national association of women lawyers

women lawyers JOURNAL®

Vol. 90 No. 2 WINTER 2005

NAWL 2005 Midyear Meeting
From left to right, Eleanor Hunter, Executive Director of the Florida Board of Bar Examiners, panelist Judge Gill Freeman, FAWL President-elect June McKinney Bartelle, NAWL President Stephanie Scharf, NAWL President-elect Lorraine Koc, and panelist Edith Osman.

In This Issue

Promote Your Women Lawyers... Increase Your Business

The National Association of Women Lawyers is now accepting listing applications for its 6th Edition, *National Directory of Women-Owned Law Firms and Women Lawyers*.

Submit your application today!

Listing Application

6th Edition, National Directory of Women-Owned Law Firms and Women Lawyers

Please complete the following form for each woman lawyer to be listed in the Directory.

Woman Lawyers Name:

Firm Name:

Address:

City: **State:** **Zip:** **Country:**

Telephone: **Fax:**

Email Address: **Web site:**

I am a member of NAWL: ☐ Yes ☐ No

Title: ☐ Partner ☐ Counsel ☐ Of Counsel ☐ Associate ☐ Other_____

State Licensed & Year Admitted

State Licensed & Year Admitted

State Licensed & Year Admitted

Practice Areas – Please check all that apply

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

Listing Fees ☐ New Listing ☐ Renew Listing

☐ Firm listing. For Women-Owned Law Firms only.
Firm Listing Fee: $25.00

☐ I am a member of a majority woman-owned law firm
Lawyers Listing Fee: $25.00

☐ I am NOT a member of a majority woman-owned law Firm.
Lawyers Listing Fee: $100

Total Due: _____

Payment

☐ *Credit Card* ___ VISA ____MC ___AMEX

Credit Card Number: _____

Expiration Date: _____

Name on Card: _____

☐ *Check*
Please make checks payable to The National Association of Women Lawyers and mail to NAWL. Your application will not be processed until the check has been received.

National Association of Women Lawyers American Bar Center 321 North Clark Street Chicago IL 60610
(312) 988-6186 Fax (312) 988-5491 www.nawl.org nawl@nawl.org

In this issue of

Women Lawyers Journal®

Published by the National Association of Women Lawyers®/Vol. 90 No. 2

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: American Bar Center, MS 15.2, 321 North Clark Street, Chicago, IL 60610; by telephone: (312) 988-6186; by fax: (312) 988-5491; by e-mail: 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.*

Women Lawyers Journal (ISSN 0043-7468) is published quarterly by the National Association of Women Lawyers (NAWL)®, 321 North Clark Street, MS 15.2, Chicago, IL 60610.

president's note

From the President

By Stephanie A. Scharf

One of the subjects we frequently discuss in NAWL's "Take Charge of Your Career©" program series is the model for success that many women lawyers implicitly follow. It goes like this: "If I work hard and do a good job . . . the rest will take care of itself." Consistent with this view, law firms and companies frequently tell their recruits that they are coming to work in a "meritocracy," that good work will be recognized and rewarded with greater salary and promotions.

When we think about a career, many of us do not look beyond the actual work of practicing law. But we all know hard-working women lawyers – the ones who always stayed late, who worked every weekend and sometimes July 4 or Labor Day or Thanksgiving – who did not become partners in their firms or did not get the promotion in the Law Department.

How does that happen? Many women are surprised to observe in the course of their law practice that it is not only the quality of work that determines how far a lawyer advances. Merit is a requirement, yes, but very few organizations, if any, are a pure meritocracy. This is not a deception on the part of the firm or the company. Most of the time, organizations are simply not aware of the social dynamics that shape their decisions about people and promotions.

The law school curriculum teaches the analytic skills and substantive law required to begin the practice. But law school is not the place where we learn about the non-legal aspects of a career, even though over time, the non-legal factors have a powerful influence on who continues to succeed and who does not. Developing relationships is a key factor in shaping a woman lawyer's opportunities. The connections may be casual or more in depth. They include mentoring from experienced and powerful lawyers in your organization, networks with your peers inside and outside the firm or company, participation in other organizations such as bar groups or trade associations and friendships with clients and business colleagues.

