



MCCATM
2016 ANNUAL REPORT

President & CEO's Message

Dear Members and Supporters:

Reflecting on 2016 and my new position as CEO gives me a much different perspective than the one I had as a board member earlier last year. I have a greater appreciation for the work that goes into all that MCCA offers and am impressed by the amount of work our small, but mighty, staff performs each day. I am also grateful to Joseph West for his support to ensure that my transition was as smooth as possible.

It was a year of transformation with both advancement and challenges, which has paved the way for more as we begin our 20th anniversary celebration in 2017. Our conference attendance and membership had been declining and some began to question our value proposition. As a new leader, I embarked on a listening tour to better serve and collaborate with our members who are committed to improving diversity in the profession. Many of you generously gave your valuable time and constructive feedback on improving strategy and fundraising tactics. With your collective feedback, my team and I have been hard at work to deliver on our promises to: (i) create more engagement opportunities amongst members and between members and MCCA; (ii) provide more innovative programs; (iii) support professional development opportunities and offer training; and (iv) assist in developing and implementing strategies on how to make your firm or legal department more diverse.

We have started to change some of our key programs to address these requests immediately, starting with our Thomas L. Sager Awards. We honored those firms who were *DOING WELL AND DOING GOOD* at our annual Diversity Gala at the Kennedy Center rather than at our CLE Expo to share with a larger audience some terrific innovative ideas for increasing diversity. We eliminated the CLE Expo and developed the Global TEC (Technology, Education and Careers) Forum and called for programs from you, our members, for new and innovative ideas for CLEs while providing professional development opportunities. At Global TEC Forum we presented our inaugural C-Suite Leadership Institute and Equity Track programs which support our senior in-house lawyers and law firm partners in their efforts to break the glass ceiling.

In addition to the programmatic changes, MCCA established a set of core values that it will uphold itself to and a vision I hope we will all aspire to in 2017.

Thanks to your generous support, we have managed through these pressures with fortitude and belief in the importance of our mission. It is with that resolve we enter our 20th anniversary year with renewed hope and inspiration that together we will transform MCCA to be a thought leader on how best to improve diversity in our profession at the highest levels.

JEAN LEE
PRESIDENT AND CHIEF EXECUTIVE OFFICER

JANUARY 24, 2017

Leadership



MICHELLE BANKS
GAP INC.
MCCA Chair, Former
Executive Vice
President, Global GC,
CCO & Corporate
Secretary



JEAN LEE
MCCA
President & CEO



A.B. CRUZ, III
USAA
MCCA Chair-Elect,
Enterprise Shared
Services, Senior Vice
President, Chief Legal
Office



SIMONE WU
CHOICE HOTELS
INTERNATIONAL,
INC.
Immediate Past
MCCA Chair, Senior
Vice President, GC,
Corporate Secretary,
CCO



**STUART
ALDEROTY**
CIT GROUP, INC.
Executive Vice
President, General
Counsel & Corporate
Secretary



**RICARDO
ANZALDUA**
METLIFE, INC.
Executive Vice
President & General
Counsel



DAMIEN ATKINS
PANASONIC
CORPORATION OF
NORTH AMERICA
General Counsel &
Corporate Secretary



JANICE P. BROWN
BROWN LAW
GROUP
Owner & Founder



CLARISSA CERDA
PINDROP SECURITY
General Counsel &
Secretary



**DUANE
HOLLOWAY**
ASCENA RETAIL
GROUP, INC.
Executive Vice
President & General
Counsel



SANDRA LEUNG
BRISTOL-MYERS
SQUIBB COMPANY
Executive Vice
President & General
Counsel



LINDA LU
NATIONWIDE
INSURANCE
Senior Vice President,
Chief Litigation
Officer & Employment
Counseling



GWEN MARCUS
SHOWTIME
NETWORKS INC.
Executive Vice
President & General
Counsel



SUZAN A. MILLER
INTEL
CORPORATION
Corporate Vice
President, Deputy
General Counsel &
Corporate Secretary



**SAMUEL M.
REEVES**
WAL-MART STORES,
INC.
Senior Vice President
& General Counsel,
Walmart International

Leadership



ROBIN H. SANGSTON
COX
COMMUNICATIONS,
INC.
Vice President & Chief
Compliance Officer



KENNETH S. SIEGEL
DIAMOND RESORTS
INTERNATIONAL
President & Chief
Administrative Officer



DAWN SMITH
VMWARE, INC.
Senior Vice President,
Chief Legal Officer,
Chief Compliance
Officer & Secretary



