*, Partner, Philadelphia

*Elliot I. Griffin*, Associate, Philadelphia

*Robert S. Gutierrez*, Of Counsel, Los Angeles

*April Hamlin*, Partner, Minneapolis

*Robert F. Holloway*, Chief Information Officer, Philadelphia

*Holly V. Horsley*, Partner, New Jersey

*Leslie E. John*, Partner, Philadelphia

*Belinda Jones*, Chief Financial Officer, Philadelphia

*Robert C. Kim*, Partner, Las Vegas

*Justin P. Klein*, Senior Counsel, Philadelphia

*Jon M. Laria*, Partner, Baltimore

*Debra S. Lawrence*, Chief Operating Officer, Philadelphia

*Jason A. Leckerman*, Partner, Philadelphia

*Melissa R. Margulies*, Client Service and Professional Development Counsel, Philadelphia

*Karen C. McConnell*, Partner, Phoenix

*Emilia McKee Vassallo*, Partner, Philadelphia

*Melissa K. Pang*, Manager of Diversity, Equity, and Inclusion, Philadelphia

*Brian D. Pedrow*, Partner, Philadelphia

*Marjorie J. Pearce*, Partner, New York

*Lynne Pierce*, Chief of Real Estate and Office Operations, Philadelphia

*Melissa Prince*, Chief Client Value and Innovation Officer, Philadelphia

*Michael P. Robotti*, Partner, New York

*Amy T. Shepherd*, Chief Marketing and Business Development Officer, Philadelphia

*John D. Socknat*, Partner, Washington, D.C.

*Dee Spagnuolo*, Partner, Philadelphia

*Mark S. Stewart*, Partner, Chair, Philadelphia

*Wesley S. Stevenson*, Associate, Philadelphia

*Lisa B. Swaminathan*, Pro Bono Counsel, Philadelphia

*Chittam U. Thakore*, Associate, Atlanta

*Raymond G. Truitt*, Partner, Baltimore

*Melanie J. Vartabedian*, Partner, Salt Lake City

*Elizabeth P. Weissert*, Associate, Philadelphia

*Kahlil C. Williams*, Partner, Philadelphia

# Rankings and Awards

Achieved Mansfield Rule 5.0 Certification and Mansfield Certification Plus

Ranked No. 31 on the AmLaw Pro Bono Scorecard for 2022

In 2022, earned a 100 percent rating in the Human Rights Campaign Foundation's Corporate Equality Index

Listed in the top 10 for the highest representation of women equity partners among comparably sized firms in 2022 *Law360* Glass Ceiling Report

Received Yale Law Women Report Honorable Mention for Agency & Flexibility in 2022

Named a finalist for two *Financial Times* Innovation Awards (Innovation in Data Analytics and Innovation in Diversity and Inclusion) in 2021

Received 2022 certification from the Utah Center for Legal Inclusiveness

Received the Women in Law Empowerment Forum (WILEF) Gold Standard Certification in 2022

Named a finalist in two categories for *The American Lawyer* Industry Awards (Best Diversity Initiative and Legal Services Innovation) in 2021

Awarded the 2022 Law Firm/Legal Department Inclusiveness@Work Award by the Denver-based Center for Legal Inclusiveness



# Diversity, Equity, and Inclusion: Leveraging Our Connections

## Ballard Professionals Peer Mentoring Program Speed Mentoring Event

Participants in the Peer Mentorship Program came together for a virtual “speed mentoring” session, where they rotated through a series of virtual breakout rooms to engage in brief peer mentoring conversations. During each round of breakout sessions, pairs had the opportunity to ask and answer questions on several preselected topics.



## Bloomberg Industry Group’s BLK Panel

BLK, Bloomberg Industry Group’s Black Professional Community, organized a Black History Month virtual panel focused on Black leadership across industries. Lisa Mayo, Ballard Spahr Director of Data and Analytics, joined the panel, Black Leadership in America.

A promotional graphic for a TCDIP event. The background is light yellow with colorful geometric shapes (squares and rectangles) in blue, orange, and pink. The text reads: "Diversity, Equity, and Inclusion: Leveraging Technology to Focus on Progress". Below this, it says "September 23, 9:00 AM | Virtual Program" and "Register today at [tcdip.memberclicks.net/leveraging-technology](https://tcdip.memberclicks.net/leveraging-technology)". On the right side, there are two circular portraits: one of Jim Boyer (a man in a suit) and one of Melissa Prince (a woman in a blue top). Above the portraits is the TCDIP logo, which consists of "TC" in a blue box and "DIP" in a blue box, with "TWIN CITIES DIVERSITY IN PRACTICE" written in smaller text above "DIP".

## TCDIP Event: Diversity, Equity, and Inclusion: Leveraging Technology to Focus on Progress

Melissa Prince, Chief Client Value and Innovation Officer, and James Boyer, Director of Practice Innovation, held an informational session with diversity, equity, and inclusion professionals from Twin Cities Diversity in Practice (TCDIP) law firms to discuss how Ballard Spahr is using its innovative Ballard360 technology platform for real-time diversity demographics for internal and client use.

