



Doctrina Perpetua, or "Forever Learning"

WHAT IS A DIVERSITY PIPELINE PROGRAM?

"A pipeline program seeks to increase the flow of racially and ethnically diverse lawyers by raising awareness and stimulating interest in law as a career among diverse students. An effective pipeline program builds interest in law as a career by investing in the academic preparation of students at the elementary, middle school, high school, and college levels."

Virginia Essandoh, Director of Diversity at Ballard Spahr

Ballard Finds Rewards In Partnership With Constitution High

Staying focused is the toughest assignment for Ballard Spahr in its blossoming relationship with Philadelphia's Constitution High School.

The magnet school opened in September 2006 with 100 freshmen and now draws 300 freshmen, sophomores, and juniors from throughout the city. Eighty-five percent are minority, more than half are female, and most come from low-income families. Bright and passionate, they sometimes lack the tools and support they need to cultivate success.

Ballard—along with the National Constitution Center and the Gilda Lehrman Institute of American History—partnered with the School District of Philadelphia to create Constitution High, located in Philadelphia's historic center. While the other partners focus on a curriculum rooted in history and government, Ballard lawyers and staff provide mentoring and career exploration activities designed to promote student interest in law as a career and, in doing so, have forged some remarkable relationships.



Ballard Chairman Arthur Makadon signs the founding statement at the ribbon-cutting for the school on September 18, 2006.

Ballard Finds Rewards *cont'd*

Ballard's CHS liaison is Mary Gay Scanlon, Director of the firm's Pro Bono Program. Ms. Scanlon explains that Ballard adopted the school to address some of the firm's public service priorities.

"Many Ballard attorneys and staff are enthusiastic volunteers for public school projects, and we were looking for innovative ways to expand the firm's diversity commitment. The opportunity to create a pipeline project at a school with a legal focus was such a great fit, Arthur jumped on it," she said, referring to Ballard Chairman Arthur Makadon.

"It is a project that could be limitless," Ms. Scanlon said. "There's so much potential." However, to maximize its impact, the firm focuses on encouraging students to pursue college and explore careers in the law.

Ballard initially offered the school \$25,000 in monetary support and committed to establish mock trial, mentoring, and job shadowing programs. The firm also offers paid summer internships and sponsorship of student trips to courtrooms, continuing legal education seminars, bar association events, and law school outreach programs. Individual

lawyers assist with student research projects, curriculum development, and arranging visits to colleges and public interest law firms.

This year, Ballard financed the installation of a mock trial courtroom at the school in collaboration with CuetoKEARNEYdesign, LLC, an architectural firm, and NetworkArts, a nonprofit that creates educational murals, both of which donated their services. On November 20, the courtroom will be dedicated in honor of the first female Justice of the U.S. Supreme Court, Sandra Day O'Connor, with Justice O'Connor herself presiding. Ballard arranged for members of the mock trial team to visit area law schools to develop courtroom design ideas and work with the architects to translate those ideas into reality. Students and coaches also suggested themes to NetworkArts for a mosaic to adorn the judge's bench.

With the inaugural class entering its junior year, this is a pivotal point for college-bound students.

"Most of the kids are coming from schools that do not foster learning," said Keith Garland, a Ballard paralegal and mentor. "A lot of the kids don't have computers at home."

Ballard Finds Rewards cont'd



Mary Gay Scanlon

Still, he sees progress in what he calls a “very, very unique environment. There is a competitive spirit, a competitive vibe. The kids are pushing each other,” Mr. Garland said. “I think it’s going to bear fruit.”

Expectations for the students, at least before they arrived at CHS, pale

in comparison to those of students in wealthy suburban districts. “These kids are smart, but they often come from homes where they may be the first in their family to attend college; they lack information or role models to show them how to get there,” Ms. Scanlon said. “We hope that we can help bridge that gap.” Ballard is working with the school’s guidance counselor to provide guided campus visits and help for students working on college essays.

“Lawyers and staff have been so touched by individual students that they contribute to the partnership in unexpected ways,” said Ms. Scanlon. For example, when two 14-year-old boys on the mock trial team couldn’t find suits to wear for competition, an associate took them to a men’s store and bought them blazers and ties.

Ms. Scanlon works closely with the school’s guidance counselor to address student issues, such as poor grades, abuse, or homelessness. “The biggest tension with this relationship is that we’re a private law firm, not a social service agency, and many of the students struggle with issues at home and in the community,” she said. “Our challenge is to keep focused on where we can do the most good and work with our partners in their areas of strength.”