Whether you are a sole practitioner, work in a firm of 1000 lawyers or practice in a corporate law department, your business relationships – or lack of them – will begin to matter after even a short period of practice. If you wait for these relationships to come to you, most of the time you will be waiting for quite a while. That is why it is up to you to take the initiative and the time to develop a network at work and outside of work. Based on what I have observed, a little trying goes a long way. You may also be encouraged by attending a NAWL program that focuses on developing those skills – not the skills you learned in law school but skills equally critical to sustaining the long-term practice of law.

As part of NAWL's effort to give women lawyer the skills and information they need for a good start in the practice of law, in April 2005, we are rolling out our new program series, "From Backpack to Briefcase," in Chicago and New York. We have designed a special half day program for third year law students to help in the transition from law school to law practice. We welcome all law students, without charge and whether or not you are members of NAWL, to join us.

Please take a few moments to browse our website at www.nawl.org, and learn more about NAWL's career development programs and other activities to advance women in the profession and women's rights. If you have suggestions for programs that interest you, please contact NAWL through the web site and we will be pleased to receive your ideas. And by the way, if you are not active on a NAWL Committee, please go to the website and contact a Committee chair to join – we would welcome you!

Stephanie A. Scharf
NAWL President 2004-2005
Jenner & Block LLP, Chicago, IL
sscharf@jenner.com

Save the Date

NAWL Annual Meeting & Annual Award Luncheon

August 5, 2005
Chicago, IL

In cooperation with the National Association of Women Judges (NAWJ), the National Conference of Women's Bar Associations (NCWBA) and in conjunction with the Annual Meeting of the American Bar Association

Details are coming soon
www.nawl.org

programs

Oral Argument in the United States Supreme Court

Washington, DC

The National Association of Women Lawyers hosted the program, "Oral Argument in the United States Supreme Court", followed by a networking luncheon on Thursday January 6, 2005 in Washington, DC. The program featured Justices Sandra Day O'Connor and Ruth Bader Ginsburg as speakers in a rare joint appearance.

From left to right, panelists Justice Ruth Bader Ginsburg, Justice Sandra Day O'Connor, and Michael R. Dreeben.

The program offered attorneys practical legal advice while inspiring and motivating them with the examples set by the Justices and other accomplished advocates. The Justices began the panel discussion by sharing their experiences while in law practice and on the bench and offering their perspective on how to be an effective oralist. Renowned Supreme Court advocates Beth S. Brinkmann, Maureen E. Mahoney, and Deputy Solicitor General Michael R. Dreeben, followed the Justices by sharing with the audience a personalized, step by step approach to preparing for and conducting oral argument. Each advocate made a unique contribution to the discussion, as each had their own methods for preparing and building confidence for oral argument.

The luncheon that followed featured keynote speaker Nina Pillard, Associate Professor of Law at Georgetown University and distinguished Supreme Court advocate. Professor Pillard's speech paid homage to the first women in history who were Supreme Court advocates and role models for women lawyers today.

The audience participates in a question & answer session following the panel discussion.

Take Charge of Your Career: Best Practices for Women Lawyers and Their Firms

New York City

On Friday, October 22, 2004, NAWL hosted a program in its series "Taking Charge of Your Career: Best Practices for Women Lawyers"© in New York City with the Association of the Bar of the City of New York. The program was held at the House of the ABCNY, and registrations for both the program and the luncheon were sold out.

From left to right, panelists Barbara Paul Robinson of Debevoise & Plimpton LLP and Patricia M. Hynes of Milberg Weiss Bershad & Schulman LLP share their learned lessons with the audience.

NAWL's career development series is designed to guide, grow, and encourage women in law as well as provide a wonderful networking opportunity. The October 22 program succeeded in bringing together a very diverse group of distinguished panelists who spanned generations and varied in both their personal and professional backgrounds to share their learned life and career lessons with an equally diverse audience of women in law.

