

# women lawyers JOURNAL



Vol. 89 No. 2

WINTER 2004

## **WOMEN'S SUMMIT II: Practical Steps for Keeping Women on the Success Track**



### **Featuring Articles By**

**Angela Bradstreet**

**Katie Herzog**

**James Potter**

**Charna Sherman**

**Anne Weisberg**

**Diane C. Yu**

# Join in the Power of Women and Increase Your Business

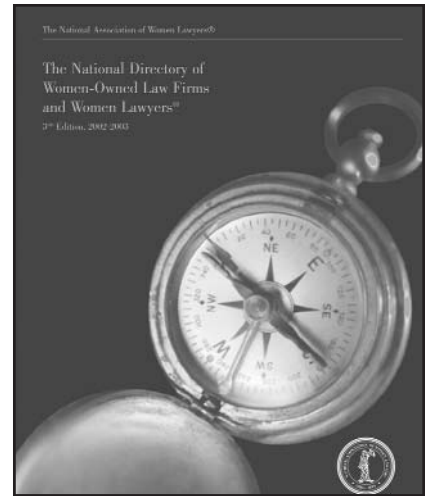
## Become part of the 5<sup>th</sup> Edition, National Directory of Women-Owned Law Firms and Women Lawyers!

The National Association of Women Lawyers offers a unique opportunity for you and your firm to be part of the most powerful legal resource exclusively for women! The Directory is published annually and is distributed nationally to in-house corporate counsel, bar associations and professional organizations. Women lawyers and their firms are listed alphabetically and geographically by their practice areas making it easy for you to be recognized.

Don't miss the chance to promote yourself and your firm to the decision-makers who regularly seek or refer legal counsel for their business or organization throughout the United States.

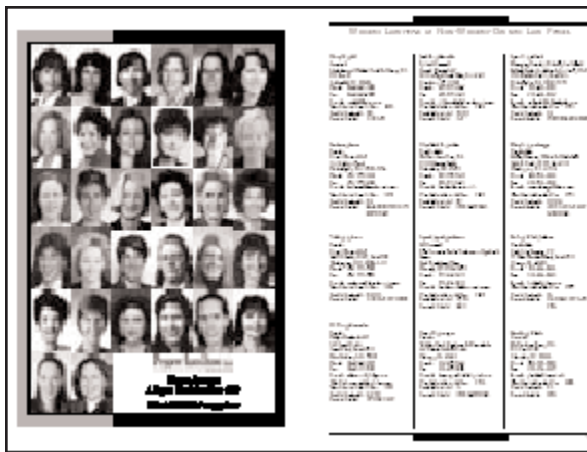
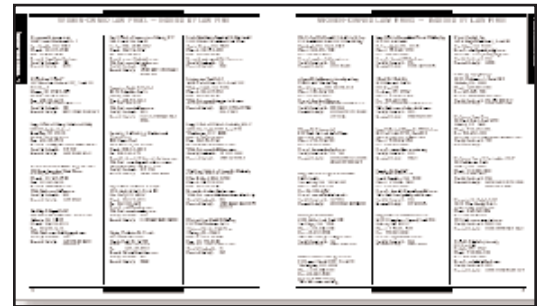
Your firm does not have to be women-owned to participate. Non-women owned law firms can also benefit from the power of their women attorneys by making sure they are listed in the Directory.

## Submit your listing in the 5<sup>th</sup> Edition, National Directory of Women-Owned Law Firms and Women Lawyers today!



*"I really appreciate all the hard work that went into the Directory. A well-known company found me in it. I encourage other women attorneys to sign up. Thanks!"*

-Kathleen Harleston, Esq. Charleston, SC



*"As in-house counsel for Deb Shops, Inc., I refer to the Directory to locate outside counsel for matters I have around the country. I encourage all women lawyers to sign up for this valuable resource. I can't ask you to do my work if I don't know who you are!"*  
-Lorraine Koc, Esq., Philadelphia, PA

## Expand Your Visibility...

### Become a Sponsor or Advertise Your Firm in the Directory.

Sponsorship Opportunities Include:

- ♦(1) Full-Page ad
- ♦Logo Recognition on Inside Covers
- ♦Web Site Link on NAWL's Directory Web Page
- ♦Courtesy Copies of the Published Directory

Advertising Opportunities Include:

- ♦Full-Page 7" x 10"
- ♦½ Page 7" x 5"
- ♦¼ Page 3.5" x 5"

For more information visit our web site at [www.nawl.org](http://www.nawl.org)



See the Listing Registration Form on the Inside Back Cover of this Publication.

In this issue of  
**Women Lawyers Journal**

Published by the National Association of Women Lawyers®/Vol. 89 No. 2

	<u>Page</u>
From the President <i>By Zoe Sanders Nettles</i>	4
Introduction to Women's Summit II <i>By Charna Sherman</i>	5
Leadership and Accountability <i>By Diane C. Yu</i>	8
Advancing Women in Law Firms: A Blueprint for Success <i>By Anne Weisberg</i>	10
Breaking the Glass Ceiling <i>By Angela Bradstreet</i>	13
Mentoring For Women on the Success Path <i>By Katie Herzog</i>	15
Remarks of James Potter	17
Caveat Counselor: Going In-House Does Not Guarantee Work/Life Balance <i>By Joan C. Williams</i>	23
NAWL Networking Directory	28

---

**About NAWL**

Founded in 1899, NAWL is a professional association of attorneys, judges, law students and nonlawyers serving the educational, legal and practical interests of the organized bar and women worldwide. *Women Lawyers Journal*®, *National Association of Women Lawyers*®, *NAWL*®, and the *NAWL seal* are registered trademarks. ©2003 National Association of Women Lawyers. All rights reserved.

**How to contact NAWL**

By mail: 750 N. Lake Shore Drive 12.4, Chicago, IL 60611-4497; by telephone: (312) 988-6186; by fax: (312) 988-6281; by e-mail: [nawl@nawl.org](mailto:nawl@nawl.org).

**About Women Lawyers Journal**

**EDITORIAL POLICY** *Women Lawyers Journal* is published for NAWL® members as a forum for the exchange of ideas and information. Views expressed in articles are those of the authors and do not necessarily reflect NAWL® policies or official positions. Publication of an opinion is not an endorsement by NAWL®. We reserve the right to edit all submissions.

**ARTICLES** Book reviews or articles about current legal issues of general interest to women lawyers are accepted and may be edited based on the judgment of the editor. Editorial decisions are based upon potential interest to readers, timeliness, goals and objectives of the association and quality of writing. No material can be returned unless accompanied by a self-addressed, stamped envelope.

**TO ADVERTISE** Contact NAWL® headquarters for rate information.

**TO SUBSCRIBE** Annual dues include a subscription to the *Women Lawyers Journal*. Additional subscriptions or subscriptions by nonmembers are available for \$45 in the U.S. and \$65 international. Back issues are available for \$12 each.

**NAWL Executive Board**

**President**

ZOE SANDERS NETTLES  
Columbia, SC

**President-Elect**

STEPHANIE SCHARF  
Chicago, IL

**Vice President**

NANCY J. NICOL  
Chicago, IL

**Treasurer**

MARILYN IRELAND  
San Diego, CA

**Treasurer-Elect**

CHRISTA STEWART  
New York, NY

**Recording Secretary**

MARGARET B. DREW  
Norwood, MA

**Corresponding Secretary**

MARGARET FOSTER  
Chicago, IL

**Members-at-Large**

LORRAINE KOC  
Philadelphia, PA

LESLIE AUERBACH LEWIS  
Winter Park, FL

E. BARRY JOHNSON  
Birmingham, AL

**ABA Delegate**

KATHERINE HENRY  
Washington, DC

**Immediate Past President**

ELLEN A. PANSKY  
South Pasadena, CA

**Past President**

ELIZABETH BRANSDORFER  
Grand Rapids, MI

**Women Lawyers Journal**

**Editor**

ELLEN A. PANSKY  
South Pasadena, CA

**Managing Editor**

HELENA LEFKOW  
Chicago, IL

Women Lawyers Journal (ISSN 0043-7468) is published quarterly by the National Association of Women Lawyers (NAWL)®, 750 N. Lake Shore Drive, 12.4, Chicago, IL 60611-4497.

# From the President

by Zoe Sanders Nettles

Nelson Mullins Riley & Scarborough

The National Association of Women Lawyers has historically served as an educational forum and an active voice for the concerns of women in the legal profession, and we are pleased to continue this tradition in this edition of the *Women Lawyers Journal* by publishing articles written by speakers at the American Bar Association Section of Litigation Women's Summit II, held in San Francisco on August 10, 2003.

The first Women's Summit, *Keeping Her In Her Place: New Challenges to the Integration of Women in the Profession*, addressed the dissatisfaction of women attorneys leading to high attrition rates, and the negative effects of this exodus on the profession as a whole. According to figures cited during the Summit, 15.6% of women partners in law firms and 13.7% of women general counsels of Fortune 500 companies were less satisfied with their careers and opportunities for advancement than men in those positions, and women were more likely to leave their jobs three years earlier than men. After examining this disturbing data, the discussion turned to incentives for law firms to keep their women attorneys. How can we work toward a resolution of these problems? More and more firms are embracing flexible work schedules, providing women with access to client development, successful mentoring programs, and giving them the opportunities to achieve positions of leadership.

Women's Summit II, *Practical Steps for Keeping Women on the Success Track*, moved from the initial topic of how to retain women in the profession to how to help women succeed and become more satisfied with their careers. Can we depend solely on the firm to implement the aforementioned policies or do we need to take charge of our careers ourselves? Women's Summit II not only provided step-by-step instructions to firms on how to improve the retention and satisfaction of their women attorneys; but also focused on how women must choose the path of leadership themselves, providing concrete suggestions on how to advance one's career.

Women are an integral part of the viability and vitality of the law firm and we must strive to continue to work towards equality in the profession. By continuing to address the issues facing women attorneys today, we can only move forward towards this goal. NAWL is pleased to have been a sponsor of this outstanding program and we look forward to continuing our work with the ABA Section of Litigation on this important and pressing issue.

Zoe Sanders Nettles  
NAWL President, 2003-2004  
[zoe.nettles@nmrs.com](mailto:zoe.nettles@nmrs.com)  
(800) 237-2000



# Women's Summit II: Practical Steps for Keeping Women on the Success Track

by Charna Sherman  
Co-Chair of Summit II

The opening reception to this year's *Women's Summit II: Practical Steps for Keeping Women on the Success Track* bore all the hallmarks of another precedent-setting event: hundreds attended one of San Francisco's newest hot spots, the combination of spirits and spirited discussion elevated last year's buzz to an almost feverish pitch, and an ever broader circle of the most influential men and women in our profession made it a point to be there. You couldn't help but sense upon walking in the door that the work we had poured into *Summit I* had made a real difference: our agenda – to advance women in the profession – had attained an altogether new status!

With the momentum on our side from *Summit I: Keeping Her in Her Place*, this time we set the bar even higher. We knew from the *Summit I* feedback that we had hit a chord because we had transformed isolated and personal experiences of so many women into a collective body of *real* data and analysis. Because the evidence was presented as overwhelming and compelling, the challenges women face in the profession simply could no longer be denied or ignored. We recognized, however, that identifying the problems is only half the solution. So we set the agenda for *Summit II* to address the most important challenge of all: What practical steps can be taken that really advance women in the law? Given the resounding success of *Summit I*, we had no difficulty enticing the nation's foremost experts to share real answers.

## **The Precedent-Setting Support We Generated on the East Coast Spread Like Wildfire to the West Coast**

As with *Summit I*, we started where we are strongest: with women who have devoted their careers to these issues. Since the ABA Annual Meeting was in San Francisco, we first turned to one of the most successful lawyers in the country – Mary Cranston, Firm Chair of Pillsbury Winthrop LLP. Not only did Mary accept without hesitation our invitation to Co-

chair *Summit II* with me, but her stature — and incomparable powers of persuasion — had almost a domino-like effect on so many other women of influence who joined our ranks. Indeed, our Organizing Committee included women leaders on the bench, in the United States Congress, in the ABA, in private practice and more. They included: Former ABA Presidents Martha Barnett and Roberta Ramo; United States District Judges, The Honorable Nancy Atlas, The Honorable Ellen Segal Huvelle, and The Honorable Barbara Lynn; United States Congresswoman Stephanie Tubbs Jones; Margaret Brent Award Winner Laurel Bellows; Kim Askew, Secretary, ABA Section of Litigation; Andra Greene, ABA Section of Litigation Council Member; Susan Hackett, Senior Vice President and General Counsel, American Corporate Counsel Association; Katherine J. Henry, Former President, National Association of Women Lawyers; Mary Ann Jorgenson, Management Committee, Squire, Sanders & Dempsey L.L.P.; Christine Lagarde, Chairman, Baker & McKenzie; Carolyn Lamm, ABA Board of Governors; Roberta Liebenberg, ABA Board of Governors; Charisse Lillie, Former Chair, ABA Commission on Racial and Ethnic Diversity; Gail Lione, Vice President, General Counsel and Secretary, Harley-Davidson, Inc.; Barbara Mayden, Vice Chair, ABA Business Law Section; Lee Stapleton Milford, ABA Section of Litigation Council Member; Patricia Lee Refo, Chair-Elect, ABA Section of Litigation; Veta Richardson, Executive Director, Minority Corporate Counsel Association; Elizabeth Stong, Partner, Willkie Farr & Gallagher, New York; Christina Tchen, ABA Section of Litigation Council Member; D. Jean Veta, ABA Section of Litigation, Co-Director of Divisions; Sheila Wellington, President, Catalyst; and Andrea Zopp, ABA Section of Litigation Council Member.