MARY E. SNAPP
MICROSOFT
CORPORATION
Corporate Vice
President
Philanthropies



RICHARD J. WALLIS
MICROSOFT
CORPORATION
Vice President,
Deputy General
Counsel, Office
Product Group



NEIL WILCOX
FIRST DATA
CORPORATION
Senior Vice President
& Associate General
Counsel



MICHAEL T. WILLIAMS
STAPLES, INC.
Executive Vice
President, General
Counsel & Secretary

MCCA Corporate Officers



JOSEPH CENTENO
OBERMAYER
REBMANN
MAXWELL & HIPPEL
LLP
Outside General
Counsel & Assistant
Corporate Secretary



PAULA J. SCHAUWECKER
BEVERIDGE &
DIAMOND PC
Corporate Secretary

Leadership

N-Gen Advisory Board Members



**ANNE LEE
BENEDICT**
SUMMIT MATERIALS,
INC.

Chair of the N-Gen
Advisory Board,
Executive VP, Chief
Legal Officer &
Secretary



**CHARLES H.
WILSON**
COZEN O'CONNOR

Vice Chair of the
N-Gen Advisory
Board, Office
Managing Partner and
Vice Chair



RIMA J. ALAILY
MICROSOFT
CORPORATION
Assistant General
Counsel



**TERRANCE J.
EVANS**
DUANE MORRIS LLP
Partner



**SAMANTHA C.
GRANT
MITCHELL
SILBERBERG KNUPP
LLP**
Partner



ALICE HSU
AKIN GUMP
STRAUSS HAUER &
FELD LLP
Partner



**LATANYA
LANGLEY**
BIC INTERNATIONAL
Vice President &
General Counsel



KEVIN R. LYN
WOMBLE CARLYLE
SANDRIDGE & RICE
LLP
Diversity Committee
Co-Chair & Partner



**RODNEY C.
PRATT**
CONVERSE
Vice President,
General Counsel, &
Corporate Secretary



**REGINALD M.
RASCH**
RAKUTEN USA, INC
Head of Legal



RAQUEL TAMEZ
SOURCEAMERICA
Former Senior Vice
President & Chief
Legal Officer



**KRISHNA
VEERARAGHAVAN**
SULLIVAN &
CROMWELL LLP
Partner



**TEONTA A.
WILLIAMS**
UNITED
HEALTHCARE
CORPORATION
Associate General
Counsel

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RECOGNITION & SUPPORTERS



7 Mission

The Minority Corporate Counsel Association (MCCA) was founded in 1997 to advocate for the hiring, retention and promotion of diverse attorneys in corporate law departments and the law firms that serve them. MCCA furthers its mission through the collection and dissemination of information about diversity in the legal profession. MCCA takes an inclusive approach to the definition of “diversity.” Therefore, its research addresses issues of race/ethnicity, gender, sexual orientation, disability status and generational differences which impact the legal profession’s workforce.

As the preeminent voice on diversity issues in the legal profession, MCCA’s thought leadership has been widely recognized. The association has received several awards including recognition by the Association of Corporate Counsel, the National LGBT Bar Association, the National Minority Business Council, Inc. and the U.S. Equal Employment Opportunity Commission.

Advancing Diversity, Inclusion and Equity

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Core Values

Excellence

We measure, monitor, analyze and improve productivity, processes, programs, tasks and ourselves to satisfy members.

Integrity

We conduct our business in accordance with the highest professional standards by being transparent, honest and ethical in all our interactions internally and externally. We are not afraid to stand alone, especially when it is the right thing to do.

Respect

We embrace each colleague's unique talents and operate in a spirit of cooperation that values human dignity and facilitates teamwork.

Accountability

We hold ourselves accountable to a code of conduct derived from our core values.

Perseverance

We work with enthusiasm and intellect, and are driven to surpass what has already been achieved.



A nighttime photograph of the Washington Monument and the surrounding city of Washington, D.C. The monument is illuminated and stands prominently against a dark blue sky. The city lights are visible in the background, and a highway with light trails is in the foreground. A semi-transparent blue rectangle is overlaid on the image, containing white text.