The program was segmented into three panels. The first group of well-established women attorneys discussed the secrets of their success in how their own careers developed. The second panel was made up of senior partners and a professional legal coach who advised the audience on the key skills and information they need as women lawyers to translate talent into a foundation for success. This panel in particular stressed the importance of active and healthy mentoring relationships in building this foundation and overcoming obstacles. The last panel focused on developing excellent client relationships, which is truly a key contribution to the success of attorneys.

The networking luncheon that followed the program featured Michele Coleman Mayes, Senior Vice President and General Counsel of Pitney Bowes, as the keynote speaker. She spoke charismatically to the issue of succeeding as a woman attorney without compromising or losing sight of one's true identity. Mayes stood in front of her audience as an outstanding role model for all women who face this ubiquitous issue.

programs

Take Charge of Your Career: Best Practices for Women Lawyers and Their Firms

Miami

On Friday, January 21, 2005, NAWL hosted another sold-out program in its series, "Taking Charge of Your Career: Best Practices for Women Lawyers"© in Miami, Florida, together with the Florida Association for Women Lawyers (FAWL) and the Association of Corporate Counsel (South Florida Chapter). This year NAWL collaborated with FAWL to present this program in conjunction with the midyear meetings of both organizations. Stephanie Scharf, President of NAWL and Deborah Magid, President of FAWL, welcomed the attendees. The program featured three outstanding panels addressing gender bias; developing client relationships between inside and outside counsel; and organization and firm leadership. National author and attorney Holly English spoke on "Smart Politics – How to Vanquish Gender Issues in the Workplace. "

Jennifer Coberly led the first panel on "Gender Bias Today" which focused on "glass ceiling issues" and offered concrete advice to transcend traditional barriers and stereotyping. The Honorable Patricia Seitz, U.S. District Judge, provided excellent mentoring techniques as part of this panel. BellSouth attorney Dorian Denburg moderated a panel of seasoned in-house counsel that discussed the key attributes needed in outside counsel, together with some practical rainmaking advice. Kathy Maus, Managing Partner of the Tallahassee Office of Butler Pappas Weihmuller Katz Craig LLP, facilitated a discussion with other organization and firm leaders, which focused on the essential skills that women lawyers must master to achieve leadership positions.

This was the third program in a unique career development CLE series created by NAWL, which is designed to advance women attorneys within the legal profession.

From left to right, Past FAWL President Siobhan Shea, FAWL President-elect June McKinney Bartelle, NAWL President Stephanie Scharf, Keynote Speaker Holly English, NAWL President-elect Lorraine Koc, and FAWL President Deborah Magid.

Lynn Cole, Certified Mediator

Federal and State Courts

"A Mediator's Integrity and Commitment to Capable Decision-Makers and Counsel Is Vital to Ensure Successful Mediations"

-Lynn Cole

- A dispute resolution professional with experience in all aspects of ADR, including mediation and arbitration. She has served as a special master, an SEC receiver, a neutral evaluator and settlement counsel.

- ADR Experience in resolving a wide variety of disputes, including banking; business and commercial; contracts, labor and employment; partnerships; and insurance.

- Bringing to the resolution process over 28 years experience as a trial attorney in the legal areas of complex commercial litigation; labor and employment for private and federal employment issues (representing both employers and employees); antitrust; construction; banking; utilities and securities litigations.

For immediate scheduling, contact Law Offices of Lynn Cole, P.A. at www.lynncole.com or call 813/223-7009, or email lhc@lynncole.com

It Pays to be a Man: The Myth of Equal Pay

By Miki K. Bixler

INTRODUCTION

Today, there are 64 million women in the workforce in the United States.[1] According to the U.S. Census, more women (55%) are enrolled in college or graduate school compared to men.[2] Many believe that the prospect of women earning equally to men should be attainable.[3] In fact, according to the U.S. Census, women now earn 77 cents to the dollar men would earn, a 30% increase from 59 cents 30-40 years ago.[4]