# Ballard Spahr Welcomes New Diverse Lawyers

July 1, 2021 – June 30, 2022



**Eunice Ahaghotu**  
Associate, Real Estate



**David E. Chavez**  
Associate, Litigation



**Michael R. Guerrero**  
Partner, Business and Transactions



**Shannon N. Attalla**  
Associate, Litigation



**Khatija M. Choudhry**  
Associate, Business and Transactions



**Andrew J. Hahm**  
Associate, Business and Transactions



**Rachel S. Bates**  
Associate, Finance



**Kevin E. Cordero**  
Attorney, Litigation



**Micah G. Mahdi**  
Associate, Business and Transactions



**Gerard Belfort**  
Associate, Litigation



**Spencer I. Eldred**  
Associate, Real Estate



**Kayla Martin**  
Associate, Litigation



**Kamera E. Boyd**  
Associate, Litigation



**Elizabeth S. Fenton**  
Partner, Litigation



**Rinaldo Martinez**  
Of Counsel, Business and Transactions



**Ryan D. Brown**  
Associate, Business and Transactions



**Alexander J. Gee**  
Associate, Intellectual Property



**Kumail Mirza**  
Attorney, Litigation



**Haesun K. Burris-Lee**  
Associate, Litigation



**Carly Gubernick**  
Associate, Intellectual Property



**Jenna M. Morris**  
Associate, Finance





**Andrew S. Navarro**  
Associate, Real Estate



**Juliana Garcia-Gombau Romeu**  
Attorney, Litigation



**Trevor Taniguchi**  
Associate, Litigation



**Mofetoluwa Obadina**  
Associate, Finance



**Isabella Salomão Nascimento**  
Associate, Litigation



**Sireen I. Tucker**  
Associate, Real Estate



**Uchenna J. Osagiede**  
Associate, Business and Transactions



**Joseph M. Sellars**  
Senior Attorney, Real Estate



**Damaris Y. Walker**  
Associate, Real Estate



**Alexander S. Park**  
Associate, Business and Transactions



**Sharon Shachar**  
Partner, Real Estate



**Andrew T. Wang**  
Associate, Finance



**Kyle I. Platt**  
Associate, Litigation



**Peng Shao**  
Associate, Litigation



**Anjie Zhi**  
Associate, Finance



**Krishana Pleasant**  
Of Counsel, Finance



**Nicole L. Simmons**  
Of Counsel, Real Estate



**Michael P. Robotti**  
Partner, Litigation



**Kimberly Steefel**  
Of Counsel, Business and Transactions

In addition to these lawyers, Ballard Spahr welcomed more than 100 new diverse administrative staff over the past year!

## **Spotlight: Keith A. Garland, Sr.**



*Keith A. Garland, Sr., is the firm's Paralegal Supervisor, Staffing & Training, Litigation, based in the Philadelphia office. He began his career at Ballard more than 30 years ago and has witnessed countless changes to the profession, raised a family, and become a trusted colleague. Mosaic spoke with Keith about his proudest personal and professional achievements and how he not only works for Ballard but Ballard also works for him.*

On his first day at Ballard Spahr in March 1991, Keith Garland was handed a security card by his supervisor and shown to a conference room full of document boxes. With no orientations, training, or integration sessions back then, Keith faced trial by fire: organize all the documents related to a single matter.

Clearly, Keith did something right. Thirty-two years later, he is a highly valued member of litigation teams, offering comprehensive paralegal support for multiple trials throughout the firm and across the country. As a Senior Paralegal, he was project manager for many high-volume, long-term matters, from inception through trial and/or settlement. He worked alongside associates and partners on a variety of cases across the full spectrum of litigation. Keith built relationships, earned a reputation for being detail-oriented and reliable, and eagerly took on greater responsibilities.

“To meet immediate needs in several of the firm’s offices, I was asked and willingly agreed to give on-site foundational training to several members of our group in the electronic presentation software packages that the firm used,” Keith recalled.

Keith’s accomplishments, relationships throughout the Litigation Department, and exceptional understanding of case dynamics elevated him to his current position, which he has held for the past three years.

Most of that time has been during the pandemic. In typical fashion, Keith highlights the bright side: greater reliance on remote communications led to an increase in

opportunities for paralegals to work on matters in jurisdictions where they never had before, providing new and valuable experience.

“As ugly as the pandemic was personally and professionally for all of us, paralegals have been able to consistently work substantively on matters outside of the office,” Keith explains. “Paralegals have gained invaluable exposure to attorneys and matters throughout the firm, increasing their value and importance.”

The exposure and experience have also allowed a pool of paralegals to be available across time zones for last-minute requests, which increases efficiency and responsiveness.

Keith takes his role in supervising and training firm personnel very seriously. He applauds Ballard’s diversity, equity, and inclusion efforts, which “make sure that no one feels like they’re on an island by themselves. And if you do, Ballard’s now prepared and willing to send the cavalry to your shores. That’s what DEI means to me in its essence: ongoing collaboration to dispel isolation.”

He believes that advancing diversity, equity, and inclusion is everyone’s job. “If you’re truly interested in the tenets of DEI, I think *you* have to first be the change. DEI doesn’t become a true corporate phenomenon until it becomes a personal phenomenon.”

Keith makes sure that “new hires in our group are provided with a ‘buddy’ to help with acclimation to firm culture and protocol” and notes the importance of his relationships with colleagues from whom he has learned.

“Several people throughout my tenure have been instrumental in

my career success at the firm,” Keith says, including current Partners Doug Christian and David Pittinsky, as well as former Partners Charisse Lillie and the Hon. Lucretia Clemons, now a Court of Common Pleas judge in Philadelphia, who have taught him about successful litigation practice—and who have also become friends.

Keith’s ambition and drive are also fueled by his work as an ordained minister for the past 25 years—from organizing MLK Service Day projects to officiating at weddings and memorial and ecumenical services, including several for colleagues. He regards the Ballard Spahr community as “family.” He remembers how poignantly that was reflected on September 11, 2001.

“When I think of that day, my mind’s eye doesn’t focus on the towers falling but rather on the genuine love and concern” that his work colleagues on all levels showed for each other.

“Ballard knows how to do family,” Keith continues. “It was true in 2001 and has been reinforced to this day. Ballard’s response to the COVID calamity was, in a word, remarkable compassionate! I had to make up a word because I’ve never seen anything like it. Ballard used an unprecedented event to demonstrate unprecedented leadership and care for its staff.”

He noted, in particular, the firm’s flexibility in scheduling and providing “time as needed to care for kids and those most impacted by the pandemic.”

“For Ballard, it was second nature,” Keith says, “because when you work here, you don’t just work for Ballard; Ballard also works for you!” ●

# “Building a Better Ballard Through Diversity, Equity, and Inclusion, and AI”



**With Virginia G. Essandoh, Chief Diversity, Equity, and Inclusion Officer, Dee Spagnuolo, Partner in Charge of Attorney Career Advancement and member of the Executive Team of the Management Committee, and Mark Stewart, Firm Chair**

One word that comes up a lot at Ballard Spahr, the Am Law 100 law firm employing more than 625 attorneys at 15 offices nationally, is *intentionality*. Ballard cares about why things are done at the firm—not just how, not just the results. One area where this mindset has had great success is the development of a diverse workforce through diligent efforts to be equitable and inclusive across all lawyers and staff. In 2021, Ballard attained Mansfield Rule 4.0 Plus certification for practices that

result in a workforce composed of more than 30 percent of diverse lawyer representation in recruiting, client teams, and a notable number of leadership roles.