As if this nucleus of influence was not

enough, this year we also received the amazing distinction of being supported by virtually every woman who sits as a federal judge in the Ninth Circuit. The idea was hatched by some of the federal judges on our Organizing Committee, who worked with our Co-sponsor, The National Association of Women Judges. As a result, our supporters included United States Court of Appeals Chief Judge Mary M. Schroeder, Senior Judge Betty B. Fletcher, Senior Judge Dorothy W. Nelson, Judge M. Margaret McKeown, Judge Pamela Ann Rymer; United States District Court Judge Maxine Chesney, Northern District of California, Judge Phyllis J. Hamilton, Northern District of California, Judge Susan Illston, Northern District of California, Judge Fern M. Smith, Northern District of California, Judge Claudia Wilken, Northern District of California, Judge Christina A. Snyder, Central District of California, Senior Judge Ann Aiken, District of Oregon, Judge Anna J. Brown, District of Oregon, and Senior Judge Carolyn R. Dimmick, Western District of Washington.

The real power of our message, however, depends on who hears it, so once again we endeavored to secure co-sponsors with members that spanned the country. Of course, one of our closest and most valuable partners has been the National Association of Women Lawyers, with whom we worked hand-in-hand. Also critical to our success on the national level was support from the ABA Commission on Women in the Profession, Catalyst, and The Minority Corporate Counsel Association. Support also came from women's bar associations across the country, including:

Association of Black Women Lawyers of New Jersey, Inc., California Women Lawyers, Fayette County, Hawaii Women Lawyers, Kentucky Women Lawyers Association, North Carolina Association of Women Attorneys, Queen's Bench Bar Association of the San Francisco Bay Area, SBOT Women and the Law Section, South Carolina Women Lawyers Association, Toledo Women's Bar Association, Travis County (Texas) Women Lawyers' Association, Women Lawyers Association of Los Angeles, Women in the Legal Profession Section of the Bar Association of Metropolitan St. Louis, Women in Profession Committee of The Philadelphia Bar Association, Women's Bar Association of the District of Columbia, Women's Bar Association of Maryland, Inc., and Women's Section of the Alabama State

Bar.

At least one lesson that resonated throughout *Summit I* was that women alone cannot solve these issues: we need men to assume leadership roles too. Accordingly, once again, we made support from men of influence a priority and were honored to have amongst our supporters: ABA President and Former ABA Presidents: Dennis W. Archer, N. Lee Cooper, William G. Paul, Jerome J. Shestack, J. Michael McWilliams; and other men of influence: Scott J. Atlas, Chair, ABA Section of Litigation; Robert A. Clifford, Former Chair, ABA Section of Litigation; Marc L. Fleischaker, Arent Fox Kintner Plotkin & Kahn PLLC; Kenneth C. Frazier, Senior Vice President and General Counsel, Merck & Co., Inc.; Andrew H. Marks, Crowell & Moring LLP; R. Thomas Stanton, Managing Partner, Squire, Sanders & Dempsey L.L.P., Cleveland; Stuart C. Stock, Chairman, Management Committee, Covington & Burling; Honorable James L. Warren, Superior Court of California, San Francisco; David C. Weiner, Former Chair, ABA Section of Litigation; and Robert Weiner, Former President, District of Columbia Bar.

### **Our Renown Panelists Exceeded Our Expectations**

With a star-studded line-up of supporters, the pressure to find presenters with comparable credentials – and real expertise – was high. But having established our credentials with *Summit I*, the sell was easy and our panelists were nothing short of extraordinary.

After greetings from the outgoing Chair of the ABA Section of Litigation, Scott J. Atlas, and the incoming Chair, Patricia Refo, we began with the organization which has devoted more resources than any other in the country to studying the advancement of women in professions: Catalyst. Anne Weisberg, Catalyst's Director of Advisory Services, outlined the three most critical strategies for success, and we then organized panels of experts to address each of them, as follows.

### **Leadership and Accountability**

#### **Moderator:**

Diane Yu-Chief of Staff and Deputy to the President, New York University and Chair, ABA Commission on Women in the Profession

Panelists:

- Angela Bradstreet, Partner, Carroll, Burdick & McDonough LLP, and Founder of the Bar of San Francisco's No Glass Ceiling Task Force
- James Potter, General Counsel and Secretary, Del Monte Foods
- Catherine Lamboley, Vice General Counsel and Corporate Secretary, Shell Oil Company
- Anne Weisberg, Director, Advisory Services, Catalyst

**Flexible Work Schedules**

Moderator:

Cynthia Pevehouse, General Counsel & Secretary, Polycom, Inc.

Panelists:

- Professor Joan Williams, American University Law School, Author of *Unbending Gender: Why Family and Work Conflict and What to do About It*
- Fred W. Alvarez, Partner, Wilson Sonsini Goodrich & Rosati, and Former EEOC Commissioner and Assistant U.S. Secretary of Labor

**Mentoring and Networking**

Moderator:

Kim Askew, Partner, Hughes & Luce, L.L.P. and Secretary, ABA Section of Litigation

Panelists:

- Katie Herzog, Consultant, Eastern Point Consulting Group
- James Sandman, Managing Partner, Arnold & Porter

As you will read throughout this very special issue of the *NAWL Journal*, these experts delved past lip service and endeavored to tackle the real nuts-and-bolts to these strategies, right down to nitty-gritty advice like what really is fair pay for part-time.

At this *Summit*, we also turned to one more panel of experts of a different sort: women at the top of our profession who have been real trailblazers for us all. They included Marina Park, Managing Partner, Pillsbury Winthrop LLP, Lydia I. Beebe, Corporate Secretary, Chevron Texaco Corporation, and Patricia Diaz Dennis, General Counsel, SBC Communications, Inc. To their extraordinary credit, they set their lofty positions aside and took seriously our invitation to share their most personal tips. Their comments were not only genuine and compelling, but touching and even funny. They shared their fears and

frustrations with choices they had made and challenges they had faced. Their insights ranged from how to ask for a raise to how to field an urgent call from a child about a dead goldfish at the most inopportune of professional moments. If there was a common message – other than the telling coincidence that they all had raised three children – it was to encourage women in our profession both to take risks and to take their time . . . because we cannot achieve it all at once or on men's schedules.

This special issue of the *NAWL Journal* is truly an extraordinary contribution to the advancement of women in the law. By forever memorializing these coast-to-coast *Summits*, NAWL has helped bestow these groundbreaking efforts by the ABA with historical context and legitimacy. This publication will also succeed in disseminating the advice and insights of our presenters to thousands more who were unable to attend *Summit II*. And finally, NAWL's very dedication of this *Journal* to *Summit II* helps raise further the profile of this pressing issue within the law and helps maintain the focus of our leaders on truly fulfilling in this century the real promise this profession made in the last century when it opened its doors to women.

*Charna E. Sherman is a partner in the Cleveland law firm of Squire Sanders and focuses her practice on litigation matters. She represents numerous corporate and individual clients as both plaintiffs and defendants in a broad range of cases in federal and state courts, including complex commercial and other civil litigation, as well as white collar criminal defense. Ms. Sherman was named one of Ohio's Super Lawyers in 2004.*

*She is a member of the American Bar Association, where she serves on the Section of Litigation Leadership. She is also a member of the Cleveland Bar Association. In both 1999 and 2003, she was appointed by the US District Court, Northern District of Ohio to the Magistrate Merit Selection Panel.*



*Ms. Sherman clerked for the Honorable John H. Pratt of the US District Court for the District of Columbia. Before law school, she was a legislative assistant to US Senator Daniel P. Moynihan.*

*Ms. Sherman contributes to the community in a variety of roles. Since 1995, she has served as chair of a biannual Parents-in-a-Pinch benefit to raise scholarship money for daycare for children of needy, working families at the JDN Early Childhood Center.*

# Leadership and Accountability

by Diane C. Yu

Chair, ABA Commission on Women in the Profession

Chief of Staff and Deputy to the President, New York University

“There isn’t a single statistic that says that women have achieved equality in terms of money or power or opportunity. Not one.” So said Audrey Tayse Haynes, head of the Business and Professional Women/USA organization a few years ago. Our focus today is on two of the keys to success in providing women with advancement opportunities in the legal profession: Leadership and Accountability. We believe that commitment from top management for diversity, continued communication, standards and measurement, and pragmatic business realities all make this approach exceptionally timely and important in this context.

We have assembled a superb panel of speakers who will explain what we mean by these two key factors, and articulate some of the best practices that companies and law firms have used successfully, which others can implement to achieve those objectives. You will hear about the characteristics of companies that have excelled in identifying and promoting women to positions of power within their ranks. How did they do it and what has the payoff been? Catalyst Organization’s Anne Weisberg will discuss the steps that these top companies have adopted. In addition, many corporations are adamant about the significance of having women included in their outside counsel teams. Shell’s General Counsel Catherine Lamboley and Del Monte’s General Counsel James Potter will address the effectiveness of their announcement to outside counsel about meeting diversity goals - on the theory that lawyers are vendors that need to observe corporate goals in this area.

We will also show how collective efforts of bar associations can exert leadership and help set benchmarks for accountability. The Bar Association of San Francisco and its former president, Angela Bradstreet, for example, have pioneered initiatives promulgated by the “No Glass Ceiling Task Force”

that are bold and forceful in pressing for greater numbers of women partners and leaders. Together, it will be obvious that these practices make good business sense, and can contribute to the accession of women to positions of influence in the legal profession and permit them to fulfill their full potential for excellence without being held back by conscious or unconscious gender bias or discrimination.

Before we turn to the panelists’ formal remarks, we should acknowledge that women are making up a majority of the US population and that women still earn only 63 cents for every \$1 that a male earns. In fields where women are in traditionally male domains, women earn less on a consistent basis (truck drivers - 70 cents vs. \$1 for men; law - 74 cents vs. \$1 for men). Interestingly, a recent study of Standard and Poor’s 500 shows that the bottom 100 of companies in terms of advancing women and persons of color get an average 7.9% return on investment, whereas the top 100 companies on diversity yield an average ROI of 18.3%.

In addition, more women are taking the LSAT and presenting better GPAs, yet often do not fare as well as men in law school. Here are more noteworthy demographics on women in the legal profession:

§ Women comprise 29.3% of the bar nationally, up from 23% in 1996 (272,000 out of a total of 929,000 lawyers)

§ 2/9 of the Supreme Court, 17% of US Circuit Court judges, and 16% of US District Court judges are female.

§ 49% of law students are women. If enrollment rates are steady, before 2010, 40% of all lawyers will be women.

§ 35% of women are in private law firm practice. 48% of summer associates in law firms around the country are women, 42%



of associates are women, and 15.8% of partners are women. 36% of women are solo practitioners.

§ The public sector is the second largest employer of women lawyers, at 12% (only 7% in the same category for men). 2% of women are in legal aid or public defender positions, and 1% work in private associations.

§ A growing segment attracting women is corporate in-house practice, with 9% of women lawyers and 13.7% of Fortune 500 General Counsel who are female.

§ A small percentage (5.9% of tenured faculty, 31.5% at all ranks) has found its way to the academy.

§ The judiciary attracts 2% of women in state and local judicial departments.

The issues facing women in the bar are formidable, but the progress is also impressive. We welcome the opportunity to share our thoughts with you and look forward to continuing success in future years.

*Diane C. Yu is Chief of Staff and Deputy to the President at New York University, the nation's largest private university, where she also teaches a freshman honors seminar. Previously, she was the Associate General Counsel and Managing Counsel at Monsanto Company, General Counsel for the State Bar of California, California Superior Court Commissioner, and a White House Fellow appointed by the President. She has argued and won a case in the U.S. Supreme Court. Her B.A. is from Oberlin and J.D. from the University of California (Berkeley). A national bar leader and frequent speaker, she serves on the American Corporate Counsel Association and White House Fellows*



*Association Boards. She was elected to the American Law Institute and received the 2003 National Asian Pacific American Bar Association Trailblazer Award, 2001 Missouri Women Justice Award, and diversity awards from the Judicial Council of California and Minority Bar Association. Yu, who was named one of the Ten Outstanding*

*Young Women of America, was the first woman of color to chair the American Bar Association's Section of Legal Education and Admissions to the Bar, and the first Asian American to chair any section or division of the ABA in history. A former member of the ABA House of Delegates and numerous commissions, she is now Chair of the ABA Commission on Women in the Profession, the first woman of color to serve as its leader.*

## ***Support NAWL and Save Money!***

Acquire a National Association of Women Lawyers MBNA credit card  
and share the profit with NAWL

### ***Benefits Include:***

- 3.9% Introductory Annual Percentage Rate (APR) for Cash Advance Checks and Balance Transfers
- No Annual Fee
- Credit Line Up to \$10,000
- \$1 Million Common Carrier Travel Accident Insurance
- Online Access to Your Account at MBNANetAccess.com
- Credit Line Increase Decisions in 15 Minutes

24-Hour Customer Satisfaction  
**Call Toll-Free (866) GET-MBNA**  
and use priority code WU5Z

# Advancing Women in Law Firms: A Blueprint for Success

by Anne Weisberg

Because women leave law firms at higher rates than men do, there are few women left in the pool to be considered for partnership. All too often, law firm leaders assume that women leave their firms for family or other “personal choice” reasons over which the firm has no control. However, Catalyst’s, *Women in Law: Making the Case* confirms that women’s attrition is due as much to institutional factors as to personal choice. The primary structural factor is a rigid career path that collides with women’s biological clocks, forcing an “either/or” decision that is untenable for most women. The primary environmental factor is the lack of access to internal networks and mentoring relationships that define how opportunities within the firm are allocated. This article discusses *how* to address the institutional barriers to women’s advancement.