**MCCA WAS
AMONG THE FIRST
TO ADVOCATE
THAT LAW FIRMS
INSTITUTIONALIZE
THE ROLE OF
THE LAW FIRM
DIVERSITY
PROFESSIONAL**

MCCA Key Milestones and Accomplishments

<p>1997</p> <p>1st Survey of Fortune 500 General Counsel.</p>	<p>1997</p> <p>Lloyd M. Johnson, Jr. founded the MCCA.</p>
<p>1998</p> <p>MCCA Directory of Minority In-House Counsel in Delaware, District of Columbia, Maryland, Pennsylvania & Virginia published.</p>	<p>1997</p> <p>MCCA Directory of Corporate Counsel of Color published.</p>
<p>1999</p> <p>MCCA's first in-depth research report - A Study of Law Department Best Practices.</p>	<p>1998</p> <p>Diversity in the Workplace- A Statement of Principle, spearheaded by Charles Morgan, then general counsel to Bell South.</p>
<p>2000</p> <p>www.MCCA.com, official website and MCCA Job Bank launched.</p>	<p>1999</p> <p>Diversity & the Bar®, official MCCA magazine – published bi-monthly in cooperation with ALM and distributed nationally to more than 35,000 attorneys.</p>
<p>2001</p> <p>Veta T. Richardson became the second Executive Director.</p>	<p>2000</p> <p>1st Annual Creating Pathways to Diversity® Conference.</p>
<p>2003</p> <p>2nd Annual CLE Expo – Breaking Barriers! Strengthening Relationships! Advancing the Profession.</p>	<p>2002</p> <p>MCCA 1st Annual CLE Expo – Principles in Action.</p>
<p>2004</p> <p>MCCA receives Special Achievement Award from the National Minority Business Council.</p>	<p>2003</p> <p>1st Annual MCCA General Counsel Forum – Celebrating Advancements, Breaking Barriers! nka MCCA General Counsel Summit.</p>
<p>2005</p> <p>MCCA/Vault Guide to Law Firm Diversity published.</p>	<p>2005</p> <p>Lloyd M. Johnson, Jr. Scholarship Program established.</p>
	<p>2005</p> <p>MCCA honored by the EEOC with the Freedom to Compete Award.</p>

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History

<p>2007</p> <p>MCCA celebrates 10 years of diversity progress.</p>	<p>2005</p> <p>MCCA® Annual Survey of Fortune 500 Women General Counsel.</p>
<p>2009</p> <p>Vault/MCCA Law Firm Diversity Database is launched.</p>	<p>2008</p> <p>MCCA/ Veta T. Richardson honored with the 2008 Allies for Justice Award.</p>
<p>2010</p> <p><i>New Millennium, Same Glass Ceiling? The Impact of Law Firm Compensation Systems on Women</i> published.</p>	<p>2009</p> <p>Commencement of MCCA White paper series (eight total).</p>
<p>2011</p> <p>1st Annual MCCA Lifetime Achievement Award, honoring Vernon E. Jordan, Jr.</p>	<p>2010</p> <p>MCCA launched the Law Firm Affiliate Network (FAN).</p>
<p>2012</p> <p>MCCA Leadership & Inclusion Academy launched.</p>	<p>2011</p> <p>Joseph K. West became MCCA President & CEO.</p>
<p>2013</p> <p>1st Do Good, Do Well List published, highlighting business case for diversity & inclusion.</p>	<p>2012</p> <p>MCCA is honored as the winner of the prestigious Pinnacle Award by the National Bar Association (NBA).</p>
<p>2015</p> <p><i>Tracking the Integration of the Federal Judiciary</i>, published.</p>	<p>2014</p> <p>Black Entertainment & Sports Lawyers Association (BESLA) Honors MCCA with Beacon of Diversity Award.</p>
<p>2016</p> <p>MCCA announced the formation of the N-Gen (Next Generation) Advisory Board.</p>	<p>2016</p> <p>Jean Lee became MCCA President & CEO.</p>
<p>2016</p> <p>1st Annual Global TEC (Technology, Education & Careers) Forum held in New Orleans, LA.</p>	<p>2016</p> <p>Just the Beginning Foundation honors the MCCA with the Vision Award.</p>

A person in a dark suit and light-colored shirt is holding a silver pen in their right hand. The background is blurred, showing other people in similar attire. A red rectangular overlay is positioned in the upper left corner, containing the number '12' and the word 'Recognition'.

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Recognition

Those who lead through innovation.

MCCA is committed to diversity and inclusion in the legal field. It is important to recognize the companies, law firms and individuals that demonstrate excellent leadership in legal departments and the practice of law across the country. We're proud to honor and distinguish companies and firms that tried something new and succeeded, whether in recruitment retention, mentoring, pipeline initiatives, LGBT initiatives or client inclusion feedback.

13 Recognition



The Thomas L. Sager Award is given annually to law firms that have demonstrated sustained commitment to advance the hiring, retention and promotion of diverse attorneys.