Recently, *Relativity* sat down with AI Visionary Virginia Essandoh, Ballard’s chief diversity, equity, and inclusion officer; Dee Spagnuolo, partner in charge of attorney career advancement; and Mark Stewart, chair of the firm, to learn more about how inclusive practices have

benefited their colleagues and clients—and how AI is lending a hand.

This interview has been edited for structure, clarity, and length.

**1. You have an equation on your website: equity + inclusion = diversity. This is really interesting phrasing. Can you tell me about it?**

**Virginia Essandoh:** We were intentional about that equation because we have learned over the years that our work in inclusion



at Ballard really impacted our ability to attract and retain diverse lawyers and staff. We understood that a commitment to a workplace where lawyers and staff could thrive and be successful was really the key component to attracting talent and, particularly, diverse talent. Last year we incorporated a deliberate commitment to equity. We recognized that that focus, plus inclusion, would help us achieve a diverse law firm. So that's how we came up with that equation: recognizing the work that had to be put in before you could get to a diverse workplace.

## *2. So diversity is an outcome of having strong equity and a strong inclusion approach.*

**Virginia:** We believe that, yes. That has been a difference-maker for us. We started to see our demographics improve once we [focused on inclusion] for everyone in the firm, all lawyers and staff, in our policies and practices. We are focused on people of color, women, LGBTQIA+ colleagues, and individuals with disabilities because that's where there is historic and current underrepresentation. But we also make sure we have an inclusive workplace where we reap the benefits of all lawyers and staff bringing all they have to offer to the firm.

Once we started to include everyone—to say, “We’re happy that you all are here at Ballard, that we are a collective of all of us and all of our perspectives”—that’s what made this a place where every single lawyer and staff member could be successful, and we could attract

and retain and advance diverse populations within the firm.

## *3. In addition to providing opportunities for different demographics, what does diversity mean to Ballard? Why is it important?*

**Virginia:** We want to have a workplace where people can bring their full selves to Ballard. We believe that we can get the best from folks, that people are more productive if they’re more fully engaged in the firm, if they feel they are part of what we’re trying to do and build here.

Also, our clients tell us—and we believe—that we can provide the best innovative solutions [by bringing] a variety of perspectives to the work. Diverse teams, teams that have women and men, teams that have white lawyers, lawyers of color, teams that have LGBTQIA+ lawyers, teams that have individuals with disabilities and veterans—all those perspectives are brought to the work that we produce for our clients.

## *4. It seems at Ballard there's an openness to inviting different perspectives to make a collaborative environment.*

**Virginia:** I think that is one of the reasons that Ballard has been successful in its journey toward diversity, equity, and inclusion ... I’ve never felt constrained here. What matters at Ballard is that we’re a place where we’re always trying to get better ... we’re trying to achieve a more perfect Ballard. And that is what keeps me here. That is what I think drives the culture. I think that’s

critical in any law firm—working on diversity, equity, and inclusion and the desire to be better and to continue on the journey and not rest on your laurels. And it’s something I’ve learned from [Mark Stewart,] the chair of our firm.

We can acknowledge progress and we can acknowledge successes, but we’re still trying to become better, we’re still trying to achieve a more perfect Ballard.

## *5. You're currently working with Text IQ on a pilot project. Tell me about it.*

**Mark Stewart:** [AI] is a tool that we can use to promote the culture of the firm and its core values, including diversity, equity, and inclusion. The idea of marrying technology with [our] culture was an easy call for us because we’re humans with inherent flaws. We think we have good intentions. We don’t always get there with our intentions. AI will help us monitor our progress and advance because of the ability of this program to move much more quickly than we’re able to as people. I’m hopeful that the firm will embrace the results, see the advantages, and then increase its reliance on technology and artificial intelligence.

**Virginia:** I had an initial conversation [with Text IQ] and talked about what we were looking to do. We talked about our performance evaluation process and the thoughtfulness and intentionality that our partners go through when evaluating our ACLs [attorneys, counsel, and other lawyers]. And how Dee and her team read through thousands of narrative

comments. Together, Dee and I look for opportunities to educate our partners on how to write valuable and beneficial narrative comments in performance evaluations.

**Dee Spagnuolo:** We review those narratives and then members of the evaluation committee representing all 15 of our offices and all five of our legal departments come together. We bring diverse individuals together, and we talk about each one of our individual ACLs. [AI is] helping to streamline and create a more efficient process and a more informed process. What I'm describing ... is very manual, very personalized. What's important for us is that we don't lose the personal touch but add some efficiency to the process as well, and help flag areas that are opportunities for improvement.

### **6. And how do they come together? What does Text IQ's artificial intelligence enhance or improve for that manual consideration?**

**Virginia:** We know the language and terms that could indicate bias. AI presents the opportunity to identify terminology and language that could be perceived as bias-triggering. We can then use instances identified to educate those who write evaluations about the impact of the language they use and how it could be perceived—not necessarily the intention, but the impact that would result. Working with Text IQ, we were able to explain how we want to identify language that could be viewed in a negative light. The technology allows us to identify language that might be more

personality-driven versus the kind of technical criteria that we want to evaluate people on.

### **7. What's the promise of AI for the way that Ballard operates as a culture and as a firm?**

**Virginia:** We are all humans, and we're subject to error and missing things. The opportunity to have AI will help us keep our own biases in check and identify blind spots we might miss. [It can be an] additional tool for us to try and become a more perfect Ballard.

---

**“We want to have a workplace where people can bring their full selves to Ballard.”**

---

**Dee:** That's exactly right. I find comfort knowing that Virginia is reading the evaluations and vice versa, and we can put our heads together. But we're only two people. As we grow as a firm, thousands of evaluations ... we're only human, right? Might we miss things?

We have the AI to identify opportunities for improvement—to be able to use those as educational opportunities as we roll this out to our partners who are writing the evaluations. Some partners might have 25 or 30 evaluations to draft. That's a lot. We recognize that. As fatigue sets in, our minds take shortcuts, and we tend to be less intentional. That's where unconscious bias can slip in. We

are not checking ourselves with the same rigor.

**Virginia:** Our first examination [from Text IQ] came back; there was not a lot of bias in the comments. It could show us the percentage of personality traits versus technical skill comments identified in comments for men and for women. Well, we didn't see an imbalance. That is also the hope of this technology: It shows us where we don't have issues and where we aren't being biased. And that was unexpected. You always look for it to find those things where you could improve, but it also shows you where you're actually doing well.