The most effective approach to improving the retention and advancement of women at your firm is to develop and implement a comprehensive strategy that addresses all aspects of advancement at your firm. The strategy must have the visible, ongoing support of senior leadership and should involve all the functions of your firm, from the practice group leaders who distribute work and client contacts, to the public relations officers who craft the image of your firm, to the recruiting administrators who provide the face of the firm to new recruits. To develop and implement an effective strategy, follow the steps outlined below:

**1. Create a formal structure to support your initiative.** Perhaps the most fundamental success factor common to all effective change efforts is the existence of committed and active senior leadership. Culture change originates from strong leadership at the top cascading first to the natural champions throughout the organization and then, gradually, radiating out to both men and women whose behaviors, atti-

tudes, and values are affected by the tireless leadership, implementation support, and role modeling of the champions. Therefore, the most important first step is to identify champions who are leaders in your firm and solicit them to spearhead the women’s initiative. This is critical to creating credibility and visibility for the initiative. Ideally, the managing partner of the firm should be involved; however, one or more members of the management committee can be just as effective. While it is essential to have women partners involved, it is extremely helpful to involve men partners as well. Their involvement signals that the women’s initiative inures to the benefit of the firm as a whole.

**2. Conduct a fact-based assessment of issues facing women.** Don’t assume that men and women perceive the same barriers to women’s advancement, and don’t rely on anecdotal information to drive your change initiative. Examine the different titles and career paths in your firm to determine if you are actually capturing your investment and retaining its seasoned lawyers. Look at recruitment, retention, and partnership figures for women vs. men over time. Use surveys, interviews, and/or focus groups to surface barriers for women in your firm. Compare responses by gender and level to delineate perception gaps. Understand the drivers of satisfaction and turnover for women and people of color through exit interviews. Ideally, these should be done by a third party, so that confidentiality – and true candor – are assured. Analyze where those who leave your firm go. One of the most stubborn myths in law firms is that women lawyers leave to go home. However, Catalyst findings in *Women in Law: Making the Case*, in addition to our advisory services work with law firms, indicate that women leave firms for other job opportunities that offer them more work/life balance or advancement opportunities.

**3. Look closely at all the systems that allocate opportunity in your office—** including work assignments, evaluations, client meetings, speaking engagements, and committee assignments. Start to track these various opportunities, and make sure those who are responsible for their allocation – whether they be practice group leaders or administrators – understand that it is their responsibility to monitor whether women and men are given the same or similar opportunities.

**4. Build people management and performance evaluation skills.** Don't simply conduct a perfunctory annual performance evaluation with significant focus on meeting billable hours targets. Develop milestones for performance by level and practice area, and tie performance reviews to these milestones. Provide feedback on an informal, regular basis, and communicate that you expect this behavior from lawyers who manage other lawyers. In your formal performance review, include a conversation on career goals and guidance on steps necessary to achieve those goals. Reward success and enforce consequences for poor performance with scrupulous equity.

**5. Create a comprehensive mentoring program.** A mentoring program that only makes matches will not succeed. Mentors and mentees need guidance when determining expectations and goals. Brief both mentors and mentees on expected behaviors and the goals of the program, and then match mentors and mentees. Ensure that women and people of color have the same access to mentors as white men do. Solicit feedback on a regular basis, and develop accountability measures to reward good mentors. Understand the mentoring needs of attorneys at different stages of development – a first-year associate who needs to know the “ropes” can be mentored by a senior associate; a first-year partner should be mentored by a senior partner who can coach her in her new role.

**6. Provide coaching to improve business development skills.** In *Women in Law: Making the Case*, women in firms ranked “lack of business development experience” as the second barrier to their advancement. In many firms, senior associates and new

partners are expected to develop business but are given no guidance and support on how that is done. One way to do so is to include business development techniques as part of the training of all lawyers. Have senior partners explain how they develop clients – and show a range of styles and methods. In addition, develop a range of business development events and opportunities, including family-friendly events. Track visibility opportunities, and ensure that women and people of color have access to those opportunities. Coordinate internal referrals so that women and people of color have greater access to that source of business.

**7. Implement flexibility policies; don't penalize users.** A successful flexibility policy is based on the business case for flexibility and addresses flexible schedules, flexibility of place (telecommuting), compensation, and advancement. Brief all partners on the policy and develop a process so it is implemented consistently; make it clear that the firm will not tolerate “under-the-table” arrangements. Provide both partners and associates with guidelines for implementing the policy. Adopt accounting procedures that do not penalize partners for having attorneys in their groups who work part-time. Communicate the policy, the firm's support of the policy, and success stories. Doing so will ensure that flexibility is not seen as a “career killer” by those who want to take advantage of it.

In sum, a comprehensive women's initiative—anchored in the economic imperative as the foundation for change and focused on the long-term talent management of all lawyers—will make a profound difference in creating the kind of work environment that attracts women attorneys and encourages them to stay. Fully integrating women is not an impossible dream or an intractable problem. It is achievable if there is the vision and the will to do so.

\*\*\*

Catalyst is leading research and advisory organization working to advance women in business, with offices in New York, San Jose, and Toronto. For more information about Catalyst, or to obtain a copy of *Women in Law: Making the Case*, please

visit [www.catalyst.women.org](http://www.catalyst.women.org). **Catalyst Advisory Services**, a strategic consulting practice, helps companies and firms develop effective strategies to capitalize on the talents of all employees. Services include strategy development and implementation support, environmental assessments,

retention analyses, and workshops on employee networks, mentoring, and flexibility. For more information about Catalyst Advisory Services in law firms, please contact us at [AdvisoryServices@catalyst-women.org](mailto:AdvisoryServices@catalyst-women.org) or 212-514-7600.

Anne C. Weisberg  
 Director, Advisory Services  
 Catalyst

As a Director in Advisory Services, Ms. Weisberg advises corporations and professional firms on issues affecting women's career advancement. Ms. Weisberg has consulted with Fortune 500 companies as well as large law firms, working with the client to design and implement practical strategies to attract, develop and advance women.

Ms. Weisberg directed *Women in Law: Making the Case*, a Catalyst's pioneering study of the career experience of women in the legal profession, and has written widely on the subject of women in law. She is also the lead author of a report on career advancement in corporate legal departments, commissioned by the Minority Corporate Counsel Association. She worked on Catalyst's study, *Two Careers; One Marriage*, and is the co-author of *Everything a Working Mother Needs to Know* (Doubleday 1994). Ms. Weisberg speaks frequently on various topics dealing with women's career advancement.

Ms. Weisberg received her Bachelor of Arts Phi Beta Kappa from University of California at Berkeley, and her law degree cum laude from Harvard Law School, where she founded and chaired the Alumnae Committee of the Harvard Law School Association. She is a member of the Committee to Enhance Diversity of the Association of the Bar of the City of New York, and served as an elected official on the Board of Trustees in the community where she lives.



## Upcoming Events

### **ABA Commission on Women in the Profession-Women in Law Leadership Academy**

April 16-17, 2004 – Chicago

[www.abanet.org/women](http://www.abanet.org/women) or (312) 988-5715

The Commission on Women is pleased to launch its first ever Women in Law Leadership Academy. The Academy's purpose is to empower women lawyers with less than ten years practice experience, to enhance their skills and learning, to motivate them to stay in the profession, and to instill in them the capacity to direct their own careers more effectively through mentors and networking.

### **Save Women's Lives: March for Freedom of Choice**

April 25, 2004 - Washington, DC

[www.marchforchoice.org](http://www.marchforchoice.org)

The March will mobilize America's pro-choice majority to protect reproductive freedom and to show Congress and the White House that women will not stand for any further assaults on their right to privacy. The March is sponsored by the Feminist Majority, National Organization for Women, NARAL Pro-Choice America, and Planned Parenthood Federation of America.

### **ABA Division for Public Education - Law Day**

May 1, 2004

[www.lawday.org](http://www.lawday.org)

Law Day 2004 will celebrate the 50th anniversary of the historic case *Brown v. Board*. By commemorating the Court's decision in *Brown*, Law Day can help illuminate the meaning of equality in our democracy and the role of law, advocates, and courts in establishing and protecting our rights.

### **National Association of Women Judges 26<sup>th</sup> Annual Conference**

October 7-10, 2004 – Indianapolis

[www.nawj2004indy.org](http://www.nawj2004indy.org) or (317) 231-7433

The Annual Conference is the NAWJ's premier event, bringing together hundreds of state and federal judges from throughout the country to interact and focus on NAWJ's commitment to ensure fairness and gender equality in American courts.

# Breaking the Glass Ceiling

by Angela Bradstreet

Fortunately, progress has been made since Clara Shortridge Foltz, the first woman lawyer in California, observed that “they called me the lady lawyer which enabled me to maintain a dainty manner as I browbeat my way through the marshes of ignorance and prejudice.” And, during closing argument, her opposing counsel stated to the jury, “She is a WOMAN, she cannot be expected to reason... This young woman will lead you by her sympathetic presentation of this case to violate your oaths and let a guilty man go free.”

We should remember that just 50 years ago, the first woman ever appointed to the United States Supreme Court, was unable to find work as a lawyer after graduating with honors from Stanford University. No firm would hire her because of her gender.

Today, there are over 50% women entering the legal profession and women constitute some 30% of the legal profession.

But despite such a strong pipeline, there remains a huge gender disparity at the top levels of our profession. Only 15% of the partners nationwide are women and barely 5% of managing partners are women.

## What Are the Causes of This Disparity in Power within Our Profession?

Studies by the American Bar Association show that 75% of women attorneys feel that they are being held to a higher standard than males. Only 24% of women attorneys feel that their chances for advancement are equal to those of men. These perceptions of bias have a basis in fact. Professor Martha Foschi conducted a number of experiments where male and female performance was objectively identical. However, the evaluations done of such equal objective performance rated the women participants lower than the men. The study concluded that “bias perceptions and stereotyping may be influencing the promotion potential assessment process. Similarly, Claudia Goldin, after conducting an extensive study of audition

data for orchestras in Europe and the United States, concluded that the switch to blind auditions, where those auditioning played behind a screen so that their gender could not be identified, resulted in a 30% increase in the number of females in orchestras.

The truth is, that gender stereotyping remains a very real problem in destroying the glass ceiling in our legal profession. Women who are strong leaders are often seen as too aggressive. How often have you heard a male colleague refer to the male managing partner as too “bossy” or too “strident”? At the other end of the spectrum we are perceived as too emotional or too weak. The fact is that there is a much narrower acceptable range of behavior for a woman in power compared with a man.

## The Bar Association of San Francisco’s Glass Ceiling Initiative

Last year as President of the San Francisco Bar Association, I made addressing the glass ceiling my number one priority. To that end, we established a blue ribbon committee that was magnificently chaired by Mary Cranston, nationwide chair of Pillsbury Winthrop. The committee consisted of a who’s who of the Bay Area legal community, including Jim Brosnahan, Herma Hil Kay, Deborah Rhode, general counsel and officers of major Fortune 500 companies, such as Wells Fargo Bank and ChevronTexaco and managing partners major firms. The task force unanimously issued a set of seven commitments designed to break the glass ceiling. These are:

1. At least a 25% representation of women at the partnership level in law firms by year-end 2004, with an approximate pro-rata percentage in management which reflects the proportion of women partners. At least an approximate 25% representation of women at the experienced attorney level (10 years or more) in corporate and public sector legal departments by year-end 2004, with an approximate pro-rata percentage in management which reflects the proportion of experienced women attorneys in such departments.

Develop and implement objective and unbiased criteria and procedures for evaluation and promotion to management positions, as illustrated in Fair Measure: Toward Effective Attorney Evaluations.

2. Law firms will have had at least one female chairperson or managing partner, either firmwide or in a branch office, by year-end 2005. Corporations and public agencies will have had at least one female in senior management by 2005.
3. Approximately equal retention rates for both men and women attorneys for 2004 and beyond.
4. Obtain feedback from employees on their assessment of gender issues in the workplace. Senior management will be responsible for addressing unconscious stereotypes and perceptions of gender bias.
5. Get the message out that senior management of the organization embraces these Commitments. Provide information to National Association for Law Placement and The Bar Association of San Francisco regarding the numbers of women attorneys serving in management positions, and the number and gender of part-time partners.
6.
  - a. Offer formal or informal networking opportunities, client development activities and mentoring programs that include women attorneys at all levels, to help women to establish their professional profiles and to develop client bases.
  - b. Identify and promote opportunities to participate in challenging projects, organizational committees, practice groups and management training that include women at all levels to help enable women to assume significant management roles within their law firms or law departments.
7. Embrace the concept of part-time partners and flexible work schedules, including making efforts to ensure that alternative schedules are an equitable and viable option.

Over 60 law firms and corporate legal departments have signed onto these commitments which have received national attention. The Texas Bar and the New York Bar have expressed interest in taking the initiative to their local legal community and the ABA's Commission on Women has supported the initiative. Many corporations have joined us in our quest for equality. Major lending institutions, sports teams and Fortune 500 companies are included on the list of signatories

and they have indicated that they intend to ask their outside counsel if they have signed onto the initiative and if they haven't they may take their business elsewhere.