The reality of equal pay is grim, however. A study conducted by the Institute for Women's Policy Research found the gap to be worse – women actually earn a mere 44% of what men earned.[5] The study attributes the wage gap to the effect of unaccounted measurements, such as gender segregation in the labor market, effect of long-term low wages for women, limitation of workable hours combining family and work obligations, and prevailing ideology of gender division of labor.[6] That such discriminatory practice still exists is an enigma considering the fact that wage differences based on "ancient but outmoded belief that a man, because of his role in society, should be paid more than a woman even though his duties are the same" was exactly what Congress intended to remedy with the enactment of the Equal Pay Act of 1963.[7]

More than forty years have passed since the Equal Pay Act was enacted and yet, women are still lagging behind the pay men make performing essentially the same functions. Why has progress been so slow in attaining the goal of what the Equal Pay Act set out to achieve? This article is to explore the challenges of women attaining equal pay despite the existence of the Equal Pay Act that requires men and women to be given equal pay for equal work. The article will discuss several theories that contribute to the ineffectiveness of the Act: challenges in establishing a *prima facie* case and factors that allow employers to legally (or illegally) circumvent the law.

These theories are of critical importance. First, the Equal Pay Act was enacted to protect women from wage discrimination based on gender. However, the Act gives "affirmative defense" exceptions where the employer can circumvent the law legally. Second, courts do not rule consistently on the interpretation of the Act resulting in difficulty for the plaintiff (female employee) to effectively prove a *prima facie* case. Third, imposition of pay secrecy or pay confidentiality rules ("PSC rules") in workplaces that prohibit employees from discussing salary information with co-workers penalize women in particular by denying them information to demand wage increases where appropriate. Fourth, surreptitious discrimination through gender stereotyping is still prevalent in the workplace and creates barriers for women to be viewed as equal contributors producing equal level and caliber of work as men. Fifth, women tend to place themselves in a self-imposed vicious cycle languishing in lower paying jobs, hesitating to negotiate for increases, and saddled with family care obligations.

This Article will conclude with an analysis of the effectiveness of the Act to enforce equal pay and proposal of an amendment to the Act that will create a level playing field for employers and employees in regards to equal pay.

I. BACKGROUND AND *PRIMA FACIE* TO EQUAL PAY ACT

The enactment of the Equal Pay Act of 1963[8] was the outcome of Congress' effort to equalize and remedy the problem of wage gaps between genders in the workplace.[9] The Act requires that men and women are given equal pay for equal work in the same establishment.[10] The burden of proof to establish a case against the employer is to show that the employer pays wages to employees of opposite sex differently "for equal work on jobs the performance of which requires equal skill, effort and responsibility, and which are performed under similar working conditions."[11] Once the *prima facie* case is established, the Act provides affirmative defenses for the employer to continue to practice different pay between the sexes if such pay was made by a policy of "a seniority system, a merit system, a system which measures earnings by quantity or quality of production, or a differential based on any other factor other than sex."[12] In essence, the employer can find any of the four exception policies and continue to pay unequally between a woman and a man performing equal functions.

Employers legally can pay differently on the premise of bona fide business objective. In the case of *Kouba v. Allstate Insurance Co.*,[13] the employer used each new hire's ability, education, experience, and prior salary to determine the minimum wage guarantee in the commissioned position at Allstate Insurance Co.[14] It is well established that women earn an average of 77% of what men would earn.[15] The female employee's complaint was that she earned less than her male counterpart because of the prior salary requirement that created the disparity in the minimum wage guarantee.[16] The court ruled that employer's business policy was not prohibited solely because it resulted in different wages between the plaintiff and male co-workers. Basically the courts held that Equal Pay Act allows the employer discretion in running the business, even if the employer asserts a business reason as a pretext to pay women less.[17] Thus, when an employer has a policy of a merit system, i.e., a method where the salary and increases are based on the performance (the "merit" or how much the employee contributed to the company, for example), the female employee is challenged with asserting a claim under the Equal Pay Act because it sanctions such a system, but does not protect her from "unconscious"[18] gender stereotyping in the evaluation of her performance.[19]