**Dee:** Part of that is not just pure luck. [We have] had educational sessions over the years [to find] opportunity for improvement. The challenge is that it is extremely labor-intensive. [With AI,] we don't have to spend that time—I'm not talking just hours, I'm talking days and weeks—looking for those examples. We'd be better served if we can focus our time on having the conversations with individuals and groups to further the education rather than spending 40, 50, 60, or 70 hours manually reviewing evaluations for unconscious bias. I'd rather devote that time to reading evaluations for content, focusing on a lawyer's performance.

### **8. So you think of AI as a tool that you can use to build a better Ballard?**

**Mark:** Absolutely. And we're seeing a better Ballard in just being willing to try it. Law firms are traditionally



so risk-averse and resistant to bringing things in unless everyone else adopts it. But if we're going to separate ourselves, as we try to do with our core values, this is one of those ways. And clients take note, too. We've gotten some awards recently for our use of technology. Clients see it. And then they come to us and say: "How are you solving this problem? What are your ideas? How can technology help us?" Anytime a client comes to you for a solution, you're doing your job.

**9. Virginia, you've been working in this field at this company for over 15 years. What stands out to you as an achievement you're most proud of?**

**Virginia:** The fact that we have seen progress. Oftentimes, it's difficult to truly, tangibly see the progress. People know it and they can feel it. But our greatest improvements over the last 10 years have been the percentage of LGBTQIA+ lawyers at the firm, particularly partners, and our percentage of associates of color.

I remember [for the first few years at Ballard] I was always spouting off demographics. I would say 11 percent, 12 percent of our associates are associates of color. And I remember getting to the point of thinking, "I've been saying that for years. The fact that that rolls off my tongue means it hasn't changed." And now we're proud that we are between 26 and 27 percent associates of color. If you look at the national benchmarks, you don't see that kind of jump. It's sad that you don't see that kind of jump.

If I had one more thing to say it would be that the language in the culture around the firm has changed. It has incorporated the concepts of diversity, equity, inclusion. One of my professional goals at Ballard was that all the work would not rest with me or in the department of diversity, equity, and inclusion—that I would be behind the scenes and it would start to permeate every single thing we do. And that has happened.

**10. What do you consider the most underrated quality or skill?**

**Virginia:** The ability for people to laugh easily, laugh with others, laugh at themselves, and try to find the humor in things. There's something about laughter that edifies and rejuvenates the soul. If people found more ways to laugh together, it would make the work environment much more appealing and a place people can enjoy.



## **Spotlight: David J. Fernandez**



*David Fernandez is Of Counsel in the Public Finance Group, based in the New York office. He joined Ballard Spahr in September 2018. Mosaic asked David about his practice area, the new Hispanic BRG, which he leads, and what drives him.*

These days, David Fernandez stays busy representing clients in capital markets, securities, leveraged finance, and bond finance transactions.

But in September 2001, he was a volunteer firefighter and EMT for the Floral Park (NY) Fire Co.—and a first responder at Ground Zero. During that mission following the September 11 attack, David gained a new determination—a resolve he brings to his practice and leadership of the firm’s newest BRG.

“My desire to continue that work (rebuilding) has never wavered,” David says, “and my desire to make sure that the memory of friends lost that day lives on—has driven me to continue to serve.”

In his work with the Public Finance Group, David primarily handles matters involving corporate and municipal finance. His clients include municipal issuers, private borrowers, financial underwriters, and banks. He has advised on transactions valued in the billions for a variety of major infrastructure projects.

“There are two elements to my practice that I really enjoy,” David says. “First, the (public finance) bar is quite collegial. Everyone typically is rowing in the same direction to accomplish the project, which can vary from hospitals, universities, schools, housing, and nursing homes to roads, bridges, airports, and stadiums.

“The second is that no two projects or working groups are alike. Each day presents a new challenge.”

Indeed, during more than 30 years in practice, David has served as bond counsel, underwriter’s counsel, borrower counsel, trustee’s counsel, and other counsel roles on major finance deals. While praising the collegial nature of the bond law bar, David recognizes that it lacks diversity, and he actively supports efforts to rectify this inadequacy.

“Many states, like New York, are requiring firms to submit bids for contracts along with a certified Minority/Women Business Enterprise firm,” he explained. “This is leading to a greater diversification of the practice and the emergence of some excellent minority-led firms nationally. I think if the industry stays the course on these efforts, we will see great improvement in the diversity of our bar.”

Asked what diversity, equity, and inclusion mean to him, David responds, “DEI means opportunity. It reflects an acknowledgment that many minority communities have been marginalized for far too long. And we see a new commitment to providing everyone with a level playing field, with access to the many varied opportunities that affect (everything from) our work, to school, to living our daily lives. I strive for the day that DEI is no longer political speech but reality.”

David sees BRGs as an important step toward that goal, and not just for the bond bar.

“(BRGs) are an excellent resource for mentoring, collaborating, and support,” he says, and “an excellent

way to have all members of the firm find communities of shared experiences.”

In fact, many Ballard Spahr lawyers and staff belong to more than one BRG, finding that each presents a unique forum for insight and growth. The newly launched Hispanic BRG makes the program even stronger.

“While the firm has many outstanding BRGs, there definitely was a void when it came to addressing issues and concerns of our Hispanic attorneys and staff,” he says. “The Hispanic BRG’s goal for the first year is to gain traction, to make itself known to our Hispanic attorneys as a resource for them as they advance their careers, and as a place where they can turn for mentorship, collaboration, and support.”

---

**“Ballard’s commitment to DEI is not simply words on a webpage—it is real, it is strong, and failure is not an option.”**

---

Once the group gains traction, David added, leaders hope to broaden its scope to include staff as well as attorneys. He anticipates robust allyship for the Hispanic BRG.

“Ballard really makes (allyship) easy,” David says. “Every BRG has expressed interest in helping the Hispanic BRG succeed, and with

*Continued on next page*

*Continued from previous page*

the unflappable support of (Chief Diversity, Equity, and Inclusion Officer) Virginia Essandoh and the firm's administration, I have no doubt it will be successful."

David's commitment to service goes back to his college years when he worked as a student athletic trainer at Colgate University and was involved in emergency medicine for four years. In 1999, he became a volunteer firefighter and EMT with Reliance Engine Co. 2 of the Floral Park Volunteer Fire Department in Floral Park, New York. Barely two years later, he found himself at Ground Zero, putting service first.