According to CHS Principal Tom Davidson, the school is very pleased with the partnership. “Ballard Spahr’s donations of time, personal interaction, fiscal and other resources demonstrate its commitment to the education and development of our students,” he said. “Our students ‘get it’ that they are indeed fortunate that they have earned the ‘privilege’ of attending our

school and being part of such a wonderful opportunity to be associated with the legal team of Ballard Spahr.”

“Students will have a lot of positive things to say about the Ballard experience,” Mr. Garland predicted of the first class when it graduates in 2010.

People are starting to notice the CHS pipeline program. In March, Ms. Scanlon, Principal Davidson, and two students were featured speakers at the National Association of Law Placement Professionals Diversity Symposium.

In May, the school district recognized the Ballard Spahr-Constitution High partnership as a “Best Practice Effective Community Partnership.”

But the real fruit of the project may not be fully appreciated for a decade. “It will take 10 years for the first member of CHS’s inaugural class to graduate from law school,” Ms. Scanlon said. “We’re looking forward to that day.”

Constitution High Mock Trial Team

Benefits Students, Attorney Coaches

Ask Felicia Green and Amy Taylor the goal for Constitution High’s mock trial team this year and they fire back in unison: “Go to States.”

The two 17-year-olds joined the mock trial team, coached by Ballard lawyers, at its launch in fall 2006. As they talk about the team and their competitors, they show a fledgling analytical habit.

“I feel like we can accomplish anything,” Amy said.

“Anything is possible,” Felicia said.

“We have everything we need,” Amy said. “It’s just not polished.”

“We’ve leaped, advanced,” Amy said of the young team, which began as all freshmen and this year will be led by the inaugural class of juniors.

Mock Trial Team cont'd

At one competition, Felicia discovered in mid-argument that she was missing a note card. She never found the card but learned that she had memorized her delivery and didn't need it.

While Felicia admits that her misstep may have cost her team that round, she and her teammates salvaged a lesson: Every mistake is an opportunity to improve.

"They have learned from every round they went through," said Mary Gay Scanlon, the Ballard liaison to Constitution High. "Appearance, presentation, the bases for objections: How do you object and when is it important? To see them grow and learn from each presentation is great."

Ms. Scanlon said it is particularly tough for the students to grasp "that the adversarial process is not personal." Cross-examination, initially, is "emotionally difficult."

"It's hard," Felicia said. "I got tired of writing stuff over." Still, she recognizes the rewards of diligence. "My writing skills are a lot better. My patience has gotten a lot better," Felicia said. "I learned to listen."

CHS teachers also report that mock trial participation has a positive effect on students. One young man's grades shot up after he discovered a talent for mock trial and decided to get serious about school. A timid female student became an active class participant after she delivered a well-received opening argument in competition.

Amy, who was surprised at the team workload, said she learned that "if you want to get a real understanding of the law and win your case, you have to work hard."

Not surprisingly, the number of students who initially express interest in the team drops early in the year, from 30 to 40 members to about half that number. That heightens the challenge for those who remain because they must prepare multiple roles for competition.

"I had four roles last year," Amy said, then sends out a plea: "It's fun. Join mock trial."

The kids haven't been the only ones learning. "We, as a coaching staff, have learned as much from them as

*Christa Pullins,
Reneé Jackson,
and Christiana
Sanders of the
mock trial
team.*



Mock Trial Team cont'd

they have from us," said Ballard associate Dan McKenna, who is in his third year of coaching the team.

"The culture clash can be really interesting, just getting people to understand where each other is coming from," Ms. Scanlon said.

"It can be difficult for lawyers who work in a big law firm to find common ground with a high school student who lives in a homeless shelter or who may lack family or financial support," Ms. Scanlon said. "And it can be difficult for students to focus on an extracurricular activity like mock trial. But that just makes it all the more rewarding when they do well."

The mock trial program has been a work in progress. "The first year, neither the students nor the coaches were sure what to expect, so we winged it," said Ms. Scanlon. "But by the end of that year, we all had a better understanding of what was required to excel in competition, and the team developed a sense of camaraderie and pride." That year, the team of ninth graders lost its first round, but won the second, competing against older students from a prestigious private school.

In year two, attorney coaches developed a curriculum to introduce students to legal concepts before working on that year's mock trial problem. Students wrote a pledge to define their duties; students who violated the pledge were suspended from the team for the rest of the year. And details were tweaked: Ballard replaced the team snack of cookies and sodas with fruit, yogurt, and bottled water. "We didn't have the same sugar-induced high, and they still ate everything in sight," said Ms. Scanlon.

In year two, the team progressed to the second round of competition, developed a buzz among competition organizers as "a team to watch," and team members volunteered to enter a post-season competition during their spring break at Drexel University's Earle Mack School of Law.

As their third year begins, the team is splitting practices between Ballard's offices and the new mock trial room at the school. The coaches have made lesson plans more interactive, and upperclassmen are

taking an active role in teaching and mentoring incoming students.