### How Do We Communicate the Need for Change, the Need to Shatter the Glass Ceiling?

The Glass Ceiling is not a "women's issue", it is a business issue. Women are leaving the legal profession at alarming rates. It costs employers 150% of a person's salary to replace that person. Companies which have supported the initiative will send their business elsewhere if firms that they have used in the past fail to support the initiative. As Robert Reich, the former Secretary of Labor in the United States, aptly stated, "The glass ceiling is not only a set back that affects two-thirds of the population, but a serious economic problem that takes a huge financial toll on business. Equity demands that we destroy the glass ceiling. Smart business demands it as well."

There is great power among us to communicate change throughout our respective legal communities. Let us pledge to use our power effectively by communicating that tokenism is simply not acceptable and that the very integrity of our great profession depends upon destroying the glass ceiling for women in the law once and for all.

*Ms. Bradstreet is a partner with Carroll Burdick & McDonough, specializing in the defense of sexual harassment, wrongful termination, wage and hour, and all types of discrimination claims, and provides preventative counseling and training to employers in these areas. She is a frequent selected speaker with the California Judges Association, the Federal Bar Association, The Rutter Group, Bay Area General Counsel Group, the Litigation Section of the State Bar and the American Bar Association.*

*Ms. Bradstreet is a former president of the Bar Association of San Francisco (2002), California Women Lawyers (1993), and the Queen's Bench Bar Association (1989). She served as managing partner of her firm from 1997-2000.*

*Ms. Bradstreet currently serves as Senator Feinstein's representative on President George W. Bush's Northern California Federal Judicial Advisory Committee. She is a co-author of model sexual harassment guidelines, which have been adopted statewide and nationally and served as a legal advisor to Senator Dianne Feinstein in the drafting of federal sexual harassment litigation.*



# Mentoring For Women On the Success Path

by Katie Herzog

mentoring

Many firms have now put into place mentoring programs for junior associates, which work. Unlike earlier attempts that may have lasted six weeks, and then disappeared into a black hole of good intentions, mentoring for junior associates can clearly be sustainable and successful. It does mean overcoming some early cynicism and skepticism, but when the buzz begins about how useful it is, even the greatest skeptics can be won over,

The challenge now, in 2003 is not the junior associate. I believe mentoring can prove to be an invaluable aid for women – both senior associates and partners, if, and it is certainly a large if, they know how to get it. Notice I said get it, not receive it. Mentoring for senior associates and partners will not be handed out, formalized or mandated. It must be claimed through the development of professional relationships, which will help the individual achieve her goals.

I notice how few women serve on the executive committees, or head up practice areas, or become the chair of major committees. I study the attrition of women in firms, and hear, in my role of consultant to law firms, how alienated many women are. There are certainly exceptions – from women who have become rainmakers to managing partners to heads of offices. But, as you know, many women perceive a glass ceiling that is just as prevalent as 10, 20, 30 years ago – the difference is, it is experienced later in one's career.

The challenge of mentoring is to help women name their goals – and then feel empowered to achieve them. I believe many women internalize the lack of perceived opportunity and interpret it as a statement about their worth. I have observed many bright and talented women doubt their abilities and overtime experience the erosion of self-esteem. It is insidious. It does vary according to the different cultures within law firms. Some firms are achieving success with senior women, but more firms, when they stop and

look, realize that there are very few older women in the firm. And there are even fewer women who have a large book of business or hold positions of leadership.

I hear the same stories today as I heard fifteen years ago about women partners not inheriting clients, about being excluded from an important meeting with potential clients, about not being invited to play golf (even if she plays well) and from not being able to break into the club.

There is a psychological impact to the new height of the glass ceiling. By the time women feel excluded, and at times devalued, they have achieved success academically and professionally. It is startling. It is unlike their earlier experiences, and as a result, they internalize the devaluation rather than observe it. It is unusual for a woman to recognize how much their experience is shared by their peers. It is more usual to attribute the feelings of devaluation and exclusion to a sense of personal failure than to an environment, which makes it difficult for women to thrive.

Many firms believe that women leave in greater numbers than their male counterparts because of families and the difficulty finding balance. This is certainly true for some. But when I interview "regretted losses" I hear about the perceived lack of opportunity much more than the lack of balance. I think it is easier to attribute women's departure to family than opportunity. It excuses the firm from acting, except to perhaps review their part-time policy or their flexibility for those who wish other flexible work arrangements.

I do believe that mentoring can play a significant role in breaking the downward spiral that causes the hopeful and optimistic young woman to abandon her early dreams and aspirations and choose to change direction because she feels it just can't work.

The women I have observed who are most

# mentoring

successful have allies. They have people – men and women, in their corner who will support them. They have built a network of relationships which serve to bolster their ego strength when they have to push back against both clients and partners whose behavior has the potential to erode both self-confidence and self-esteem.

The women I have observed who are successful play up their unique qualities. They do not try to wear the persona of others—men or women. They are frequently extroverts – but not always. They were often athletes in school or achieved success as a dancer or musician. In other words, they have tested themselves and experienced success apart from the practice of law.

The women I have observed who are successful have sought mentors. They have identified those who have skills or behaviors to teach them, and built relationships to create learning opportunities. No one person may embody all the characteristics of a role model, but that doesn't prevent a woman on the success path from building multiple relationships and learn what she can from each one of them.

It is striking to me how many young men intuit this. And how few young women do. I have observed many young women who think that if they work hard enough, their potential would be observed and rewarded. And then, later, when it's not, they get either very depressed or very angry. Many feel more and more alienated and eventually decide that the cost benefit ratio isn't ok. That may mean she will leave or it may mean that she will stay, and perform at a lower level.

Some men also have difficulty finding their way. It may be because of their race, sexual orientation, religion, or their introverted style. The experience of being an outsider is shared by many. But I have observed that women are inclined to internalize the experience of the outsider in a particular way. The erosion of self-esteem serves to prevent women from successfully attaining new business, from the pro-active stance necessary to be perceived as a leader, and from communicating the confidence required for her partners to turn to her to solve the challenges facing the firm today.

Women can be successful in senior positions in law firms today. But they must choose the path of leadership. Leadership will not be handed out to women. It must be claimed by those who believe in themselves. Building a network of mentors, both inside and outside the firm, will provide the foundation of support, sounding boards and perspectives to help women break through both purposeful and unconscious exclusion.

It is not a sign of weakness to seek and cultivate mentors. Rather it is a sign of focus, direction and purpose; all attributes of leaders.

*Katie Herzog is President of Eastern Point Consulting Group, Inc., a management consulting firm specializing in consultation and training to law firms. Eastern Point offers expertise in the management of diversity, mentoring, partner retreats and coaching to partners.*

*Ms. Herzog has thirty years of experience with particular expertise in gender and race dynamics in law firms. Ms. Herzog consults to educational institutions, corporations, law firms, and governmental agencies. Ms. Herzog has worked with over thirty major multi-office law firms.*



*In addition to being an experienced management consultant, Ms. Herzog was a tenured, full professor of psychology. She brings her breadth of experience in business, psychology and education together to develop and deliver programs for sustainable change.*

*Ms. Herzog has delivered presentations for the Bar Association of the City of New York at the Minority Roundtable at Weil, Gotshal & Manges and Wachtel, Lipton, Rosen & Katz. She has also given a presentation on Diversity for the Managing Partners Roundtable at McCarthy, Tetrault in Toronto.*

*Ms. Herzog is currently editing a book on Women and the Law with nineteen contributors from law firms and the Public Interest sector.*

*Ms. Herzog received her Masters from Harvard University and her BA from the University of Vermont, where she graduated magna cum laude, with High College Honors, was a John Dewey Fellow and elected to Phi Beta Kappa. Ms Herzog also completed advanced graduate training at Columbia University and the Eastern Pennsylvania Psychiatric Institute in a joint program with Harvard University.*



# Remarks of James Potter

General Counsel, Del Monte Foods

I am here today both in my capacity as a member of the Board of Directors of the Minority Corporate Counsel Association and as the General Counsel of Del Monte Foods. I have been asked to make a few remarks around leadership and accountability in the area of diversity and inclusiveness. MCCA has conducted extensive research, benchmarking and thinking around this topic and I encourage you to connect with that organization if you have not already. I will be reviewing some findings by the Minority Corporate Counsel Association about the ten challenges common to all diversity programs a bit later on. However, I want to start with the question of what drives the driver: Why are an increasing number of General Counsel committed to diversity and inclusiveness?

I believe there are a number of reasons for that commitment, but I'll mention just two: one professional and one personal.

On the professional front, while others may make a purely business case for diversity, I am convinced it is in my client's overall best interest to act not only in accordance with law, company policy and the responsible pursuit of profit, but also in a manner that causes the company to be, and be perceived as, a fair, diverse and inclusive organization.

On the personal front, I have an intellectual and emotional reaction, forged by my experience, and by witnessing the experiences of others, to the recognition that the current state of affairs with respect to the inclusion and success of minorities and women in the profession is not what it could be, or should be, and this reaction drives me and supports me as I implement change.

No doubt some of you also are, or will be, in positions where you can encourage your organization's diversity and inclusiveness efforts. If you are going to do that

well, it will require accurate information, a personal commitment and a recognition that, from time to time, you will need to champion programs that demonstrate personal and professional values more deeply held than career advancement, compensation or work relationships. One obvious way in which a GC (General Counsel) can demonstrate her commitment to diversity and inclusiveness is by the composition of the Law Department: Of the three key levers impacting a Department's composition, i.e., recruiting, retention and promotion, I'll take a moment to comment on recruiting.

When positions open in the Law Department, the GC must first know what skill set you are looking for in potential candidates. In particular, you should know, by reference to the Department's currently successful attorneys, what competencies and experience have, in fact, made attorneys successful in the Company; and you should know, based on your knowledge of where the Department and Company are going (or need to go), what competencies and experiences have a high probability of making attorneys successful in the future. The GC must then insist upon reviewing a diverse slate of candidates, period.

This often means the GC must encourage Human Resources to engage minority and women owned legal search firms and must often facilitate that process by introducing such firms to HR.

It also means that additional informal and formal networks and databases, such as those available through MCCA and, in California, the California Minority Counsel Program, must be accessed to find candidates, and to provide greater awareness of the open position.

Once I have a diverse slate of candidates, I select the finalist based on technical

skills, experience, client management skills, client fit, the unique perspective and approach I think the finalist will bring to the Department and, my best guess on the likelihood that the finalist will be successful in the Department and the Company. Making the hire is of course only the first step. As with any manager, the GC has an obligation to manage to the long-term success of a new attorney. What you do early on in this regard is often critical, and it also differs from new attorney to new attorney. I also believe that each new hire presents an opportunity to broaden perspectives, and to challenge unexamined practices and assumptions within the company. My practice here reflects an observation made in a 2002 MCCA research publication from which I will draw shortly. According to MCCA, firms serious about increasing diversity must extend their efforts past the recruitment stage to programs that provide opportunities for all associates to tackle challenging assignments, work with important clients, and receive critical feedback. The need for such inclusion programs arises from two verities: people are inclined to work with others like themselves, and, unless challenged, are inclined to do the same things they have done before.

A second way in which a GC can demonstrate commitment to diversity and inclusiveness is by guiding the Law Department's use of outside counsel. The scope and nature of outside counsel diversity initiatives – and by that I mean corporate initiatives with respect to outside counsel— have been steadily expanding as an increasing number of companies are doing more creative and rigorous work here. As with everything in business, the keys to a solid program are metrics by which progress or the lack thereof can be measured, meaningful, predictable consequences, and long-term commitment.

In the context of today's session, I want to mention a couple of areas in which you can expect the GC to provide leadership and accountability with respect to outside counsel diversity initiatives: First, when putting the initiative in place internally, a good manager will garner understanding and buy in, and then will use all the tools at hand to positively reinforce

cooperation and execution; Second, when communicating the initiative to outside counsel, face to face interaction will follow the letter that announces or reinforces the program; Third, the GC will track progress against the program, let people know she is tracking it, and deliver consequences;

And fourth, the GC will work to improve the program— thereby demonstrating persistent interest and commitment. And the level of genuine commitment in the marketplace is rising. I recently received a letter from Stacey Mobley, the General Counsel of Dupont, that included the following: "Last year, Dupont celebrated its 200<sup>th</sup> anniversary. It was an important milestone for us. While we happily looked back at 200 years of science and innovation, we anxiously look ahead to our next 200 years. In doing so, we identified several efforts that will be critical to our success. Diversity in the workplace is at the very top of our list."

Diversity is at the top of Del Monte's list with respect to the selection of outside counsel, not only because the use of outside counsel must reflect the Company's commitment and values, but also because I know many of my new hires, like every corporation's new hires, will come from law firms. This of course means that I am concerned about diversity initiatives within law firms, their success and the challenges they face.

As you may know, MCCA published a report last year that listed ten common challenges to all diversity programs. I'd like to review those challenges with you, in a revised order, by repeating MCCA's observations and offering my thoughts on them. The MCCA report was based on an analysis of demographic information gleaned from the professional biographies of 1,833 recognized leaders at 14 randomly selected firms from the National Law Journal's list of the Top 250 firms, and qualitative data gathered through 25 interviews with highly-regarded partners from a cross-section of the nation's largest law firms.