2016 | WINNER
LITTLER MENDELSON P.C.

2016 | FINALISTS
AKIN GUMP STRAUSS HAUER & FELD LLP
SHEPPARD, MULLIN, RICHTER & HAMPTON LLP



The George B. Vashon Innovator Award is given annually to in-house legal departments and law firms that have led the way with innovative best practices to assist diverse attorneys. It is named in honor of scholar, abolitionist and lawyer George B. Vashon, who was the first licensed African-American attorney in New York State (1848) and one of the first admitted to practice before the U.S. Supreme Court (1867).

2016 | WOMEN'S INITIATIVES
WINSTON & STRAWN LLP

2016 | DIVERSITY INITIATIVES
LESLIE THORTON, GENERAL COUNSEL - WGL HOLDINGS, INC.,
AND WASHINGTON GAS



The Paula L. Ettelbrick Award is given annually and celebrates extraordinary achievements by an individual or organization in advancing lesbian, gay, bisexual and transgender attorneys. The award is named for the late Paula L. Ettelbrick whose quarter-century of work for organizations like Lambda Legal, the National Gay and Lesbian Task Force and the International Lesbian and Gay Human Rights Commission assisted thousands of individuals.

2016 | WINNER
LISA A. LINSKY, PARTNER - MCDERMOTT WILL & EMERY LLP



2016 | Recognition

MCCA recognizes outstanding law departments that make progress in changing the legal profession. The Employer of Choice Award is designed to spotlight industry leaders who have a commitment to and succeed at creating and maintaining an inclusive corporate legal department. The Employer of Choice Award is based on the concept behind the Creating Pathways to Diversity Research Project, which was a three-year effort to study how corporate law departments and law firms design, implement and monitor their diversity progress. In the first year, Pathways revealed that, with respect to their diversity efforts, most corporate law departments can be placed on a spectrum from compliance with federal regulations to inclusion. Their transition and progress through these stages are facilitated by integrated initiatives that align diversity goals with strategic business goals.

COMPLIANCE

Brings people into an organization

INCLUSION

Creates an environment in which people want to stay.

DIVERSITY

Demonstrates an appreciation for their differences.

2016 | Employer of Choice

MCCA publicly recognizes those organizations that are successful at hiring, retaining and developing today's best and brightest legal talent as the Employer of Choice. The selection criteria include:

ALIGNMENT

Alignment of diversity activities with long-term, corporate-wide strategic initiatives.

COMMITMENT

Commitment from senior management that translates into measurable objectives at the business unit level.

ACCOUNTABILITY

Metrics for accountability.

COMPENSATION

Compensation of senior management in the legal department tied to the results of diversity efforts.

SUBSTANTIVE

Substantive training programs.

LEADERSHIP

Leadership through creating an environment that eliminates barriers to communication and encourages everyone's contributions.

IMPLEMENTATION

Demonstrated institutional implementation or design of policies and practices that support people in doing their best work and developing to their fullest potential.

PROGRAMS / POLICIES

Formal programs or policies that value, encourage and enable individual attorney growth and improvement (e.g. mentoring, skills development seminars, etc.).

VALUE

Value of diversity. Awardees are trailblazers whose personal and/or professional paths have helped to affect change in our society and inspire others. While not limited to the legal profession, awardees display values and commitments in line with the MCCA mission.