II. CHALLENGES IN PROVING *PRIMA FACIE* DUE TO INCONSISTENT INTERPRETATION AND DEFINITIONS

For a female worker claiming violation of equal pay, the chances of having the court rule in her favor is as good as tossing a coin to bet on heads or tails. The broad reading of the elements of proof under the Act by the courts has caused uncertainty in the outcome of claims under the Equal Pay Act. The requirement of "same establishment" was established by the Supreme Court in *A.H. Phillips, Inc. v. Walling* as "what it normally means in business and government" or "a distinct physical place of business."[20] Under the Equal Pay Act, courts have broadly interpreted the meaning of "establishment" as "within any establishment." What this means is that if the employer has separate satellite sites but maintains a centralized administrative office that controls the sites, all sites are considered "same" or as a single establishment.[21] But EEOC Interpretive Guidelines define the term "establishment" to mean "a distinct physical place of business rather than . . . an entire business or 'enterprise' which may include several separate places of business."[22] As in the case of *Meeks v. Computer Associates International*,[23] the court ruled using the "distinct place of business" definition of establishment.[24] Thus the plaintiff had to prove that she was paid less than one male co-worker in the same office location where she worked.[25] Had the court used the more broad definition as interpreted under the Act as urged by the employer,[26] the employee would have had to show proof that her salary was less

than one male co-worker located throughout the nation. The result of the case would have differed depending on which definition the court used to determine the establishment of a *prima facie* case by the plaintiff.

Similarly, courts have held differently in the requirement of "equal work." Some courts have held that the plaintiff has to only show that the jobs were "substantially equal"[27] and what the plaintiff actually performed, not the title or job description used by the employer.[28] But another court in its ruling required that the equal work must be compared "factor by factor with the male comparator."[29]

There are several elements needed to establish pay differences .[30] One of the more challenging elements to prove is selecting the appropriate opposite-sex comparator(s) to establish pay differences. Often the wage information is not readily available (the issue of pay secrecy/confidentiality rules will be discussed in detail in Section III), and the female plaintiff may be limited to use only one male co-worker as the comparator to prove that the employer pays less based on sex.[31] There is a risk for using a small number of comparators as this gives the employer the opportunity to show that there are other male employees who earn less than her, thus defeating the *prima facie* case.[32]

III. PAY SECRECY/CONFIDENTIALITY RULES ("PSC" RULES) PENALIZE WOMEN IN NEGOTIATING EQUAL PAY

To claim an Equal Pay Act violation, one of the key *prima facie* elements is to show that the employer pays differently based on gender. Employers often require employees, as part of the company "code of conduct" policy, to agree to not share pay information with coworkers.[33] A survey indicated that over one third of private sector employers have rules barring employees from discussing their pay with co-workers and only 1 in 14 have "pay openness" policy.[34] Despite the National Labor Relations Board ("NLRB") and federal courts holding that PSC rules are illegal, employers seem to be inclined to use them as part of their employment policy.[35] The continued "violation" by employers reflect the impotence of the power of the law because penalties are mild and the illegality of PSC is not widely know to non-union employees that are also protected by this law.[36] Without any requirements for employers to share pay information, it is a devastating disadvantage for employees, especially women who seek to earn equal pay, to bring a claim for discrimination under the Equal Pay Act.

IV. GENDER STEREOTYPING CREATES UNEQUAL PAY EVEN IF A COMPARABLE WORTH POLICY EXISTS

> Concealed is the substantive way in which man has become the measure of all things. . . . [W]omen are measured according to correspondence with man, their equality judged by proximity to his measure . . . measured according to their lack of correspondence from man, their womanhood judged by their distance from his measures. Gender neutrality is the male standard. . . Masculinity or maleness is the referent for both.[37]