The first challenge is referred to as: **The Myth of the meritocracy.**

According to MCCA, the legal profession views its core hiring, retention, and promotion policies as based on a meritocracy in which success is commensurate with talent, hard work, and skill. Undergraduates with the highest LSAT scores and grades attend the best law schools with the greatest number of brilliant professors, and later matriculate to the top law firms, where they are uniquely qualified to rise to the top of their hiring classes and become partners. The system is perceived to be predicated on an objective set of criteria by which everyone is judged, irrespective of gender, religion, race, or sexual orientation.

And, in fact, the hiring practices of the country's largest firms show an overwhelming bias for graduates of the top law schools. The generally unspoken rule among hiring committees at major law firms is that the top law schools produce the best lawyers. However, according to MCCA's research, approximately 50% of the partners from the sample of the top 250 firms in the U.S. were not graduates of the country's top 10 law schools, and approximately 40% were not graduates of the country's top 20 law schools.

According to MCCA, although every participant in the research project emphasized the importance of law school pedigree in being considered for employment, not one attorney actually believed this quality was a prerequisite for success in law firms. A question follows naturally from this observation: If so many successful partners do not graduate from the top law schools, why place such great weight on that criterion when selecting potential associates. Not one attorney in the survey could answer that question. For the researchers, the lack of response implied the answer: Because this is the way it has always been done and because that is the way they, the partners, were themselves purportedly evaluated.

Often when things are done the way they've always been done, the applicable "standards" turn out to be only applied rigorously to outsiders. According to the MCCA research, as I mentioned, less than 50% of all the partners in the study attended a top 10 law school; however, over 80% of the minority partners did so. Given the general-

ly prevailing makeup of partnerships, this implies, according to the report, that a large number of white men, who did not attend a top 10 law school, were nonetheless allowed entry into the country's largest firms, afforded access to important clients and in fact made partner – a point worth remembering when the complaint is made that diversity and inclusiveness somehow are advanced at the expense of objective standards.

This cycle of apparent exclusivity continues because there are few firms willing to invest the time and resources to change their hiring criteria to be more reflective of actual, firm-specific success traits. Consequently, firms should consider the development of an objective, firm specific, picture of those factors that actually predict success within the firm, and those factors that will be necessary for the firm's future success, and adjust their hiring and retention practices accordingly.

The next common challenge faced by diversity programs is a related one which the report labels: **Good intentions but little willingness to examine specific issues at each firm historically.**

Most law firms, according to the research, do not ground their diversity programs on a factual assessment of the firm's culture or hiring and promotion practices. Consequently, diversity programs do not usually focus on the internal causes that historically might have contributed to attorney attrition, particularly among women and attorneys of color. The point here builds on the prior observation, namely, if you want to change an organization, you must first understand clearly how the organization actually functions and why it functions in that manner. Once you have that level of understanding you can design and implement a new process that reinforces a different set of behaviors and thus has a reasonable chance of effecting the desired change.

Challenge number three: **Little understanding of the link between diversity and the bottom line or its connection to strategic business initiatives.**

I alluded earlier to the fact that there are numerous studies and articles that now make the business case for diversity and inclusiveness as applied to corporations and law departments; you can find some of that material on MCCA's website. I'm not going to review those studies, but I will observe that, in the context of the selection of outside counsel, no business case was made, or required, with respect to the historical process by which the vast majority of law departments selected law firms.

As far as the link between diversity and the bottom line of a law firm, it seems to me that link is straightforward: Currently, a measurably diverse and inclusive law firm has a competitive advantage with respect to gaining the business of a growing number of companies; in the not-too-distant future, firms that have not mastered this issue, may find it difficult to hold onto clients they have, to say nothing of gaining new ones.

### **Revolving door for incoming attorneys of color.**

MCCA notes that diversity at the associate level is not reflected in the senior partnership or management of most firms. A steady stream of minority associates enters the pipeline but departs within four years or less. That results in a shrinking core of minority senior associates and a very small number of minority partners, if any.

I recently asked a woman associate of color at one of the country's largest and most profitable firms what the firm could do to retain more of its minority associates. Her response was that partners need to welcome minorities in every way. She noted that having a critical mass of minorities would help the associates feel less alone, and having partners develop friendships with and take an active interest in the development of minority associates' legal training would create an environment in which more associates are likely to stay.

I've learned as a manager that regardless of who you are or how good your performance against some objective criteria, your performance and/or drive can be expected to slip over the long term if you do not receive positive psychological and emotional reinforcement for your efforts. Said differently, the level of encouragement and support that a partner or a firm provides an

associate goes a long way toward determining if that associate will be successful and will stay with the firm.

### **Lack of senior partner commitment and involvement in the planning and execution of diversity initiatives.**

MCCA states the obvious: Partners drive law firm culture and change. Without the participation of management, inadequate resources are committed to the diversity program. Each initiative then depends on the free time of women or minority attorneys, who are assigned to spearhead internal diversity initiatives and recruit diverse candidates, while meeting the demands for billable hours.

I've seen a statistic somewhere that about one-third of partners actively support inclusiveness initiatives, another third are somehow supportive without being active, and the final third don't care — I guess nobody is admitting to being actively unsupportive of diversity issues. GCs may fall into roughly the same buckets — I don't know. Personally, I encourage firms and companies to be genuine in their efforts here, not only because disingenuousness is fairly easily spotted, but also because you will be amazed at the positive ramifications for the entire organization. And, when I occasionally find someone in a law firm laboring on a diversity initiative that may not have adequate support from the firm, I encourage that person to keep hammering, and I remind them that clients and potential clients are becoming more diverse and inclusive and an ever increasing number of them will ultimately insist upon demonstrable commitments to diversity and inclusiveness by their outside counsel.

I'll combine the next two challenges so that I can offer a general thought addressing both: **Insufficient infrastructure and resources.**

Many of the research participants said their firms had a diversity committee or council and/or a recruiting committee with a diversity component, as well as other committees dealing with various aspects of recruitment and retention. But in many cases, there was no central focus or coordinated firm-wide set of goals. Instead, these structures

were decentralized and sometimes lacked the authority to make a real difference. Results were not measured regularly, nor were they tied to the compensation of the attorneys responsible for implementing each initiative. In fact, because hours spent on diversity management are non-billable, attorneys assigned this responsibility often take a financial hit.

**External consultants design and implement a diversity training program that is not owned or understood by the firm's senior management.**

According to MCCA, a training program that is not custom-designed, but conducted in an off-the-shelf, one-size-fits-all manner for the organization, will be an expensive failure. Such one-shot approaches fall short of expectations, further frustrating those who want change to occur.

My general reflection here is that every business person knows how to structure an effort to achieve results when he or she is serious about getting those results: You assign the job or project to someone or some small group in your organization who you reasonably believe has the competency to get the job done, you give that person or group the authority and resources to do the job, you demand an action plan with milestones and measurable results, you measure progress and results at least monthly, but more likely weekly, and you positively, or negatively, reward the person accordingly. And, if that person or group can't get the job done, you find someone who can.

**Attrition of women attorneys driven by lack of viable work/life programs.**

Many women attorneys feel unable to maintain both family commitments and high-pressure, time-intensive legal careers. They also note the lack of role models and the strained relationships with clients and senior firm management.

I will take a different slant on this observation by MCCA and say that I encourage attorneys to be mindful that the twenty years from age 25 to 45 are extraordinarily important, and they fly by extraordinarily quickly. It is important for a managing attorney to create an environment in which attorneys can develop professional skills

and networks during this period. However, it is perhaps more important during this period for a managing attorney to encourage and allow the attorneys he or she supervises to keep and develop the personal relationships, i.e., family and friends, that will support those attorneys throughout their lives and make their lives worthwhile.

**Stereotypes and assumptions.**

There was evidence from the focus group data that stereotypes and assumptions about women and minorities persist, stifling individual career growth and a firm's diversity progress. Participants said, for example, that because of family demands, it is still assumed that a woman will not be as committed to her profession as a man and that she will either leave or ask for special treatment.

I will note here that one of the best ways to counter the effects of cultural blind spots and stereotypes is to include diverse perspectives.

**Emphasis on entry-level recruitment of minority attorneys**

Most of the diversity initiatives that participants described in the MCCA study focused on entry-level recruitment. Even when these recruiting efforts were successful, however, any gains made often were wiped out within a few years.

I saved this challenge for last because it allows me to illustrate just how complex an issue retention is. At the beginning of my law firm career, I was fortunate to have been recruited to a firm by a partner who then became an exceptional mentor. Wes Walton provided the guidance, opportunities and support that every new player should receive when joining the team. Nonetheless, I left that firm and moved to a different city and firm in support of a career opportunity for my then spouse.

At the end of my law firm experience, although I received high-profile assignments, worked with the firm's oldest institutional clients and received every positive recognition the firm could offer, I did not sense that the partnership had a personal interest in me. So, when an opportunity to become a general counsel presented itself after the last members of my hiring class

had left the firm, I pursued it.

I offer these reminiscences to illustrate that there are multiple reasons why associates join and leave firms and success in the area of diversity requires informed, well-managed approaches to recruiting and retention driven by a long-term organizational commitment and individual leadership.

My final thought concerning leadership in the area of diversity is around reaching out to others who do not see that there is an inclusive or diversity issue to address. I believe that privately attempting to expand the perspectives and change the behaviors of CEOs and GCs of other organizations, when there is no personal gain or public notoriety to be had, is the mark of genuine leadership and commitment. Thank you.

*Mr. Potter is General Counsel and Secretary of Del Monte Foods, one of the country's largest and most well-known producers, distributors and marketers of premium quality, branded, consumer products for the U.S. retail grocery market. Prior to Del Monte, Mr. Potter served as Executive Vice President, General Counsel and Secretary of Provident Mutual Life Insurance*



*Company, which held the fifth largest share of the U.S. variable life insurance market. From 1989 through 1997, Mr. Potter served as the Chief Legal Officer of Prudential Direct, a business unit of Prudential Insurance. He is a graduate of Harvard Law School and the University of Chicago. He is a member of the*

*board of the Minority Corporate Counsel Association and of the steering committee of the California Minority Counsel Program.*

## *NAWL Congratulates Selma Moidel Smith*



NAWL Liaison Selma Moidel Smith is honored by the ABA Senior Lawyers Division. George Cain, immediate past chair of the Division, presents the certificate recognizing her valuable contributions. These include service as (the first woman) chair of the *Experience* magazine editorial board and as a Council member.

# Caveat Counselor: Going In-House Does Not Guarantee Work/Life Balance

by Joan C. Williams

Professor and Director, Program on WorkLife Law  
American University, Washington College of Law

For some time now, there has been a widely-held belief that lawyers who wanted work/life balance should go in-house. In a new report released by the Project for Attorney Retention (PAR), *Better on Balance? The Corporate Counsel Work/Life Report*, which I co-authored with Cynthia Calvert and Holly Cohen Cooper, we find that going in-house is no guarantee of work/life balance.

In-house legal departments tend to conform to one of three models:

*Law-firm model.* Some in-house attorneys find themselves working very long hours and complaining of the difficulty of balancing work and family. These attorneys worked in legal departments following what we call the “law-firm model.” Law-firm model legal departments may well look and feel like law firms – usually without law firm salaries. Such departments require frequent night and weekend work and unpredictable (usually long) hours; cancelled vacations, too, may be a way of life. One general counsel in a law-firm model legal department told us that in slow economic times, she generally works from 9 a.m. to 7:30 p.m. or later, and occasionally works at home. During boom times, however, she said, it is common to pull back-to-back all-nighters and to work straight through the weekend. In her department, and her company, overwork was the predominant way of distinguishing oneself. In her words, “As soon as somebody dreams it up, they want it done yesterday.” The CEO of another company following the law-firm model was rumored to have said, “My chief in-house counsel has lots of flexibility. She can work her 80 hours any way she wants.”

*Balance-supportive model.* On the other end of the spectrum are legal departments that represent what we call a “balance-sup-

portive model.” The key characteristic of such departments is that they *actively* encourage alternative work arrangements, and they work hard to make sure that those who use them are not stigmatized. The result is typically that lawyers on alternative schedules keep high-quality work and are given the same working conditions as other attorneys. Most importantly, their careers are not derailed because they are working an alternate schedule. They are equally eligible for promotion.

In balance-supportive departments, no one tracks the number of hours an attorney spends in the office. Attorneys are evaluated on effectiveness, productivity, and results. No one expects an attorney to be in the office if his or her work is done.

*Corporate-model.* The third type of law department is the most common. Attorneys in these “corporate-model” departments typically work 10 hour days and are embedded in the larger workplace culture. Attorneys in corporate-model departments typically are viewed as strategic team members and are able to anticipate workloads relatively well. Many lawyers in corporate-model departments are satisfied with their work arrangements. They feel they have found exciting work, yet are able to get home in time for dinner most nights, rarely work on weekends, and can count on taking their vacations without cancellations or work interruptions. This is the model that has given in-house legal work the reputation of being family-friendly.

*Law firms’ assumption that clients won’t work with part-time lawyers is often inaccurate*

During PAR’s initial study released in 2001, PAR heard repeatedly from law firm partners that they would like to offer part-time “but our clients won’t stand for it.” In fact, most in-house counsel stated they would not object to working with part-time law firm

lawyers. Indeed, many expressed support for part-time work at law firms as an effective method to cut firms' high attrition rates. Some in-house counsel noted that part-time attorneys could be *more* accessible and responsive than full-time attorneys who were often in trial, traveling, or were simply juggling a large number of clients.