NORTHEAST REGION

BANK OF AMERICA CORPORATION

WEST REGION

HEWLETT PACKARD ENTERPRISE

MID-ATLANTIC REGION

EXELON CORPORATION

MIDWEST REGION

KELLOGG'S COMPANY

SOUTH REGION

HOME DEPOT COMPANY

MCCA In-house Members

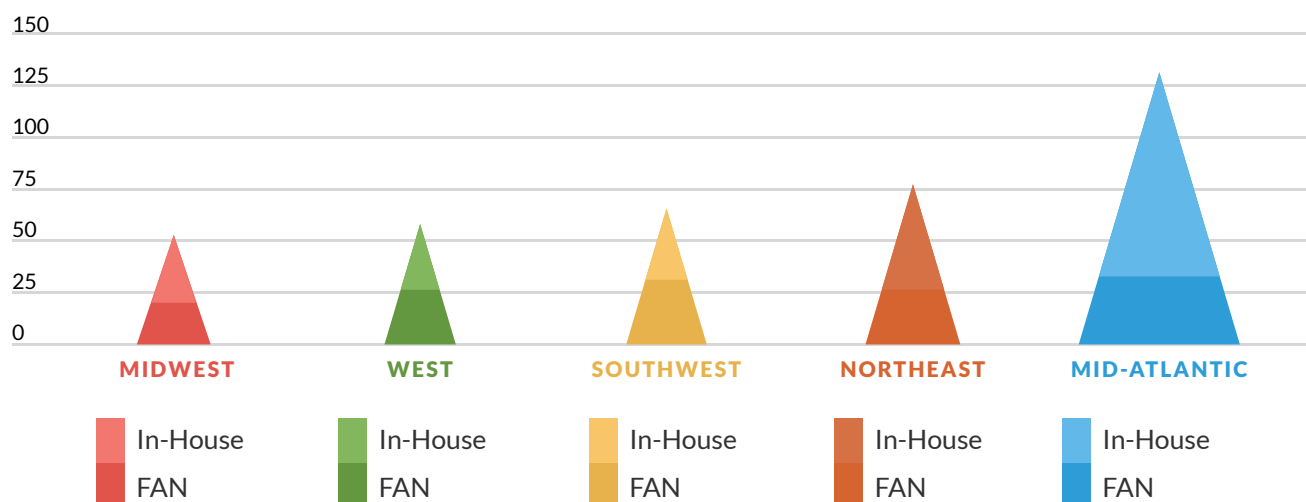
MCCA is a vibrant community of in-house counsel dedicated to promoting diversity and inclusion in the legal profession. Forty percent of MCCA's in-house counsel members are Fortune® 200 companies. Membership provides in-house legal departments access to not only our network but to all of our conferences, publications, research and workshops.

Firm Affiliate Network (FAN)

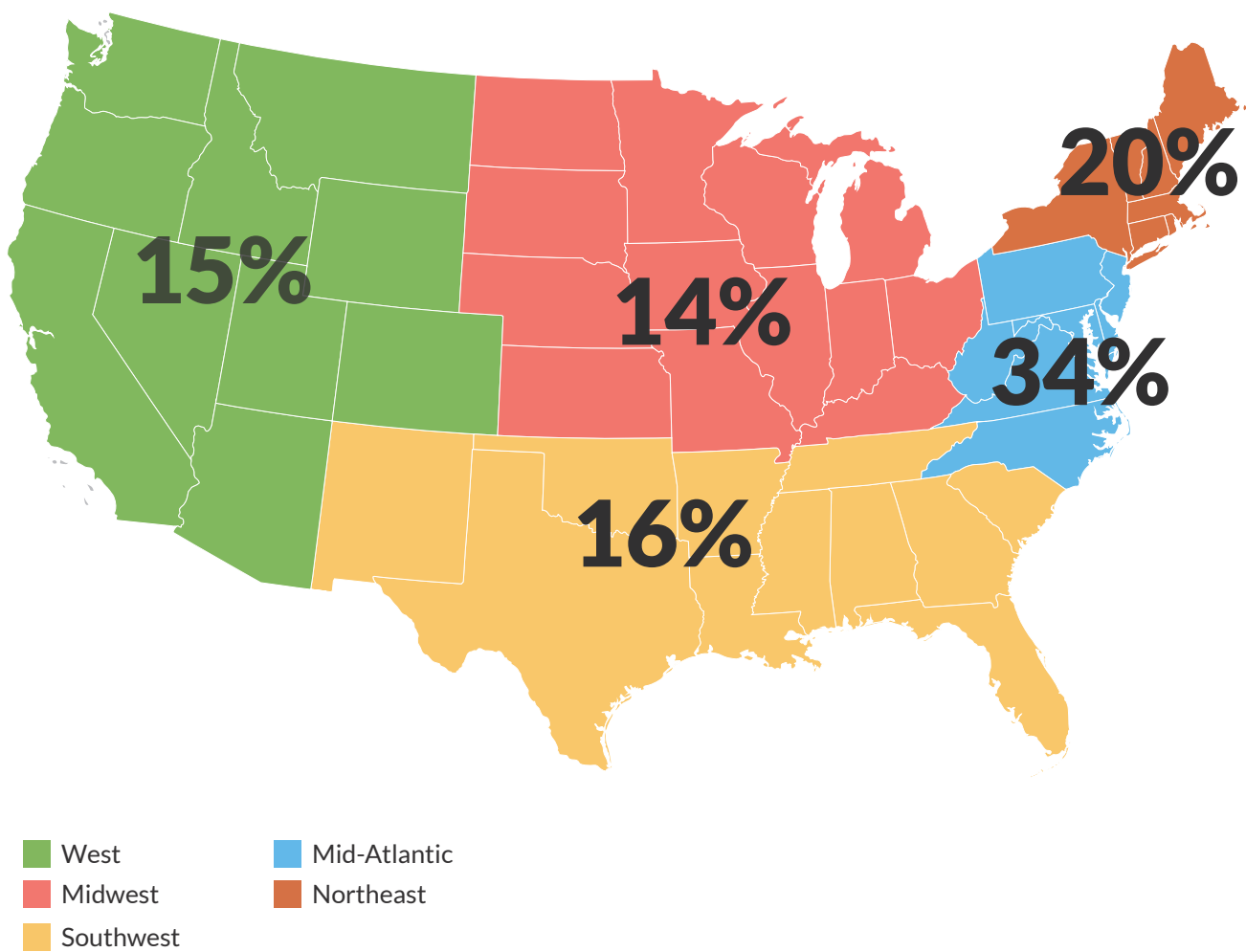
In 2010, MCCA established the Law Firm Affiliate Network (FAN) to assist and acknowledge law firms that are committed to advancing diversity and inclusion in the legal profession. To join the Firm Affiliate Network, a law firm must commit to 10 Basic Principles, which MCCA research has determined are hallmarks for advancing diversity and inclusion.