This statement made by MacKinnon reflects what women face in their quest for equal pay. No matter how well a woman performs and exceeds beyond the standards in the work place, her work will hardly be considered good enough to qualify for equal treatment in pay and promotion because evaluation of her work will always be shaded and notched down, merely because she is a woman. The theory of comparable worth attempts to "correct" the gender stereotyping imposed by cultural norm, by re-valuing the traditionally female jobs to reduce the sizable disparity in pay between men and women.[38] Carin Clauss observed that there are several meanings to comparable worth:

> (1) a requirement that compensation be proportional to the intrinsic worth of the job, (2) a pay

system under which all jobs of equal value are paid the same, (3) a procedure that permits the comparison of job content and compensation across job families (i.e., work that is dissimilar), (4) evidence used in a wage discrimination case to demonstrate that the difference in wages is due to sex and not to any difference in job value, (5) a requirement that female-dominated jobs be paid the same as male-dominated jobs of equal value, (6) a requirement that the wage rates for female-dominated jobs be established using the same criteria as are used to establishing the wage rates for male-dominated jobs, and (7) a requirement that wage disparities based on sex (or race) be eliminated.[39]

The theory moves the equal pay issue in a helpful direction. It deconstructs the typically female- or male-dominated jobs by reevaluating them through consistent standard criteria to determine the appropriate wage rate for the position. Too often, female-dominated jobs, such as nursing and pre-school/kindergarten teachers, do not pay wages that sufficiently compensate for the level of education and technical training required. If the theory is that female-dominated jobs pay less, the irony is that men, merely being men, earn more than women do in this predominantly female job category. Male pre-school/kindergarten teachers, for example, earn an average of $5,000 more than what a female teacher would earn in a job where 98% are female workers.[40]

V. PERPETUAL CYCLE OF LOWER WAGE JOBS - A CHOICE WOMEN MAKE

Faced with gender stereotyping and "unfriendly" workplaces, women tend to migrate toward a workplace that is diverse.[41] Moss explains that women veer toward employers that openly signal gender-friendly environment through generous benefit offerings that cater to family and maternal/paternal leave.[42] Even executive women share these factors. According to DiversityInc, in selecting the top ten companies (best) for executive women, it looked at benefits offered, such as on-site child care, flexible work schedule (telecommuting), dependent care assistance and other cafeteria-style benefits plan.[43] What may appear to be a nod to corporations for promoting women-friendly workplaces, it is not necessarily positive for women. According to a study prepared by GAO, women make up between 60 and 80 percent of the workforce in educational services; finance, insurance, and real estate; hospital and medical services; and professional medical services.[44] In these industries, where a job becomes overwhelmingly female, the wages go down.[45] Women's tendency to prefer diverse workplaces can lead to perpetual job segregation.[46] Women trade off high paying jobs, most likely in traditionally male fields, with lower paying jobs, to avoid the emotional and physical toil of maneuvering around female-unfriendly environments.[47] Women bear most of the family care duties and migrate toward those companies that offer the best benefit to accommodate the worker to balance work and family, trading off with high paying male-dominant positions.[48] If she cannot find a family-friendly employer, studies showed that the majority of women (52%) would leave the workforce, thus contributing to higher gaps in wages as a whole.[49] Her multiple roles prevent her from working the longer hours to earn more and often move to part-time positions that further reduces the income.[50] Non-diverse environments discourage (and in a way discriminate against) women from entering into high paying jobs.[51] Employers use the reasoning laid out by *EEOC v. Sears Roebuck & Co.* court, that there is no discrimination if women are not as interested in traditionally male-dominant jobs as men are and perpetuate the segregation and delegation of low-paying positions.[52]

Women hesitate to negotiate increases in salary that would reduce the wage gap.[53] Being taught to be "good girls" – sharing, taking turn, being concerned about others, it is an anxiety filled experience to challenge and ask for more, terrified of how it would cause an uproar.[54] Assume a same salary of $25,000 is offered to both a male and female worker. And assume that they both performed the same to earn a 3 percent annual salary increase. By negotiating an additional $5,000, the male worker would receive about $15,000 more by the age of 60 over the female worker.[55] That calculates to $361,171 in compounded extra earnings for the male worker during an average 38-year career.[56] If the female worker negotiated at least $4,000 (considered the average gender-pay gap), a survey of recent Carnegie Mellon graduates found that it could reduce or even eliminate the difference in wages between men and women.[57] Unless more women overcome their own paralysis and reluctance to ask for more, the wage gap may never close.[58]