Ultimately, it is the taste for competition that drives the students to biweekly practices. Mr. McKenna said their interest level shot up after competing. "Nobody ever takes it seriously until you go to your first competition," Felicia said.

"We, as a coaching staff, have learned as much from them as they have from us."

~Dan McKenna

Weeks after the season ended, she and Amy were still critiquing opponents. "They were prepared and they were serious," Amy said of the team from Philadelphia's Overbrook High School, the state mock trial champion in 1997, 2004, and 2008. Still, she wasn't intimidated. "They weren't likable," Amy said. "They were arrogant," Felicia agreed, "but they showed more confidence." The CHS students recognize that confidence was part of a winning formula, and they'll be looking to emulate it this year.

Coaches and students are optimistic for the team's future. They have high hopes to earn a berth at the 27th annual National High School Mock Trial Championship, scheduled in Philadelphia during senior year for the school's inaugural class.

As Felicia says, "Anything is possible."

A Trio Of Ballard Interns Discuss Their Choice Of Constitution High And Plans For The Future

Diamond Sims, Felicia Green, and Amy Taylor were selected from more than 25 applicants for Ballard's three summer internships this year. Applicants were required to have at least a B average and good attendance and to write an essay about why they should be selected. Passion and determination mark each of the juniors.

Diamond Sims

Diamond wants to become a lawyer and represent people who are unable to afford to pay a defense attorney.

Diamond quickly learned that channeling her passion is critical. "I showed my anger," Diamond said of an early appearance with the debate team, at which a teacher told her that she looked as though she wanted to beat up her opponent.

"It was all over your face," he told her. "You've got to learn how to control your face."

Diamond also discovered that passion would not carry her to victory. "You've got to have facts to back you up," she said. And she has to listen to her opponent, even when she disagrees with his or her argument. "It took me about two years to figure that out," Diamond said, chuckling.

Amy Taylor

Constitution High may have provided Amy with one of the easiest transitions possible after being homeschooled by her mother for years.



Ballard's 2008 summer interns, from left, Amy Taylor, Felicia Green, and Diamond Sims.

"It's like a family," she said of the school community. "It's really close."

What made Amy catch her breath was the mock trial experience. "Mock trial is amazing. It is so fun," she said. "You get to pull apart a court case and make a story of it."

Amy said in addition to the book work of mock trial, she has appreciated the public speaking part, "just knowing how to be presentable ... interacting with other people, people I didn't know." She added: "I'm kind of like a grungy kid."

She also enjoys going to the firm's Philadelphia office for team practice. "Everyone's been so nice," she said. "The people at Ballard have inspired me."

Felicia Green

Like Diamond, Felicia wants to be a lawyer so she can help people.

"A lot of bad things have happened to my family and I want to help," she said. "We've had family raped, locked up, drugs ... and the list goes on."

She now realizes that getting to the point where she can help will not be easy. Through mock trial team and mentoring by Ballard lawyers, she has learned that *Law & Order* "just goes straight to the court scene."

She arrived at Constitution High as a freshman with goals, including taking part in yearbook, mock trial, and student government. "By the end of the year, I had worn myself out," she said.

But she didn't quit.

"Felicia is very, very focused," said Keith Garland, a Litigation Department paralegal who mentors Constitution High students. "She is one of the kids at the school who I think gets it."

Keith Garland

Offers A Mentor's Perspective

When Keith Garland got word of Ballard's mentoring program at Constitution High, his reaction was simple: "Get me in. How do I get in?"

The Litigation Department paralegal is also the Rev. Keith Garland, founder and director of No More

Xcuses Ministries, which works to keep at-risk Philadelphia students on track. When Ballard took on Constitution High, he was already counseling students at two other city high schools.

Since the school opened, Ballard attorneys and staff have formed one-to-one mentoring relationships with 12 to 15 students from each class. The students and mentors keep in touch through e-mail and meet about six times during the school year. This year, Ballard is adopting an e-mentoring curriculum, which

Keith Garland cont'd

has been used successfully in New York, to foster those relationships.

"All parents say, 'Get good grades,'" Mr. Garland said. "Not many say, 'Get good grades and this is how you do it.' There's a big difference."

Mr. Garland has officially mentored two Constitution High students, but his unofficial role is more substantial. "I've developed great relationships with a number of kids," he said. "I'm kind of a grandfather to the kids." Once you become "a person who listens," the teens inch toward you, he said.

According to Mary Gay Scanlon, Ballard's liaison to the school, students aren't the only ones who recognize Mr. Garland's unique talents. "School faculty call and ask us to assign Keith to mentor particular students because Keith's gifts are so extraordinary."