He urges everyone at the firm to engage with and be of service to diversity, equity, and inclusion at Ballard Spahr.

"Raise your hand," David advises. "You will be welcomed and your participation will be embraced. Do not hesitate to reach out. Ballard's commitment to DEI is not simply words on a webpage—it is real, it is strong, and failure is not an option.

"I have been practicing law for over 30 years, and I can say without hesitation, you may think the grass will be greener on the other side of the street, but let me tell you that the experience of being at Ballard is one which cannot be beat. Enjoy your time here; it is a special place." ●





## **Allyship in Action**

*Allyship comes in many forms. It can be as simple as sharing information about an event organized by or in support of a diverse community. It can be spending your time, effort, and social, professional, and leadership capital to support diverse communities through programs and advocacy. Anyone can be an active ally. Allyship is not something just for special occasions or when the spotlight is cast on a particular community; rather, it is constantly finding ways to grow a sense of mutual belonging.*

**Firm-Wide ACTIVE ALLYSHIP Education by Paula T. Edgar, Esq., CEO of PGE Consulting Group LLC**



**ACTIVE ALLYSHIP**

*Presented by the Diversity, Equity, and Inclusion Council*

This educational session equipped attendees with an understanding of what true allyship is: the lifelong process of building relationships with diverse groups based on trust, consistency, and accountability. The session also provided insights on how each individual can be a supportive ally who actively contributes to an inclusive work environment.

**ACTIVE ALLYSHIP 2.0**

*Presented by the Diversity, Equity, and Inclusion Council, Ballard Women, and Equality Ballard*

As a follow-up to the first Active Allyship event, we welcomed back Paula Edgar for an interactive virtual session that built on the earlier workshop by expanding awareness of empathy, privilege, intersectionality, micro-aggressions, and accountability.

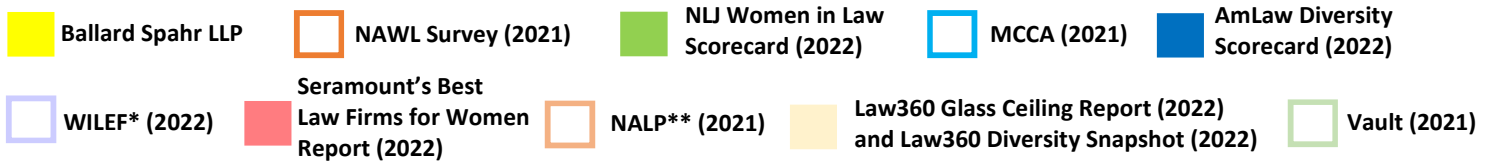
**Ballard Acts in Allyship**

- Ballard Spahr attorneys worked with the nonprofit Asian Americans Advancing Justice (AAAJ) to file an amicus brief before the U.S. Supreme Court, joined by each of the Advancing Justice affiliates and 37 other Asian American and Pacific Islander (AAPI) civil rights groups, advocacy organizations, professionals, and student organizations, in support of race-conscious admissions programs that improve equal access to educational opportunities for all.
- The firm’s lawyers worked with the Transgender Law Center on a Freedom of Information Act request on detention conditions for transgender migrants in immigration detention facilities.
- A team of Ballard Spahr attorneys, on behalf of the Colorado Latino Leadership, Advocacy, and Research Organization, successfully advocated for a more equitable redrawing of Colorado’s state legislative districts to better reflect communities of interest, particularly the state’s historic and growing Latino community.
- Ballard Spahr litigators—along with co-counsel the NAACP Legal Defense and Educational Fund, Inc., Asian Americans Advancing Justice (AAJC), and Latino Justice PRLDEF—successfully represented a coalition of Black, Latino, and Asian American organizations in supporting dismissal of a lawsuit that sought to prevent the Montgomery County, Maryland, school board from promoting equality for all students through its admissions policies.



# Senior Leadership Diversity Trends

## Women and Lawyers of Color July 2022



Equity Partners	
Women	POC
31.0%	7.2%
22.0%	N/A
21.6%	N/A
23.5%	10.4%
24.5%	11.9%
25.0%	N/A
N/A	N/A
25.6%	9.1%
23.9%	10.7%
23.0%	10.0%

Board***	
Women	POC
54.5%	9.0%
28.0%	N/A
N/A	N/A
N/A	N/A
N/A	N/A
25.0%	N/A
38.0%	N/A
N/A	N/A
32.0%	N/A
N/A	N/A

Office Managing Partners	
Women	POC
28.5%	21.4%
N/A	N/A
N/A	N/A
N/A	N/A
N/A	N/A
20.0%	N/A
N/A	N/A
N/A	N/A
N/A	N/A
N/A	N/A

Practice Group Leaders	
Women	POC
30.7%	11.5%
27.0%	N/A
N/A	N/A
N/A	N/A
N/A	N/A
N/A	N/A
N/A	N/A
N/A	N/A
N/A	N/A
N/A	N/A

Allocation Committee	
Women	POC
40.0%	20.0%
N/A	N/A
N/A	N/A
N/A	N/A
N/A	N/A
25.0%	N/A
36.0%	N/A
N/A	N/A
N/A	N/A
N/A	N/A

Newly Elected Partners	
Women	POC
38.4%	7.6%
N/A	N/A
N/A	N/A
35.8%	16.4%
N/A	N/A
40.0%	N/A
N/A	N/A
N/A	N/A
38.0%	18.0%
42.0%	18.0%

\*Percentages are based on WILEF minimum criterion.  
 \*\*Percentages are based on firms with 501 – 700 lawyers.  
 \*\*\*The Ballard Board percentages include the Firm Chair.