CONCLUSION

Women face a myriad of challenges in the workplace to earn equally to men. The Equal Pay Act is ineffective in providing protection for women to earn equally because of various affirmative defenses available to employers, coupled with inconsistent rulings on elements to prove a *prima facie* case under the Equal Pay Act. Compounding the challenge is the employer's usage of employee manuals that contain pay secrecy or pay confidentiality rules that prohibit discussion of salaries with coworkers. Unless a worker has access or knowledge to what others make in the same position, it defeats the ability to challenge and seek equal compensation under the Equal Pay Act.

To eliminate the wage gap between men and women is a daunting task when one has to consider how to change social norms of sexual stereotyping that perpetuates with resilience. As long as gender-segregated jobs exist, the wages will continue to be less for traditionally female-oriented positions. Burdened with family care obligations in addition to work, women tend to seek diversity friendly work environment, only to find that industries that employ high percentages of women tend to pay less. Even if women ventured into male-dominated occupations with higher pay, they often face the double standard of "too feminine" or "too aggressive" evaluation. Facing a hostile environment and their own reluctance to cause any waves, women tend not to negotiate for more pay which undermines the ability to earn equally to men. The added pressure force women to exit the higher-income generating position, or to move to a lower paying primarily female-oriented position. Thus wages for women continue to lag compared to men as they dredge through the perpetual vicious cycle of lower wages.

To refer back to the original intent of the Equal Pay Act, it was to give men and women equal pay for equal work in the same environment. The Act however allowed several affirmative defenses and lukewarm penalties for employers that violated the law rendering it impotent. Here are proposals that would give more bite to the Act, holding employers responsible for paying equally to men and women.

First proposal, the Act should incorporate the prohibition of PSC rule in employee manuals or any documentation associated with employment that prevent wage discussion amongst employees. The purpose of this revision is obvious: open communication of wages that provides employees with the ability to determine if they are being discriminated against based on sex or other factors when they are in a similar position. Fines for violating this section should be stiff in a form of a substantial monetary penalty for each infraction. Second proposal, using the comparable worth theory, the Act is revised to require employers to develop a standard salary scale for standard job types existing within their organization. The employer shall use a procedure that rates all jobs of equal value and job content across job families to develop the salary scale based on skill, effort, responsibility, and working condition.

This will allow traditionally female-oriented jobs to receive equal value as similar male-oriented jobs, thus eliminating gender stereotyping. Because the salary scale depends on industry and company financial health, the market will drive the salary range, as employees will shift toward higher paying positions of similar functions. Third proposal, eliminate affirmative defenses that allow employers to pay differently based on sex if they had a policy of a seniority system, a merit system, or differential based on any other factors other than sex. In its place, affirmative defense is allowed when the employer has a written policy for evaluation and assessment of employee performance using a panel consisting of equal number of male and female managers. This provides a balanced assessment of the employee's performance, reducing gender stereotyping and devaluation of performance typically affecting women. With fewer "noises" that skew perceptions, it will reduce gender bias in performance assessment that is tied into compensation and salary increases, promoting the reduction or elimination of the gender wage gap. Fourth proposal, the Act is revised to require an annual report containing the salary ranges paid to each job types within the company to the Department of Labor. The report will contain information such as, but not limited to, job types; number of employees in each job type, segmentation of employees in each job type, e.g., number of female, male, minority; and the salary range for each group. The report is accessible to the public and creates a source where an employee can find information to effectuate a claim against the employer who discriminates in pay. Because the information is public, it is a strong deterrent for employers to hide pay differentials based on sex. Penalty provisions should be included for falsification in reporting or non-submission of the report.