Members and Sponsors Breakdown

REGION	MIDWEST	WEST	SOUTHWEST	NORTHEAST	MID-ATLANTIC
IN-HOUSE	34	29	23	50	96
FAN	19	26	38	26	33
TOTAL	53	55	61	76	129



Members and Sponsors Regional Map by Percentage



Reports, White Papers and Surveys

MCCA furthers its mission by publishing research to recognize and promote diversity efforts and related best practices. As a thought leader on diversity and inclusion issues, MCCA's research strives to be objective, peer reviewable assessments of emerging demographic data, issues and practices in the legal profession. Since 2001, MCCA has published 48 research pieces including eight white papers, three surveys focusing on law firm diversity professionals, 17 surveys tracking minority and women general counsel of the Fortune® 1000, 16 reports on emerging new trends in the legal profession and 11 Sustaining Pathways to Diversity Research Reports, which is MCCA's signature research series.

Tracking the Integration of the Federal Judiciary

For over two decades, the Report on the Integration of the Federal Judiciary has charted the appointment and elevation of minority lawyers to the federal bench. MCCA, in partnership with Just the Beginning - A Pipeline Organization, tracks and publishes this report on an annual basis. The data reflects the ongoing need to compile statistics on the appointment of judges of color to the federal bench.

Annual Vault/MCCA Law Firm Diversity Survey and Database

Since 2004, Vault/MCCA has collected and reported on law firm diversity data. This survey currently tracks nearly 250 law firms each year, representing virtually all of the AM Law 100 and a majority of the NLJ 250. This survey tracks not only law firm demographics, but also quantitative information about firm initiatives and programs. This information is available to members through the Vault/MCCA Law Firm Diversity Database.

It is the most comprehensive database of law firm metrics and MCCA is the only national organization that has tracked this information, which is available to all our members. It is a great tool for in-house lawyers, who are interested in metrics and driving change in the profession. Similar to our cutting-edge research on diversity, MCCA recognized the importance of metrics and making that data available long before others saw the need.

MCCA Annual Survey of Women & Minority General Counsel in Fortune® 1000 Corporations

Since 1999, MCCA has published a list tracking the advancement of women and minorities to the role of general counsel. In addition to tracking the numbers, MCCA also showcases selected women and minority general counsel.

Pipeline

2016 LMJ Scholarship

The LMJ Scholarship Program provides financial support to incoming first-year law students pursuing a juris doctorate degree. In 2016, 872 students applied. The LMJ Scholarship Program Selection Committee awarded scholarships to 15 students. Corporate partners Chevron Corporation, Groom Law Group, Robert Half International Inc., Pitney Bowes and Wal-Mart Stores, Inc. funded five students for one year, while Microsoft Corporation committed to funding three students for all three years of law school.

Since its inception, the LMJ Scholarship program has awarded \$3.3 million in scholarships to nearly 200 students of which 39% are men and 61% are women.

Academy for Leadership and Inclusion

More than 300 legal professionals have participated in MCCA's signature member program, the Academy for Leadership and Inclusion. This 90-minute interactive program focuses on the impact of implicit bias in the legal workplace and how it can be tackled.