# Events and Sponsorships

## July 2021 – June 2022

Asian Americans Advancing Justice (AAAJ) Los Angeles – 8th Annual AAAJ Los Angeles Game Night Fundraiser

Asian Pacific American Law Students Association of Pennsylvania (APALSA PA) – 2021–2022 Annual Sponsorship

Center for Legal Inclusiveness 2021 – Virtual Summit; Ball for All Gala

Charting Your Own Course Conference

Chief Legal Executive, Black In-House Counsel Network – Elevating Black Excellence Summit/Elevating Partners of Color

Colorado Hispanic Bar Association – 2021 Reunion en el Jardin

Colorado Women's Bar Association (CWBA) – Raising the Bar; 2022 Convention

Corporate Counsel Men of Color Conference – Career Strategies Conference

Corporate Counsel Women of Color – CCWC Atlanta 2022 Conference

Delaware Barristers Association – 2022 Louis L. Redding Benefit and Awards Gala

Delaware State Bar Association – 2022 Haile L. Alford Memorial Breakfast

Direct Women – Sandra Day O'Connor Board Excellence Award Celebration

Fordham University School of Law – Virtual Spring Alumni Dinner

Global Gaming Women – Kick Up Your Heels

Hispanic Bar Association of Philadelphia Legal Education Fund – Annual Scholarship Banquet

Hispanic National Bar Association – Annual Convention

Human Rights Campaign Dinner

International Association of Korean Lawyers – 2022 IAKL Mid-Year Leadership Summit

Law School Yes We Can – 2022 Building Futures Event

Minnesota Black Lawyers – Virtual Scholarship Gala

Minnesota Lavender Bar Association (MLBA) – 21st Annual MLBA Conference

Minnesota Women Lawyers (MWL) – 50th Annual Meeting

National Asian Pacific American Bar Association (NAPABA) – 2021 Convention

National Bar Association – 96th Annual Convention and Career Fair; Corporate Law Section Gateway to Success

National Conference of Vietnamese American Attorneys

National LGBTQ+ Bar Association and Foundation – 2022 Lavender Law Annual Conference & Career Fair


National Latina/o Law Student Association (NLLSA) – 25th Annual Conference

National PreLaw Conference and Law Fair – The 17th Annual Conference and Law Fair 2021

New York University School of Law – Disability Allied Law Students Association Sponsorship

Page Education Foundation – 2021 Justice Alan Page Elimination of Bias CLE Seminar

Penn Law Women's Association (PLWA) – Carrie B. Kilgore Annual Dinner



Pennsylvania Bar Association – 31st  
Virtual Minority Attorney Conference

Philadelphia Bar Association – YLD  
Diversity Scholarship Reception

Rutgers Law Camden, Black Law  
Students Association (BLSA) – 26th  
Annual Dr. Martin Luther King, Jr.,  
Champions of Social Justice and  
Equality Gala

Smith Memorial Playground – Annual  
Leaders & Legends Exhibit

South Asian Bar Association (SABA) –  
2022 Conference

South Asian Bar Association (SABA)  
D.C. – 13th Annual Public Interest  
Benefit Gala

Stanford University Black Law  
Students Association (BLSA) – Annual  
Black History Month Gala Street Law,  
Inc.; 2022 Awards Gala

The Barristers' Association of  
Philadelphia, Inc. – 2021 The Amber  
Racine Annual Turkey Drive; 2022  
Barristers' Association Annual MLK  
Breakfast; 71st Annual Awards and  
Scholarship Gala

The George Washington University  
of Law – Black Law Students  
Association's (BLSA) 42nd Annual  
Patricia Roberts Harris Awards Dinner

Urban Land Institute (ULI) Diversity  
Sponsorship – 2022 Leadership  
Awards

University of Maryland Baltimore  
Foundation, Inc. – Black Law Students  
Association's (BLSA) Banquet; Asian  
Pacific American Law Students  
Association (APALSA) Reception; 2022  
WLE Pledge

Utah Minority Bar Association –  
Annual Scholarship and Banquet

Women Lawyers of Utah – Annual  
Retreat

Women Owned Law – Symposium  
2022

Women's Way – 44th Annual  
Celebration

# IN THE PIPELINE

## High School Pipeline Programs

### *Constitution High School Scholarship, Philadelphia*



The Ballard Spahr Diversity = Excellence Scholarship winners for the 2021–2022 school year are Kelly Luu and Alexis Wray.



### *“Judge Adam Espinosa Dream Team” Presentation, Denver*

Ashley Kissinger, of counsel in Ballard Spahr’s Media and Entertainment Law Group, spoke to high school students as part of a “Judge Adam Espinosa Dream Team” panel presentation at Vista Peak High School in Aurora, Colorado, a large high school of predominantly students of color. Ashley spoke at length to a gym packed with juniors and seniors about “The First Amendment and Misinformation.” The panel members—led by Denver District Court Judge Adam Espinosa and also including Denver County Court Judge Isabel Pallares and law clerks Jonathan Geneus and Tomas Manriquez-Hernandez—discussed why they became lawyers, what law school is like, and related topics. Judge Espinosa’s goal is to get more diverse people interested in becoming lawyers, judges, and other members of the justice system in Colorado.

## College Pipeline Programs

### *College Track Student Visit, July 2022, Denver*





**Justice Douglas Pre-Law Fellowship Q&A  
in Las Vegas, June 2022**



**Law Student Pipeline Programs**

**1L Resume and Interview Workshops**

In Atlanta, Denver, Philadelphia, Salt Lake City, and Washington, D.C., diverse first-year law students are invited to participate in our annual Resume Writing and Interviewing Skills Workshops. The events, hosted virtually by the Diverse Lawyers Group with the support of administrative staff, is a way to advance diversity in the legal profession. Participating students had the opportunity to meet with practicing legal professionals in one-on-one sessions designed to provide frank and informative feedback on the materials and skills necessary for landing a position in the field of law.



*Ballard Spahr's 13th Annual Resume Writing and Interview Workshop for Diverse First-Year Law Students, Atlanta*



*Ballard Spahr's 17th Annual Resume Writing and Interview Workshop for Diverse First-Year Law Students, Washington, D.C.*

**Educating Law Students on Gender Issues**

Virginia Essandoh teaches law students at the University of Maryland Frances Carey School of Law, Gender in the Legal Profession program.



*Ballard Spahr's 16th Annual Resume Writing and Interview Workshop for Diverse First-Year Law Students, Philadelphia*



*Ballard Spahr's Annual Resume Writing and Interview Workshop for Diverse First-Year Law Students, Denver and Salt Lake City*

# Business Resource Groups

Our Business Resource Groups (BRGs) comprise lawyers and staff (as relevant) with shared cultural, experiential, or job-related interests, experiences, or backgrounds. BRGs support retention through informal mentoring, internal networking, business development support, and recruiting. The groups' goals and activities are carefully planned and linked to the firm's business goals.