*Job sharing and compressed workweeks are available in-house*

Two major types of flexible work arrangements are virtually unknown at law firms, but are viable options for many in-house attorneys. The first is the compressed workweek, which typically allows attorneys to work full-time hours in fewer than five days a week. While compressed workweeks are virtually unknown in law firms, probably because law firm hours are so long that it is hard to squeeze a full-time schedule into fewer than five days a week, we found many examples of compressed workweeks in-house. Some attorneys work an extra half-hour a day and take every other Friday off. More commonly, attorneys on a compressed schedule work four 10- to 11- hour days and take off a full day per week. A few work three long days of 12 or more hours and take two days off each week.

Job sharing, again almost unheard of in law firms, also is alive and well in-house. Faced with an apparent conflict between retaining valued attorneys who are unable to work full time and competently managing a law department that needs to do a certain amount of legal work, supervisors have found job shares to be a workable and creative solution. While theoretically each attorney works and is paid 50% of what a full-time attorney would be paid, most of the job sharing partners interviewed by PAR researchers each worked three days per week, overlapping on one day. Several job share partners worked or were paid unequal amounts. In one job share pair, one attorney worked two days per week and the other three; in another pairing, one worked 50% and the other 60%. One male in-house attorney told us that a colleague approached the department about going part-time and the department wanted to keep her, but still needed the work of a full-time attorney. He decided to share her job

with her, and the department hired a full-time attorney to replace him. As he puts it, "It was invisible to my clients."

A number of job-sharing attorneys felt that job shares worked much better than part-time. In a job share, they explained, when one job share partner is away from the office, the other typically is around to cover her caseload. That guarantee of continuity gave job-sharing attorneys the peace of mind part-time attorneys often lacked — and minimized "schedule creep," whereby a reduced-hours schedule creeps back toward full-time because of client demands for answers.

*Part-time status may be harder to obtain, and more stigmatized, in-house than in law firms*

While attorneys who seek a fifty-hour workweek are often satisfied with their decision to go in-house, in-house attorneys who seek a shorter schedule may find part-time status more difficult to obtain, and more stigmatized, than law firm lawyers. In part, this is because "part-time" in-house typically entails substantially fewer hours than in the law firm context (where "part-time" may well be forty or more hours a week). Part-time often is perceived as riskier and more stigmatized in-house than in law firms. We talked with many in-house attorneys who said they would not consider working part-time because they felt sure that they would suffer in terms of status, assignments, promotion, and pay. Some were expressly told they would not be considered for promotion if they worked part-time. Some also felt they would be the first to lose their job should layoffs occur. We heard of part-timers who got 'dog' assignments, received no bonuses, were evaluated more critically, or felt they had lost the respect of colleagues and supervisors. This is not to say that we found no good part-time jobs in-house; we did, but there were fewer than anticipated.

*The business case for flexibility*

Why should legal departments care about work/life balance in the first place? Giving workers the flexibility to balance work and personal obligations improves the bottom line for corporations in four ways: it increases employee loyalty, productivity and



collegiality, and it enhances the corporation's image as a good corporate citizen and an employer of choice.

There is strong evidence to back up those claims. A recent study by the General Counsel Roundtable, surveying 600 companies, found that retaining in-house counsel reduced overall legal costs substantially. The Watson Wyatt Human Capital index reports that companies that make advances in recruitment and retention produce an 8% increase in shareholder value, and that they can expect a 9% increase in shareholder value by creating collegial, flexible workplaces. Forty-six percent of companies surveyed by the Families and Work Institute claimed to receive a positive return on their investment in flexible scheduling, while only 18% indicated a loss. Ernst & Young estimates that its workplace flexibility programs and other initiatives aimed at women's development and advancement have saved it an average of \$12 million annually in the past seven years from reduced turnover. Deloitte reports a savings of \$27 million in 2003 alone.

What costs are imposed when an attorney leaves a legal department? First, there is lost institutional knowledge or 'information capital.' There is lost social capital as well: the attorney's relationships with both clients and colleagues leave with the attorney. And there is definitely lost productivity while the attorney is looking for a new position, and when his/her position is unfilled. There are hiring and retraining costs associated with the replacement attorney, too, and losses due to the lower productivity while the replacement amasses information and social capital.

What causes a department to adopt the model it does?

Given the business case for flexibility, one might wonder why every legal department doesn't transform itself into a balance-supportive workplace. First, the general counsel's role and his or her views toward flexibility are paramount. 'Traditional' general counsels, who are often a longstanding or personal friend of the CEO, may not be integrated into the larger corporate management teams and are more likely to run a legal department that follows the law-firm

model. Their attitudes toward flexibility tend to be negative, because they often believe that internal clients will be upset if attorneys are not available during all business hours. Or they feel that flexibility is acceptable only for an extremely limited number of people – for example, one company's general counsel indicated there just wasn't enough flexibility to go around.

Increasingly, however, general counsels being recruited professionally have strong corporate experience, and are expected to play the role of a top officer in the company. They are more experienced in managing teams of people with diverse needs and backgrounds and are more likely to adopt a legal department model that is balance-supportive and focused on attorney retention. This viewpoint is represented well by one general counsel who said, "We have core hours, subject to client demands and work needs. But if you don't have to be here, you don't have to be here, as long as your work is getting done."

Other options: flextime and telecommuting

Our research shows that flextime – or customizing one's daily work hours – is the hands-down favorite among the various forms of alternative scheduling. In fact, many in-house attorneys don't even consider flextime to be an alternative work arrangement, but rather a characteristic of their workplace culture. Both men and women take advantage of flextime — and not just parents.

Telecommuting is popular with both male and female attorneys, who say it saves time by eliminating long commutes, reducing stress levels, and improving productivity. Telecommuting exists most often as flexibility to work from home while waiting for a repair person or while a child is sick. Regular telecommuting is not an option in most legal departments. Its availability typically is limited for one of two reasons. First, many in-house attorneys feel that they need to be on-site because they have a "culture of meetings" they feel they have to attend. Others point out that their effectiveness depends on whether their in-house clients consult them before making business decisions; consequently, they feel they need to be on site to ensure that clients

don't just proceed without seeking legal advice. Some in-house counsel discount this attitude, however. Said one, who stressed that much of his interaction with clients occurs on the phone, "Where my body is is irrelevant to the counseling function."

### Best practices

Another major focus of our research was to gather best practices. Here are some highlights:

- 1) *Written work/life policies are crucial.* Oftentimes law departments handle work/life decisions on an ad hoc basis. Yet any major corporate policy that is handled solely on an ad hoc basis is bound to lack transparency and to give the impression of "playing favorites." We recommend detailed, written work/life policies and a sustained focus on effective implementation.
- 2) *Departments need to recognize that fewer hours per day and fewer days per week are not the only flexible work arrangements.* Best practice employers typically allow many different types of schedules, sometimes including combinations of different types of flexible arrangements, limited only by business needs. Some examples of different types of flexibility are annualized hours, in which an employee works a given number of hours in a year; sabbaticals, and buying additional time off.
- 3) *Keep an open mind: virtually any kind of job can be done flexibly.* As in the initial PAR report, PAR researchers found lawyers on flexible schedules doing virtually every job commonly thought to be unsuitable for attorneys on flexible schedules. A best practice is to view all jobs as presumptively capable of being done on a flexible schedule. Said one attorney, "[the assumption that] it couldn't work to have supervisors part time has got to be wrong. Lots of people have significant supervisory responsibilities while traveling all the time."
- 4) *Avoid a backlash; don't offer flexibility to only a select group of employees.* Attorneys working standard hours should not be overburdened by work that isn't getting done because other attorneys are on

flexible schedules. A key source of backlash against family friendly policies is what we call the "ad hoc for superstars" approach, whereby employers allow a highly valued employee to go part-time without adequately thinking through the issue of who will cover the remainder of his or her workload. This dilemma can be avoided with adequate planning. Another important way to avoid backlash is to open up work/life programs to anyone who can make the business case for a proposed flexible work arrangement, rather than limiting flexible work arrangements to parents.

- 5) *Law departments should observe the principle of proportionality when structuring reduced hour arrangements.* The principle of proportionality guarantees proportional pay, benefits, training, and advancement for part-time work. Proportional pay, for example 80% pay for 80% of a standard schedule, is recommended for several reasons. First, it eliminates an unfair and unnecessary penalty for part-time attorneys. Second, the lower salary sends a clear message to the part-time attorneys that they are not as valued as full-time attorneys. Finally, paying depressed wages to part-time attorneys may leave employers vulnerable to Equal Pay Act suits if part-time attorneys, typically women, are making less money than full-time attorneys doing the same work.

- 6) *Attorneys working flexible schedules should be given equal advancement opportunity.* Advancement penalties significantly undermine the effectiveness of work/life programs as retention tools. A best practice is not to remove attorneys on flexible schedules from the advancement track. Some companies keep flexibly-scheduled attorneys on the advancement track, but slow down the pace at which they advance.

- 7) *Attorneys working flexible schedules should have the same job security as those working standard schedules.* Fear of being perceived as expendable and thus losing one's job is one of the major reasons attorneys reject flexible schedules.

- 8) *Measure quality, not quantity, of work produced.* Face time is the easiest proxy for output. But best practice companies

review lawyers in a variety of ways designed to assess the quality of their work, rather than using face time as a proxy for job performance.

PAR also found that effective implementation is crucial to creating and sustaining an effective work/life initiative. *Better on Balance?* details best practices for implementing a work/life policy that actually delivers. These include suggestions for leadership from the top; leadership from the middle; benchmarking; publicizing existing flexible work arrangements; and providing resources both for in-house lawyers and for

their supervisors.

In conclusion, is going in-house better on balance? It depends on what an attorney is seeking. If the attorney's goal is to work a predictable fifty-hour week, with predictable vacations and weekends free, the attorney may well find going in-house better, on balance, than life at a law firm. Yet if the attorney's goal is to work fewer than fifty hours or five days a week, the message is caveat counselor. A job share or compressed workweek may be just around the corner. Or they may not.

*Joan C. Williams is a prize-winning author and expert on work/family issues. She is the author of Unbending Gender: Why Family and Work Conflict and What To Do About It (Oxford University Press, 2000), which was named a Gustavus Myers Outstanding Book for the Study of Bigotry and Human Rights, and co-author (with Curtis Berger of Columbia Law School) of Property: Land Ownership and Use (Aspen, 1997). She has authored roughly fifty law review articles, including "Deconstructing Gender," listed in 1996 as one of the most cited law review articles ever written. Her work is excerpted in casebooks on six different subjects. She was chair of the American Association of Law Schools (AALS) sections on Property (1994-95) and Law and the Humanities (1992-93), and the AAUW Foundation Scholar-In-Residence (2001-02).*

*Williams has lectured extensively both in North and Latin America. She gave the Rembe Endowed Lecture at the University of Washington in 2000 and the Gallivan Lecture at the University of Connecticut in 1999. In addition, she has given over 200 public presentations at Harvard, Yale, Columbia, Duke, Berkeley, Cornell, and roughly thirty other colleges and universities. She has also lectured (in Spanish) in Chile, Ecuador, Guatemala, and Peru. She has addressed grassroots groups as well as business and professional groups, including the Mothers and More, the Denver Rotary Club, the American Bar Association, and many women's bar associations. Her interdisciplinary work has led to presentations before the Modern Language Association, the American Philosophical Association, the American Historical Association, the Organization of American Historians, the American Studies Association, the Eastern Sociological Society, and six different sections of the AALS. Williams also has lectured at the Aspen Institute and the Woodrow Wilson International Center for Scholars.*



*Williams appears frequently in the press. Her work has been featured on CBS Nightly News and she was a commentator in the PBS documentary Juggling Work and Family, with Hedrick Smith. She has been a guest on many talk shows, including Talk of the Nation (NPR), Public Interest (D.C.), The Diane Rehm Show (D.C.), Midmorning (Wisconsin), Conversations with Kathleen Dunn (Minnesota) and Forum (San Francisco), and has given over 100 press interviews in the past two years. She is a columnist for "The Balancing Act" in The Chronicle of Higher Education, which covers work/life issues in academics. She has been quoted in publications as diverse as The New York Times, Business Week, Time, The Washington Post, The Wall Street Journal, The ABA Journal, Legal Times, The Christian Science Monitor, Daily Labor Report, Human Resource Executive, Ladies' Home Journal, Redbook, O, and by the Associated Press.*

*Currently a professor at American University, Washington College of Law, Williams also has taught at Harvard and University of Virginia Law Schools. She is Executive Director of the Program on Gender, Work & Family ( and Co-Director (with Cynthia Calvert) of the Project for Attorney Retention (. She has a B.A. from Yale College, a J.D. from Harvard Law School, and a master's degree from the Massachusetts Institute of Technology. She lives in Washington with her husband and two children.*

# NAWL NETWORKING DIRECTORY

## PRACTICE AREA KEY

ACC	Accounting
ADO	Adoption
ADR	Alt. Dispute Resolution
ADV	Advertising
ANT	Antitrust
APP	Appeals
ARB	Arbitration
BDR	Broker Dealer
BIO	Biotechnology
BKR	Bankruptcy
BNK	Banking
BSL	Commercial/Business Lit.
CAS	Class Action Suits
CCL	Compliance Counseling
CIV	Civil Rights
CLT	Consultant
CNS	Construction
COM	Complex Civil Litigation
CON	Consumer
COR	Corporate
CRM	Criminal
CUS	Customs
DOM	Domestic Violence
EDU	Education
EEO	Employment & Labor
ELD	Elder Law
ELE	Election Law
ENG	Energy
ENT	Entertainment
EPA	Environmental
ERISA	ERISA
EST	Estate Planning
ETH	Ethics & Professional Responsibility
EXC	Executive Compensation
FAM	Family
FIN	Finance
FRN	Franchising
GAM	Gaming
GEN	Gender & Sex
GOV	Government Contracts
GRD	Guardianship
HCA	Health Care
HOT	Hotel & Resort
ILP	Intellectual Property
IMM	Immigration
INS	Insurance
INT	International
INV	Investment Services
IST	Information Tech/Systems
JUV	Juvenile Law
LIT	Litigation
LND	Land Use
LOB	Lobby/Gov Affairs
MAR	Maritime Law
MEA	Media
MED	Medical Malpractice
M&A	Mergers & Acquisitions
MUN	Municipal
NET	Internet
NPF	Nonprofit
OSH	Occupational Safety & Health
PIL	Personal Injury
PRB	Probate & Administration
PRL	Product Liability
RES	Real Estate
RSM	Risk Management
SEC	Securities
SHI	Sexual Harassment
SPT	Sports Law
SSN	Social Security
STC	Security Clearances
TAX	Tax
TEL	Telecommunications
TOL	Tort Litigation
TOX	Toxic Tort
TRD	Trade
TRN	Transportation
T&E	Wills, Trusts & Estates
WCC	White Collar Crime
WOM	Women's Rights
WOR	Worker's Compensation

The NAWL Networking Directory is a service for NAWL members to provide career and business networking opportunities within the Association. Inclusion in the directory is an option available to all members, and is neither a solicitation for clients nor a representation of specialized practice or skills. Areas of practice concentration are shown for networking purposes only. Individuals seeking legal representation should contact a local bar association lawyer referral service.