In June 2016, we paused on offering training on implicit bias under the Academy for Leadership and Inclusion to begin preparing for a new focus on bias interrupters, which MCCA believes will be important in addressing the implicit biases. We are finalizing a joint collaboration with the American Bar Association and the Center for Life in 2017 and hope to release a new training module by the fourth quarter of 2017, depending on when the actual research report is completed.

General Counsel Summit

The General Counsel Summit (GCS) provides thought-provoking programs focused on emerging legal issues and leadership diversity. It offers opportunities for guests to network in an atmosphere that fosters business development and relationship building. Proceeds from GCS go toward supporting the LMJ Scholarship Program, MCCA's essential diversity pipeline program.

Creating Pathways to Diversity®

The Creating Pathways to Diversity Conference promotes the advancement of diversity and inclusion in the legal profession through programs focused on global diversity, inclusive leadership and talent optimization. The conference offers practical development tools and resources for individual lawyers and organizations, while hosting legal professionals and experts.

Global Technology, Education and Careers (G-TEC) Forum

The G-TEC Forum replaced the CLE Expo in 2016. The two day conference provides our diverse attorney network with CLE-credit sessions focused on the intersection of the law and technology for compliance professionals, corporate counsel and outside counsel legal communities. G-TEC provides a unique opportunity for attendees to discuss how technology is moving legal practice areas forward as well as network with attorneys from top corporate legal departments and law firms. Attendees will also have the opportunity to participate in elite professional development seminars, focused on expanding their own career paths.

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Diversity
Gala

The Diversity Gala is the primary fundraiser for all of MCCA's programmatic offerings. It is the premier national awards program that honors leading corporate law departments and individuals who champion diversity and inclusion. Attendees include leaders in the legal diversity and inclusion community from Fortune® 500 companies and top law firms.

The MCCA Lifetime Achievement Award is given to an individual who has made significant advancements in engendering a society that fully appreciates, celebrates and recognizes the value of diversity. Awardees are trailblazers whose personal and/or professional paths have helped to affect change in our society and inspire others. While not limited to the legal profession, awardees display values and commitments in line with the MCCA mission.

DIVERSITY GALA

HON. ERIC H. HOLDER, JR

FORMER ATTORNEY GENERAL
OF THE UNITED STATES

HOST | RICHARD LUI

ANCHOR FOR MSNBC & NBC NEWS



OPERA HOUSE

THE KENNEDY CENTER

CONCERT HALL

The Millennium Stage

Millennium Stage

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Publication

Diversity & the Bar's audience is comprised mostly of C-Suite executives and senior attorneys in corporate legal departments and the law firms that serve them. Our focus in 2016 was to publish enhanced content that helps attorneys in their career path and organizations with their diversity and inclusion efforts.

2016 DIGITAL MAGAZINE STATISTICS

112,000 PAGE VIEWS

81,000 VISITS

5,220 NEW VISITORS

TOP 3 MOST POPULAR ISSUES



1
MAR/APR
ANNUAL RISING STARS

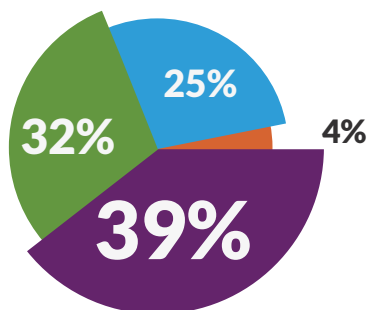


2
NOV/DEC
GENERAL COUNSEL SURVEY
OF WOMEN & MINORITIES -
ANNUAL RAINMAKERS



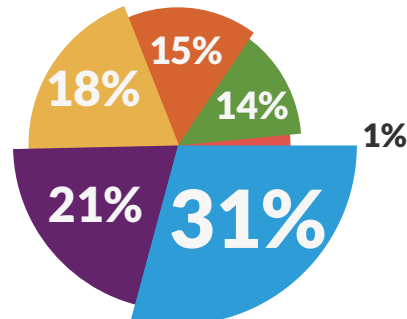
3
MAY/JUN
HOUSES THE YEAR'S
LMJ SCHOLARS

2016 Readership Profile



- Chief Legal Officer
- Senior in-house counsel
- Attorneys
- Other Executives

Demographic Breakdown



- Mid Atlantic
- Midwest
- Northeast
- South
- West
- International



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Financial

Financial Statements & Supplemental Information

Year-End December 31, 2015

May 13, 2016

PENAN & SCOTT, P.C. audited, in accordance with auditing standards generally accepted in the United States of America, the financial statements of The Minority Corporate Counsel Association, Inc. (the "Association") as of and for the year ended December 31, 2015, and our report thereon dated April 11, 2016, expressed an unmodified opinion on those financial statements.