## ASIAN AMERICAN BUSINESS RESOURCE GROUP (AABRG)



**Leaders:** **Robert C. Kim**, *Partner, Las Vegas*  
**Lee Shen**, *Assistant Director of Business Development, Los Angeles*

To support Ballard Spahr partners and employees in engaging meaningfully with the Asian American community, the AABRG has compiled *Resources to Celebrate Asian American and Pacific Islander Heritage* and made it available on the firm's intranet. It includes a sampling of books, TV shows, movies, podcasts, articles, and—crucially—action items. The guide provides a taste of the many different cultures and ethnicities that exist within this affiliation group.

The AABRG launched its informal Administrative Staff Mentoring program, in which Asian American administrative staff members were matched up into pairs, which continue to meet on a regular basis. Mentors provide valuable advice about navigating relationships, dynamics at the firm, and career advancement. We look forward to this informal mentoring program growing and leading to more pairings in the AABRG and similar matchups in other BRGs that include staff.



AABRG snack boxes, above, and AABRG breakfast at the firm seminar with lawyers and staff, below.





## BALLARD WOMEN



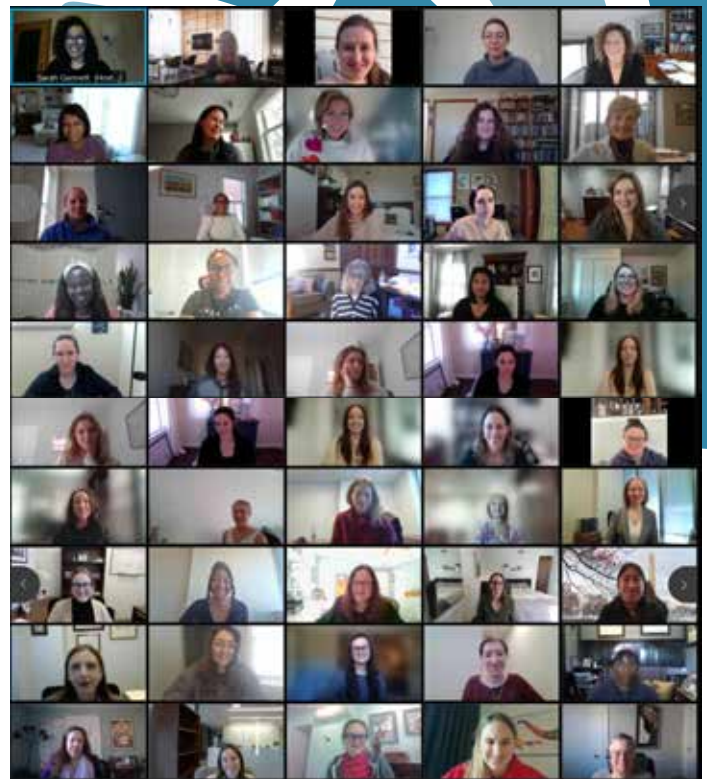
**Leaders:** *Holly V. Horsley, Partner, New Jersey*  
*Siobhan M. O'Donnell, Partner, Los Angeles*  
*Jennifer Brooks, Associate, Denver*  
*Chittam U. Thakore, Associate, Atlanta*

### Ballard Women Connect 2022 Kickoff

Ballard Women held its 2022 Kickoff Event to reconnect members and introduce the next iteration of mentoring groups. These groups will create new opportunities for mentorship and in-firm network expansion. Many of the previous mentoring matchups are continuing to meet, providing opportunities to augment their networks exponentially.

### Reconnect: A Ballard Spahr DIY Soap-Making Social

This soap-making workshop and social was hosted at Gallivan Center in Salt Lake City. Each guest created their own soap while receiving hands-on guidance from Craft Lake City, a 501(c)(3) charitable organization with the mission to educate, promote, and inspire local artisans while elevating the creative culture of the Utah arts community through science, technology, and art.



### Negotiating Pushback: How to Be a Fierce Self-Advocate

*\*This event was led by women in the Finance Department and co-sponsored by Ballard Women.*

Gone are the days when negotiating was only for a performance review, job interview, or the big pitch. Women, and men, push back all day every day: to drive the direction of a change, to say “no,” to voice input on a new initiative, or to correct a faulty course. How can you make the most of these conversations—regardless of whether they’re with a peer, direct report, or authority figure?

Leveraging six strategies from her award-winning book, *PUSHBACK: How Smart Women Ask – and Stand Up – for What They Want*, Selena Rezvani advised on how to flex their style based on the topic or person they are trying to influence, and how to manage tradeoffs and get the “yes” answer they need.

## BLACK LAWYERS GROUP



**Leader: Kahlil C. Williams, Partner, Philadelphia**

### Fireside Chat with Charisse Lillie

In honor of Black History Month 2022, Ballard Spahr's Black Lawyers Group held a fireside chat with Charisse Lillie, former Ballard Spahr partner, who is CEO of CRL Consulting LLC, and Kahlil Williams moderated a discussion detailing Charisse's extraordinary career in public service, academia, private practice, and corporate leadership.



### Black Lawyers Dinner Event

Ballard Spahr Black Lawyers in Washington, D.C., joined together for a special dinner to reconnect and network at Georgia Brown's, an icon of the D.C. food scene, serving fine southern cuisine.



### Black In-House Counsel Network Program: Elevating Black Excellence



The Elevating Black Excellence Regional Summit Series showcased the talents of Black partners before an audience of influential in-house counsel. This one-day event, conducted exclusively over a virtual platform, included insights from partners in specialties across the legal spectrum — including presentations by Ballard Spahr's Kahlil Williams and Marcel Pratt.





**DIVERSE LAWYERS BUSINESS RESOURCE GROUP**



**Leaders:** Steve T. Park, *Partner, Philadelphia*  
 Azer Akhtar, *Associate, Washington, D.C.*  
 Kyle A. DeThomas, *Associate, Washington, D.C.*  
 Wesley S. Stevenson, *Associate, Philadelphia*

**Virtual Retreat 2021**

Ballard Spahr’s Diverse Lawyers Business Resource Group leadership invited members to join the inaugural retreat, where they had the opportunity to engage in panel discussions, network in small group sessions, and deepen relationships with other diverse lawyers.



**Diverse Lawyers Alumni Event**

In March, the Diverse Lawyers Group and the African American Museum in Philadelphia co-hosted a Diverse Alumni networking event focusing on the journeys of seven attorneys, from Ballard Spahr associates to in-house counsel (and, in one case, back to Ballard).