## ALABAMA

**Shayana Boyd Davis**  
Johnston, Barton, Proctor & Powell  
2900 Amsouth Harbert Plaza  
1901 6th Avenue North  
Birmingham, AL 35203  
205/458-9500  
LIT BKR PRL

**Elizabeth Barry Johnson**  
Johnston, Barton, Proctor & Powell  
2900 Amsouth/Harbert Plaza  
1901 6th Avenue North  
Birmingham, AL 35203  
205/214-7247  
EEO

**Angie Godwin McEwen**  
Johnston, Barton, Proctor & Powell  
2900 Amsouth/Harbert Plaza  
1901 6th Avenue North  
Birmingham, AL 35203  
205/458-9400  
RES COR

**Anne P. Wheeler**  
Johnston, Barton, Proctor & Powell  
2900 Amsouth/Harbert Plaza  
1901 6th Avenue North  
Birmingham, AL 35203  
205/871-3292  
BSL BNK FIN

## ARIZONA

**Julie A. Pace**  
Stinson Morrison Hecker LLP  
1850 N. Central Ave #2100  
Phoenix, AZ 85004  
602/212-8523  
EEO OSH LIT

## CALIFORNIA

**Gloria R. Allred**  
6300 Wilshire Blvd, Ste. 1500  
Los Angeles, CA 90048  
213/653-6530  
EEO, PIL, FAM

**Rochelle Browne**  
355 S. Grand Avenue, 40th Fl  
Los Angeles, CA 90071  
213/626-8484  
CST LND LIT APP

**Helen Diamond**  
484 Cliff Drive #8  
Laguna Beach, CA 92651  
949/494-1592  
ADR BSL

**Hon. Isabella H. Grant**  
1101 Green Street, Apt. 703  
San Francisco, CA 94109  
415/474-5350  
ADR PRB

**Renee Welze Livingston**  
Livingston Law Firm, PC  
1600 S. Main Street, Ste 380  
Walnut Creek, CA 94596  
925/952-9880  
PRL TRN PIL INS

**Nina Marino**  
Kaplan Marino  
9454 Wilshire Blvd., Ste. 500  
Beverly Hills, CA 90212  
310/557-0007  
CRM

**Virginia S. Mueller**  
106 L Street  
Old Sacramento, CA 95814  
916/446-3063  
PRB FAM

**Ellen A. Pansky**  
Pansky & Markle  
1114 Fremont Ave  
South Pasadena, CA 91030  
213/626-7300  
ETH LIT

**Lauren E. Tate**  
Tate & Associates  
1460 Maria Lane, Suite 310  
Walnut Creek, CA 94596  
925/ 210-2000  
PRL MED EEO PIL

## CONNECTICUT

**Rita Provatas**  
43 Broad Street  
New London, CT 06320  
860/447-0335  
IMM LIT PIL

## DISTRICT OF COLUMBIA

**Rochelle S. Hall**  
1701 Pennsylvania Avenue,  
NW, Ste. 1045  
Washington, DC 20006  
202/659-6702  
SEC LIT

**Katherine J. Henry**  
Dickstein, Shapiro, Morin & Oshinsky  
2101 L Street NW  
Washington, DC 20037  
202/775-4758  
INS LIT ADR

**Marjorie A. O'Connell**  
O'Connell & Associates  
Thomas Circle Loft, 4th  
Floor  
1339 Green Court, NW  
Washington, DC 20005  
202/466-8200  
TAX FAM

**Leslie A. Wheelock**  
1350 27th Street NW  
Washington, DC 20007  
202/333-4946  
IST TEL NET ILP INT ENT

## FLORIDA

**Victoria A. Calebrese**  
Lewis Kapner, PA  
250 Australian Ave S  
West Palm Beach, FL 33401  
561/655-3000  
FAM

**Charlotte H. Danciu**  
370 W Camino Gardens  
Blvd  
Suite 210  
Boca Raton, FL 33432  
561/393-5445  
ADO FAM Surrogacy

**Ava Doppelt**  
PO Box 3791  
Orlando, FL 32802  
407/841-2330  
ILP

**Jane Kreuzler-Walsh**  
501 S Flagler Dr, Ste 503  
West Palm Beach, FL 33401  
407/820-8702  
APP

**Rebecca J. Mercier-Vargas**  
501 S. Flagler Dr, Ste 503  
West Palm Beach, FL 33401  
407/820-8702  
APP

**Sonya L. Salkin**  
Malnik & Salkin  
1776 N Pine Island Rd  
Ste 216  
Plantation, FL 33322  
954/423-4469

**Eileen L. Tilghman**  
201 S. Biscayne Blvd  
Ste 2400  
Miami, FL 33157  
305/358-5171  
BSL

# NAWL NETWORKING DIRECTORY

## GEORGIA

**Beryl B. Farris**  
P.O. Box 451129  
Atlanta, GA 31145  
404/659-4488  
IMM

**Dorothy Yates Kirkley**  
999 Peachtree St, Ste 1640  
Atlanta, GA 30309  
404/892-8781  
BSL WCC APP

**Jill A. Pryor**  
Bondurant Mixson & Elmore  
1201 W Peachtree St, Ste 3900  
Atlanta, GA 30309  
404/881-4131  
BSL APP

## ILLINOIS

**Patricia A. Collins**  
Asher Gittler, ET AL  
200 W Jackson Blvd  
Ste. 1900  
Chicago, IL 60606  
312/263-1500  
EEO

**Claudia Gallo**  
Jenner & Block LLP  
One IBM Plaza  
Chicago, IL 60611  
312/923-2647  
LIT FAM

**William J. Harte**  
William Harte, LTD  
111 Washington St.  
Chicago, IL 60602  
312/726-5015  
APP, LIT, DIVORCE

**Kendra Johnson Panek**  
Schiff Hardin & Waite  
6600 Sears Tower  
Chicago, IL 60606  
312/258-5806  
BSL

**Stephanie A. Scharf**  
Jenner & Block  
One IBM Plaza  
Chicago, IL 60611  
312/923-2884  
PRL LIT INS CCL

**Debra L. Suchor**  
Associate General Counsel  
525 W. Van Buren, 13th Floor  
Chicago, IL 60607  
312/648-7714  
COR INS CONTRACTS

## IOWA

**Roxanne Barton Conlin**  
Roxanne Conlin & Associates  
319 - 7th Street, Ste 600  
Des Moines, IA 50309  
515/282-3333  
PIL EEO MED

**Lorelei Heisinger**  
411 Four Seasons Dr  
Waterloo, IA 50701  
319/833-0649  
LOB, GOV, LEGISLATIVE

## INDIANA

**Tina M. Bengs**  
Hoepfner Wagner & Evans  
103 East Lincolnway  
Valparaiso, IN 46383  
219/464-4961  
EEO

**Elizabeth A. Douglas**  
Hoepfner Wagner & Evans  
103 East Lincolnway  
Valparaiso, IN 46383  
219/464-4961  
EEO ERISA

**Cintra D.B. Geairn**  
Hoepfner Wagner & Evans  
103 East Lincolnway  
Valparaiso, IN 46383  
219/464-4961  
EEO ERISA

**Lauren K. Kroeger**  
Hoepfner Wagner & Evans  
103 East Lincolnway  
Valparaiso, IN 46383  
219/464-4961  
EEO

**Melanie D. Margolin**  
Locke Reynolds  
201 North Illinois Street  
Suite 201  
Indianapolis, IN 46244  
317/237-3800  
BSL

**Andrielle Metzel**  
Dann Pecar Newman &  
Kleiman  
One American Square  
Ste. 2300  
Indianapolis, IN 46282  
317/632-3232  
LIT EPA RES

**William F. Satterlee, III**  
Hoepfner Wagner & Evans  
103 East Lincolnway  
Valparaiso, IN 46383  
219/464-4961  
EEO LIT EDU Mediation

## KENTUCKY

**Lee A. Webb**  
1714 Sheridan Avenue  
Louisville, KY 40213  
502/568-9100  
BSL BKR IMM

## LOUISIANA

**M. Nan Alessandra**  
Phelps Dunbar, LLP  
365 Canal Street, Suite 20  
Canal Place  
New Orleans, LA 70130  
504/584-9297  
EEO CIV

## MAINE

**Janet C. McCaa**  
Johnson & McCaa, LLC  
1 City Center, 11th Floor  
Portland, ME 04101  
207/771-5500  
EST TAX Business Planning

## MARYLAND

**Jo Benson Fogel**  
5900 Hubbard Dr  
Rockville, MD 20852  
301/468-2288  
FAM EST GRD

**Alyson Meiselman**  
Scurti & Gulling, PA  
200 East Lexington St.  
Suite 1511  
Baltimore, MD 21202  
301/424-9314

APP FAM GEN  
**Nancy A. Sachitano**  
Strickler, Sachitano, & Hatfield  
P.A.  
4550 Montgomery Avenue  
Suite 700N  
Bethesda, MD 20814  
301-657-8805  
FAM LIT

**Tracey E. Skinner**  
2 North Charles Street, Ste 500  
Baltimore, MD 21201  
410/752-2052  
RES BSL COR HOT Title

## MASSACHUSETTS

**Faith F Driscoll**  
14 Carlisle Rd  
Dedham, MA 02026  
781/326-6645

**Susan E. Maloney**  
12 Robeson St  
New Bedford, MA 02740  
508/789-0724  
IMM FAM ILP ARB

## MICHIGAN

**Nina Dodge Abrams**  
30300 Northwestern Hwy.  
Ste. 112  
Farmington Hills, MI 48334  
810/932-3540  
FAM PRB

**Elizabeth K. Bransdorfer**  
Mika Meyers Beckett & Jones  
900 Monroe Ave NW  
Grand Rapids, MI 49503  
616/459-3200  
COM LIT FAM RES

**Margaret A. Costello**  
Dykema Gossett, PLLC  
400 Renaissance Center  
Detroit, MI 48243  
313/568-5306  
LIT INT

**Jennifer L. Jordan**  
Miller Johnson Snell &  
Cummiskey  
PO Box 306  
Grand Rapids, MI 49501  
616/831-1778  
EEO

**Jaclyn Shoshana Levine**  
Miller, Canfield, Paddock &  
Stone, PLC  
One Michigan Avenue  
Ste. 900  
Lansing, MI 48933  
517/483-4904  
LIT EPA Regulatory

## MISSOURI

**Annette P. Heller**  
14323 S. Outer Forty  
Ste. 512S  
Town & Country, MO 63017  
314/647-1200  
ILP

## MISSISSIPPI

**Clare S. Hornsby**  
PO Box 548  
Biloxi, MS 39533  
601/374-5566  
FAM EST ADO GRD

**Kristina M. Johnson**  
Watkins Ludlam Winter &  
Stennis, PA  
PO Box 427  
Jackson, MS 39205  
601/949-4785  
BSL BKR

## NORTH CAROLINA

**Susan J. Giamportone**  
Womble Carlyle Sandridge &  
Rice  
P.O. Box 13069  
Research Triangle Park, NC  
27709  
919/484-2300  
TOL HCA

## NEBRASKA

**Susan Ann Koenig**  
Law Offices of Susan Ann  
Koenig  
1266 S. 13th St  
Omaha, NE 68108-3502  
402/346-1132  
FAM EST PRB GEN

## NEW JERSEY

**Geralyn G. Humphrey**  
Orloff Lowenbach, ET AL  
101 Eisenhower Pkwy  
Roseland, NJ 07068  
973/622-6200  
COR M&A

# NAWL NETWORKING DIRECTORY

## **Karen A. McGuinness**

Brown & Connery, LLP  
6 North Broad Street  
Woodbury, NJ 08096  
609/854-8900  
LIT, INS, HCA