Mr. Garland's presence at a school with a largely African American student body, and where being without a father figure is not uncommon, looms larger because he is a successful black man.

The mentor knows firsthand the need for such motivation. As a high school junior, Mr. Garland became a father. He lost a scholarship. Obstacles to success seemed to tower above opportunities. But today, he is the father of a 24-year-old son with a college diploma.

Last December Mr. Garland, with the firm "17 years and counting," was offered a position elsewhere for more money. Ultimately, the Constitution High partnership kept him at Ballard, he said.

Mock Trial Coaches

See Value In Volunteering

As Dan McKenna sees it, he's building leaders, one student at a time.

The job is not without hair-pulling moments. "My frustration has been based on their potential," said Mr.



Dan McKenna



Gina Smith, a Ballard partner, works with Felicia Green.

McKenna, an associate in Ballard's Litigation Department who has coached high school and law school mock trial teams. "Every now and then, one of the students chooses not to live up to his or her potential," he said. "Usually, they come back and knock it out of the park."

Mr. McKenna has coached the Constitution High mock trial team for three years. He said the exercise in logical thinking benefits students' everyday lives as they learn to remove emotion from their judgment. "They get out of the 'I liked this person' to 'Did this person violate x, y, and z?'"

Students reap other benefits, as well. "It's not only teaching them legal skills and logical thinking," Mr. McKenna said. "It has, in a lot of cases, increased their confidence. Many are becoming school leaders."

"Our focus is to grow future leaders," Mr. McKenna said. "Our hope is that they will be lawyers."

Gina Smith, another coach and a former prosecutor with the Philadelphia District Attorney's Office, agreed. She finds it rewarding to see students' abilities improve from year to year, and said that "even if they don't become lawyers, we have the opportunity to expose them to the gifts that the law can bring. Otherwise, many students do not have access or exposure to the benefits of the legal system and the opportunities it presents to be part of problem-solving."

Ms. Smith also sees benefits for the coaching staff. Coaching mock trial "reminds us of why we chose the

Mock Trial Coaches *cont'd*

law as a profession," she said. "The students' commitment and excitement give rebirth to our passion for the law. It forces us to become more precise in what we do, and it forces us to be better."

Freshmen Get Inside Look With Job Shadowing

Each February, Ballard Spahr conducts three days of job shadowing for Constitution High freshmen. Cindy Utz, Ballard's energetic Assistant Office Services Manager, organizes the event for 100-plus students, planning meals, corralling speakers and mentors, and making the students feel at home. Ms. Utz loves the positive feedback from the students and said that "it's a good way for them to see what the working world is about."

Entering Ballard's skyscraper offices inspires awe among the students. "It blows them away," said Keith Garland, a paralegal in the Litigation Department, who is heavily involved in mentoring. As a job shadowing presenter, he challenges students: "You be my boss one day."

After breakfast and a firm overview, students shadow paralegals, secretaries, marketing personnel, and information technology staff, as well as lawyers. They hear group presentations about varied practice areas and participate in role-playing to explore entertainment, intellectual property, and tort law. At the end of the day, students leave with a bag of "Ballard Bling," including T-shirts, personalized memo pads, and office supplies.

After members of the 2007-08 freshman class visited the Philadelphia office, they recorded their impressions.

IN THEIR OWN WORDS:

We learned how it really goes down in a law firm. ... I thought that we were going to be put through tons of boring lectures but none of that was true.

I noticed there are many struggles that come with being a lawyer, but I learned if you want it bad enough, you can get it. While seeing all these people who have made something of themselves, I know I can too. Everyone I encountered that day treated me with respect and kindness.

The lawyer that I followed throughout the day said that there are many things you can do to help you become a great lawyer. The things that she advised were to participate in mock trials, student council, and [possibly] start off being a paralegal to get some experience. My day at Ballard Spahr was awesome. ... I can't wait to go back.

I've worried about getting into law school, but speaking to [Ballard lawyers] about how they became successful assured me.

Two things out of the many facts I learned is that to first become a lawyer you must have a passion for the job and the second thing I learned is to be a successful lawyer you must read plenty and have an open mind.

The third speaker to stand up was Keith Garland. He is a senior legal assistant. ... He straight-up told us that "there are hardly any black lawyers and that is why they are trying to get you interested while you're young." Then, he said, "How many of you want to become lawyers?" Everyone raised their hand. "How many of you have lawyers in your family?" Everyone put their hands down. "Some of you have no motivation from family. That is why we are encouraging you to become lawyers now."

For information on Ballard's Constitution High School pipeline project, please contact Mary Gay Scanlon at 215.864.8912 or scanlonm@ballardspahr.com.



A group of Constitution High freshmen pauses for a pose during job shadowing.