**EQUALITY BALLARD: LGBTQIA+ COLLEAGUES AND FRIENDS**

**Leaders:** Jessica Dubois, *Associate, Minneapolis*  
 Elizabeth P. Weissert, *Associate, Philadelphia*

**Equality Ballard Celebrates Pride Month With Firm-Wide, Pride-Themed Drag Bingo**

This program featured a return visit in June 2022 by the legendary Miss Barbra Seville; the event featured topics including LGBTQIA+ history, culture, trivia, and more.



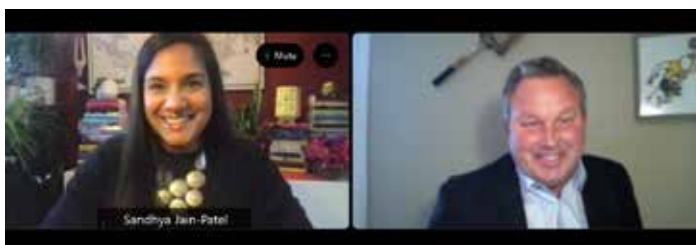
## GLOBAL CULTURES BUSINESS RESOURCE GROUP



**Leader: Jonas Jarvholm, Ph.D., Partner, Atlanta**

### Cultural Appropriation vs. Appreciation – What’s the Difference?

This presentation by guest Sandhya Jain-Patel, a multicultural content strategist, with Jonas Jarvholm, a partner in the Intellectual Property Department, used real-world scenarios to raise attendees’ awareness and understanding of appropriation versus appreciation across cultures and historically marginalized groups. Attendees included Ballard Spahr lawyers and staff, as well as clients. The information provided helps individuals and businesses stay in good standing within a multicultural workplace and global economy.



## WORK-LIFE INTEGRATION GROUP



**Leaders: John A. Zurawski, Partner, Philadelphia**  
**Emmy Parsons, Associate, Washington, D.C.**

### An Introduction to Mental Wellness and Health for Professionals

John Zurawski introduced and moderated this panel, which featured a life coach, a psychotherapist/life coach, and a wellness professional. They discussed different services available to professionals and how and when individuals should reach out and engage those services. The presentation included tips on how to achieve balance while working in demanding, high-pressure professions.

# Introducing a New Business Resource Group:

## HISPANIC BUSINESS RESOURCE GROUP



**Leader: David J. Fernandez, Of Counsel, New York**

The mission of the Hispanic Business Resource Group is to cultivate a welcoming and supportive environment for Hispanic attorneys by providing opportunities for networking internally through mentoring relationships within our Ballard family and externally by providing business development opportunities with external clients and friends. The group fosters mentorship and supports the professional development, business development, recruitment, retention, development, and advancement of Hispanic lawyers. The Hispanic BRG will strive to create a pipeline of Hispanic law students and seek to maintain relationships with Hispanic Ballard alumni. An important element of the Hispanic BRG is to provide outreach to the Hispanic community through pro bono outreach and civic and philanthropic engagement. The Hispanic BRG will highlight our attorneys, help build relationships with external organizations, and provide educational opportunities to the Ballard community.





# Feature: Conference Room Dedication

Charisse Ranielle Lillie is a businesswoman, attorney, and lecturer on issues of diversity, corporate social responsibility, and corporate governance. She is one of the most successful and respected women in law. Her commitment to social justice is rooted in her career journey and commitment to community service. On June 23, 2022, Ballard Spahr celebrated Charisse with the dedication of conference space named in her honor.

---

**“Charisse has not only blazed a trail for women like me, she is an advocate and a champion for diversity for all people.”**

---

– **Kimberly S. Reed**, *Chief Transformational Officer, External Chief Diversity Officer, Reed Development Group, LLC*

Charisse joined Ballard Spahr in 1992 and that same year became the first woman of color elected to the Ballard Spahr partnership. During her 13-year Ballard tenure, she was also the first woman of color elected to the Board, in 1994, and the first woman of color to serve as Department Chair, leading the Litigation Department from 2002 through 2005. As a member of the Labor and Employment Law Group, she served as an adviser to clients on a wide variety of diversity and antidiscrimination issues.

Since leaving Ballard Spahr in 2005, Charisse has held a number of prestigious professional board memberships and is a frequent lecturer on diversity, community investment, and corporate social responsibility. She has had an extraordinary career in public service, academia, private practice, and corporate leadership, and has left an indelible mark on Ballard Spahr. We hold her in the highest esteem.



*Top to bottom, Charisse with: Kahlil Williams, Marcel Pratt, and Mark Stewart; Virginia Essandoh; and her family.*

# IN THE

*The Legal Intelligencer* Honors Steve Park, Emilia McKee Vassallo, and Dara Smith



Ballard Spahr's Chad Jimenez Elected Chair of Denver Film

Ballard Spahr's Jason Boren, Melanie Vartabedian Among *Utah Business*' 2022 Legal Elite



Ballard Spahr Announces Leadership Transition Plans (Peter Michaud)



Ballard Spahr's Peg Brivanlou Among Managing IP's Top 250 Women in IP



Ballard Spahr's Meredith Dante Named to *Philadelphia Business Journal*'s Prestigious 40 Under 40 List



Four From Ballard Spahr Named to *Law360* Editorial Advisory Boards (Amy McClain, Elizabeth Sloan, Jill Steinberg, and Virginia Essandoh)



Marjorie Peerce Honored as Trailblazer by Women's White Collar Defense Association





# NEWS

Ballard Spahr Partner Shannon Farmer Inducted Into College of Labor and Employment Lawyers



Emilie Ninan Named National Diversity Council 'Woman of the Year'



Ballard Spahr Attorneys Dee Spagnuolo and Leita Walker Honored by *The National Law Journal* as 'Trailblazers'



Emilie Ninan and Andrew Spicknall Elected to American College of Bond Counsel Fellows



Three Ballard Spahr Attorneys Honored Among Philadelphia's 'Best of the Bar' by the *Business Journal* (Leslie John, Emilia McKee Vassallo, and Alan Ritterband)



Steve Park Named to *The Best Lawyers in America*, Public Finance Law; Most Effective Dealmaker, *The Legal Intelligencer*; Philadelphia VIP, Champion Award; *Chambers USA*, Projects: P3 (Nationwide)



Sarah Dannecker Included in *Twin Cities Business Magazine's* Notable Emerging Stars in the Law for 2022



# mosaic

**Ballard Spahr**  
LLP

DIVERSITY  
EQUITY + INCLUSION