## **NEW MEXICO**

### **Gwenellen P. Janov**

Janov Law Offices, PC  
901 Rio Grande Blvd. NW  
Suite F-144  
Albuquerque, NM 87104  
505/842-8302  
LIT PRB Indian Law

## **NEW YORK**

### **Leona Beane**

11 Park Place, Suite 1100  
New York, NY 10007  
212/608-0919  
ARB GRD T&E ADR PRB

### **Martha E. Gifford**

Proskauer Rose, LLP  
1585 Broadway, 18th Floor  
New York, NY 10036  
212/969-3000  
ANT CRM LIT M&A

### **Gloria S. Neuwirth**

Davidson Dawson & Clark  
330 Madison Ave, 35th Floor  
New York, NY 10017  
212/557-7700  
TAX EST PRB T&E NPF

### **Alice Spitz**

104 West 40th Street  
New York, NY 10018  
212/869-3200  
INS

## **OHIO**

### **Mary Jo Cusack**

5655 N. High Street, Ste 200  
Worthington, OH 43085  
614/880-0888  
PRB FAM EST

### **Beatrice K. Sowald**

400 S Fifth Street, Ste 101  
Columbus, OH 43215  
614/464-1877  
FAM PRB

### **Elizabeth M. Stanton**

Chester Willcox & Saxbe LLP  
65 E. State Street, Ste 1000  
Columbus, OH 43215  
614/334-6189  
EEO EDU M&A Annexation

## **OREGON**

### **Amy Carlton**

Williams, Kastner & Gibbs  
PLLC  
888 SW Fifth Avenue, Ste 1150  
Portland, OR 97204  
503/228-7967  
COR FIN

## **PENNSYLVANIA**

### **Doris J. Dabrowski**

1500 Walnut St., Ste 900  
Philadelphia, PA 19102  
215/790-1115  
FAM HCA INS LIT ERISA APP  
CIV CNS EEO Gov Pensions

## **RHODE ISLAND**

### **Kimberly A. Simpson**

Vetter & White  
20 Washington Place  
Providence, RI 02903  
401/421-3060  
LIT PRL BSL Com Products

## **SOUTH CAROLINA**

### **Natalie Bluestein**

One Carriage Lane Building D  
Charleston, SC 29407  
843/769-0311  
FAM

### **Andrea Cornelison**

Nelson Mullins Riley &  
Scarborough  
1330 Lady  
Columbia, SC 29201  
803/255-9309  
PRL BSL

### **Karen A. Crawford**

Nelson Mullins Riley &  
Scarborough  
PO Box 11070  
Columbia, SC 29211  
803/733-9442  
EPA LIT

### **Jane Nussbaum Douglas**

Bluestein & Douglas  
One Carriage Lane Building D  
Charleston, SC 29407  
843/769-0311  
FAM

### **Kathleen McMaho Harleston**

909 Tall Pine Road  
Mt. Pleasant, SC 29464  
843/971-9453  
ILP

### **Zoe Sanders Nettles**

Nelson Mullins Riley &  
Scarborough  
PO Box 11070  
Columbia, SC 29211  
803/376-9513  
CAS LIT CRM

### **Nancy Doherty Sadler**

Griffith, Sadler & Sharp, PA  
PO Drawer 570  
Beaufort, SC 29901  
843/ 521-4242  
LIT

### **Mary E. Sharp**

Griffith Sadler & Sharp, PA  
PO Drawer 570  
Beaufort, SC 29901  
843/521-4242  
LIT PIL ETH TOL

## **Elizabeth A. Shuffler**

Nelson Mullins Riley &  
Scarborough  
PO Box 11070  
Columbia, SC 29211  
803/255-9454  
BSL FRN

### **Nina N. Smith**

Smith, Ellis & Stuckey, PA  
1422 Laurel Street  
Columbia, SC 29201  
803/933-9800  
BSL SEC ETH

## **TEXAS**

### **Sharla Frost**

Powers & Frost  
2400 One Houston Center  
1221 McKinney Street  
Houston, TX 77010  
713/767-1555

### **Dawn S. Richter**

Winstead, Sechrest & Minick  
910 Travis Street  
2400 Bank One Center  
Houston, TX 77002  
713/ 650-2680  
ENG COR INS FIN

## **VIRGINIA**

### **Deborah Schwager Froling**

Hirschler Fleischer  
701 East Byrd Street  
Richmond, VA 23219  
804/771-9514  
COR MAC

### **William Thomas Welch**

Barton Mountain & Tolle  
1320 Old Chain Bridge Road  
McLean, VA 22101  
703/448-1810

## **WASHINGTON**

### **Sheena Aeibig**

Williams Kastner & Gibbs  
601 Union Street, Ste 4100  
Seattle, WA 98101  
206/628-6600  
BKR

### **Hon. Anne L. Ellington**

Washington Court Of Appeals  
600 University Street  
Seattle, WA 98101  
206/464-6046

### **Amy Thompson Forbis**

Williams, Kastner & Gibbs  
Pllc  
601 Union Street, Suite 4100  
Seattle, WA 98101  
206/628-6600  
LIT HCA

### **Helen Johansen**

Benjamin & Johansen  
720 Third Street, #1400  
Seattle, WA 98104  
206/622-1365  
MED PRB

## **Teena Killian**

Williams, Kastner & Gibbs, PLC  
601 Union Street, Ste 4100  
Seattle, WA 98101  
206/628-6600  
INS

### **Susan Lehr**

Williams, Kastner & Gibbs, PLC  
601 Union Street  
Suite 4100 Suite 4100  
Seattle, WA 98101  
206/628-6600  
COR FIN

### **Mary Spillane**

Williams Kastner & Gibbs, PLC  
601 Union Street, Ste 4100  
Seattle, WA 98101  
206/628-6600  
APP LIT HCA

### **Kristina Udall**

Williams Kastner & Gibbs, PLC  
601 Union Street, Ste 4100  
Seattle, WA 98101  
206/628-6600  
ELD EST

### **Sheryl Willert**

Williams Kastner & Gibbs, PLC  
601 Union Street  
Suite 4100 Suite 4100  
Seattle, WA 98101  
206/628-6600  
ADR CIV EEO LIT

## **WISCONSIN**

### **Kristin M. Watson**

Hendricks Knudson Gee, Et Al  
1507 Tower Ave, Ste 312  
Superior, WI 54880  
EDU EST PRB INS

## **INTERNATIONAL**

### **Leslie Gene Agams**

14 Azoro Osuji Street  
Federal Housing Estate  
Owerri, Imo  
234 (803) 332 84 32  
ENV FAM WOM

### *India*

### **Versha Sharma**

Washington Court Of Appeals  
Kanpur 201 001  
INDIA  
91/512/290532  
INT

### *Canada*

### **Lori Duffy**

Weir & Foulds  
130 King St W, Ste 1600  
Toronto, Ont M5x 1j5  
CANADA  
416/947-5009  
RES T&E

# The National Directory of Women-Owned Law Firms and Women Lawyers

**Listing Application**

**Fifth Edition, 2004-2005**

Please complete the following form for each woman lawyer to be listed in the Directory. Make copies as needed.

Woman Lawyers Last Name: \_\_\_\_\_

First Name: \_\_\_\_\_

Woman Lawyers Position: \_\_\_\_\_

Address: \_\_\_\_\_

City: \_\_\_\_\_ State: \_\_\_\_\_ Zip Code: \_\_\_\_\_ Country: \_\_\_\_\_

Telephone: \_\_\_\_\_ Fax: \_\_\_\_\_ Web Site: \_\_\_\_\_

E-Mail Address: \_\_\_\_\_

Partner  Counsel  Of Counsel  Associate  Other \_\_\_\_\_

I am a NAWL member.

**Not a NAWL member?**

To join, visit our web site at [www.nawl.org](http://www.nawl.org) and complete the membership application.

**Please Check Practice Areas (Select all that are appropriate).**

- |   |   |   |
|---|---|---|
| <input type="checkbox"/> Accounting                     | <input type="checkbox"/> Energy                                 | <input type="checkbox"/> International                        |
| <input type="checkbox"/> Adoption                       | <input type="checkbox"/> Entertainment                          | <input type="checkbox"/> Litigation                           |
| <input type="checkbox"/> Advertising                    | <input type="checkbox"/> Environmental                          | <input type="checkbox"/> Lobby/Gov't Affairs/Campaign Finance |
| <input type="checkbox"/> Alternative Dispute Resolution | <input type="checkbox"/> Estate Planning                        | <input type="checkbox"/> Medical Malpractice                  |
| <input type="checkbox"/> Antitrust                      | <input type="checkbox"/> Ethics and Professional Responsibility | <input type="checkbox"/> Mergers and Acquisitions             |
| <input type="checkbox"/> Appeals                        | <input type="checkbox"/> Executive Recruiter                    | <input type="checkbox"/> Municipal                            |
| <input type="checkbox"/> Aviation                       | <input type="checkbox"/> Family                                 | <input type="checkbox"/> Nonprofit                            |
| <input type="checkbox"/> Banking                        | <input type="checkbox"/> Finance                                | <input type="checkbox"/> Personal Injury                      |
| <input type="checkbox"/> Bankruptcy                     | <input type="checkbox"/> Franchising                            | <input type="checkbox"/> Probate and Administration           |
| <input type="checkbox"/> Civil Rights                   | <input type="checkbox"/> Gaming                                 | <input type="checkbox"/> Product                              |
| <input type="checkbox"/> Class Action Suits             | <input type="checkbox"/> Guardianship and Conservatorships      | <input type="checkbox"/> Liability                            |
| <input type="checkbox"/> Construction                   | <input type="checkbox"/> Government Contracts                   | <input type="checkbox"/> Real Estate                          |
| <input type="checkbox"/> Consultant                     | <input type="checkbox"/> Health Care                            | <input type="checkbox"/> Securities                           |
| <input type="checkbox"/> Corporate                      | <input type="checkbox"/> Hotel and Resorts                      | <input type="checkbox"/> Social Security                      |
| <input type="checkbox"/> Criminal                       | <input type="checkbox"/> Immigration                            | <input type="checkbox"/> Sports                               |
| <input type="checkbox"/> Education                      | <input type="checkbox"/> Information Tech/Information Systems   | <input type="checkbox"/> Tax                                  |
| <input type="checkbox"/> Elder Law                      | <input type="checkbox"/> Internet                               | <input type="checkbox"/> Telecom                              |
| <input type="checkbox"/> Election Law                   | <input type="checkbox"/> Insurance                              | <input type="checkbox"/> Transportation                       |
| <input type="checkbox"/> Employment and Labor           | <input type="checkbox"/> Intellectual Property                  | <input type="checkbox"/> Wills, Trusts and Estates            |
|   |   | <input type="checkbox"/> Other _____                          |

State(s) Licensed: \_\_\_\_\_ Year Licensed: \_\_\_\_\_

Law School: \_\_\_\_\_ Undergraduate: \_\_\_\_\_

Listing Fees:  New Listing  Renew Listing

- I am a member of a majority woman-owned law firm. **Lawyer's listing fee: \$25.00 ea.**  
 Please include my firm's listing in Section 1 of the Directory: **Firm's listing fee: \$25.00 ea.**  
 I am NOT a member of a majority woman-owned law firm. **Lawyer's listing fee: \$100.00 ea.**

Total Amount Due: \$ \_\_\_\_\_

Check Enclosed (Make check payable to *National Association of Women Lawyers*)

Charge My Credit Card:  Visa  MasterCard  AMEX

Account: \_\_\_\_\_ Exp. Date: \_\_\_\_\_

Card Holder's Signature: \_\_\_\_\_

We want to be a SPONSOR of the 5th Edition Directory.

Sponsorship Fee: \$3500.00 (includes full-page ad, logo placement, web site link, and courtesy copies)

We want to ADVERTISE our firm in the 5th Edition Directory.

Full-page ad (7"x10"): \$1200.00  
 1/2-page ad (7"x5"): \$650.00  
 1/4-page ad (3.5"x5"): \$375.00

Please contact us with more information.

*Ad/Sponsor deadline: January 10,*

**Mail the completed application with your payment to:**

NAWL, American Bar center, 750 North Lake Shore Drive, 12.4, Chicago, IL 60611

**Fax credit card payments to: 312-988-6281**

## *Join NAWL*

By joining NAWL, you join women throughout the United States and overseas to advocate for women in the legal profession and women's rights. We boast a history of more than 100 years of action on behalf of women lawyers. We want you to meet women like you, who are proud to be engaged in the practice of law and wish to work together for the progress of women in the law.

### *Benefits of Membership*

- ∩ Networking opportunities with attorneys across the United States
- ∩ Opportunities to serve in leadership roles in a national organization
- ∩ A voice on national and international issues affecting women
- ∩ Annual Subscription to the Women Lawyers Journal
- ∩ Invitations to events, conferences, and other programs
- ∩ A copy of the National Directory of Women-Owned Law Firms & Women Lawyers

*And Much More!*

For a NAWL Membership Application and information about upcoming events, visit our website [www.nawl.org](http://www.nawl.org) or contact NAWL at (312) 988-6186 or [nawl@nawl.org](mailto:nawl@nawl.org).

### **National Association of Women Lawyers**

American Bar Center, MS 12.4  
750 North Lake Shore Drive  
Chicago, IL 60611

STD PRESORT  
U.S. POSTAGE  
**PAID**  
CHICAGO, IL  
PERMIT NO. 5612