Financial highlights for the year ended December 31, 2015 were:

- The Association's total assets remained relatively the same as the prior year. The major component of total assets for 2015 were cash at \$372,120 and investments at \$3,235,755. The total assets at year end were \$4,255,334.
- The Association's borrowing on its line of credit remained the same as compared to the prior year. There were no significant changes noted in liabilities and net assets. At year-end the Association's total liabilities were \$316,966 and net assets were \$3,938,368.
- The Association's total revenue at year end was \$3,145,178. The major components of revenue were membership at \$1,162,249 and programs and special events at \$1,136,477.
- The major expenses at year end were \$1,064,049 for research, education and website and \$1,580,104 for special events.
- The Association funded \$160,000 in scholarships to select law students at various national law schools as part of the Association's mission.

The above summary highlights significant financial activities of the Association at December 31, 2015. The audited financial statements with footnote disclosures should be obtained in order to understand the complete financial position of the Association.

Sincerely,

PENAN & SCOTT, P.C.

James Scott, Jr., CPA/CGMA
Principal

JSJ/tds

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Recognition & Supporters

3M COMPANY
A.B. CRUZ, III
AARP
ABERCROMBIE & FITCH
ACC FOUNDATION
AETNA INC.
AKIN GUMP STRAUSS HAUSER & FELD LLP
ALCHEMY PARTNERS LLP
ALLSTATE INSURANCE COMPANY
ALSTON & BIRD, LLP
ALTRIA CLIENT SERVICES, INC.
AMERICAN EXPRESS COMPANY
ANDERSON KILL P.C.
ANTHEM BLUE CROSS BLUE SHIELD
ARENT FOX LLP
ARNOLD & PORTER LLP
ARNSTEIN & LEHR LLP
ARRASTIA CAPOTE PARTNERS
ASCENA RETAIL GROUP, INC.
AVIS BUDGET GROUP, INC.
BAKER & HOSTETLER LLP
BAKER BOTTS LLP
BAKER DONELSON, PC
BAKER MCKENZIE
BALLARD SPAHR LLP
BANK OF AMERICA CORPORATION
BANK OF MONTREAL
BARKER GILMORE LLC
BARNES & THORNBURG LLP
BARTA, JONES & FOLEY, P.C.
BECTON, DICKINSON AND COMPANY
BEVERIDGE & DIAMOND P.C.
BIC INTERNATIONAL
BIG LOTS, INC.
BLANK ROME LLP
BLOOMBERG L.P.
BOOKOFF MCANDREWS PLLC
BOOZ ALLEN HAMILTON INC.
BRADLEY ARANT BOULT CUMMINGS LLP
BRESSLER, AMERY, AND ROSS, P.C.
BRISTOL-MYERS SQUIBB COMPANY
BROWN LAW GROUP
BUCHANAN INGERSOLL & ROONEY PC
BUCKLEY SANDLER LLP
BURNS WHITE LLC
BUTLER SNOW LLP
CADWALADER, WICKERSHAM & TAFT LLP
CALDWELL LESLIE & PROCTOR, PC
CALFEE, HALTER & GRISWOLD LLP
CARTER'S INC.
CBS CORPORATION
CDS
CGI GROUP INC.
CHEVRON CORPORATION
CHOICE FOUNDATION
CHOICE HOTELS INTERNATIONAL, INC.
CIGNA
CIT GROUP INC.
CITIGROUP INC.
CLARISSA CERDA
CLEARY GOTTlieb STEEN & HAMILTON LLP
CLUTCH GROUP, LLC
COMCAST NBCUNIVERSAL
CONAGRA FOODS, INC.
CONSTANGY, BROOKS, SMITH & PROPHETE, LLP
CONVERSE
COOLEY LLP
COTTRELL, SOLENSKY & SEMPLE, PA

COURINGTON, KIEFER & SOMMERS, L.L.C.
COVINGTON & BURLING LLP
COWLES & THOMPSON, P.C.
COX COMMUNICATIONS, INC.
COZEN O'CONNOR
CRAVATH, SWAINE & MOORE LLP
CRAWFORD & COMPANY
CROWELL & MORING LLP
DAP PRODUCTS, INC.
DAVIS WRIGHT TREMAINE LLP
DEBEVOISE & PLIMPTON LLP
DECHERT, LLP
DELL INC.
DENTONS
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