The revisions proposed to the Equal Pay Act are the starting points from which change will occur in gender stereotyping in the work place. Women will be paid appropriately for a lower paying female-oriented job type, diminishing the perception that female-oriented jobs are worth less. As the stigma of female devaluation slowly evaporates in the work place, change should stream into other social norms that affect women. With additional earning power, women will be in a better financial situation that affords them with the ability to hire help for family care, to purchase a sufficient healthcare plan, and reduce the added stress that forced women to leave the workplace in the first place. Until such revisions are enacted, women have an uphill battle to earn equally for the same work as men do. Men still earn more, and will continue to earn more. And the myth of equal pay prevails.

FOOTNOTES

[1] U.S. Dept. of Labor, Bureau of Labor Statistics, Employment Status of Civilian Noninstitutional Population by Age and Sex, 2002 Annual Average, February 2004 <http://bls.gov/cps/wlf-tables1.pdf>.

[2] U.S. Census Bureau, Sex by College or Graduate School Enrollment by age for the Population 15 years and Over, Census 2000 (visited July 5, 2004). <http://factfinder.census.gov/home/en/datanotes/expsf4.htm>.

[3] STEPHEN J. ROSE & HEIDI L. HARTMAN, INSTITUTE FOR WOMEN'S POLICY AND RESEARCH, STILL A MAN'S LABOR MARKET: THE LONG-TERM EARNINGS GAP (2004). The Institute for Women's Policy Research (IWPR), head-quartered in Washington, DC, is a public policy research organization dedicated to women and family public policy issues. The research conducted by this Institute incorporated segments that are not captured by most researches, i.e., those that do not meet the full-time, full-year standards. Also see, U.S. Dept. of Labor, Bureau of Labor Statistics, Monthly Labor Review, The Editor's Desk, May 25, 1999 (visited July 5, 2004) <http://www.bls.gov/opub/ted/1999/may/wk4/art01.htm>. The article showed statistical relationship between different educational background and median weekly earnings of women. Id. A female full-time worker 25 and over, with a college degree, earned 49% more ($707) than with a female full-time worker who had some college education ($476). Id. With more women in college, the belief is that their earnings would increase as well, approaching to the same level as what men

would earn.

[4] U.S. Census Bureau, Historical Income Tables - People, May 2004 (visited June 9, 2004) <http://www.census.gov/hhes/income/histinc/p36.html>. The figure is based on comparison of what a full-time year-round worker would have earned in a single year. It includes self-employed as well as wage and salaried workers. Id.

[5] See Rose, supra note 3, at iii.

[6] See Rose, supra note 3, at iii-v.

[7] S. Rep. No. 176, 88th Cong., 1st Sess., 1 (1963).

[8] 29 U.S.C. § 206(d) (2004)

[9] ROBERT BELTON & DIANNE AVERY, EMPLOYMENT DISCRIMINATION LAW 349 (6th ed.1999). Interestingly, the Act was to address inequities in the private sector. Legislation for equal pay in the public sector was established earlier with the first proposal considered in 1870 to provide equal pay for women in the federal services, enacted as the Act of July 12, 1870 (quoted in Belton, 344, quoting Cathryn L. Claussen, Gendered Merit: Women and the Merit Concept in Federal Employment, 1864-1944, 40 Am.J. Legal Hist. 233 (1996)). The Civil Service Act of 1883 further opened new government positions to women through merit hiring. Id.

[10] 29 U.S.C. § 206(d) (2004).

[11] Id.

[12] Id.

[13] 691 F.2d 873 (9th cir. 1982).

[14] Id. at 874.

[15] See U.S. Census Bureau, supra note 4.

[16] Kouba., 691 F.2d at 874

[17] Id. at 876-77.

[18] Deborah L. Rhode, Occupational Inequality, 1988 Duke. L.J. 1207 (quoted in JUDITH G. GREENBERG, ET AL., MARY JOE FRUGS WOMEN AND THE LAW (2d ed, 1998 West). Rhodes describes the double standard assessed against women who engage and seek advancement in prestigious, well-paid positions. If she were to show aggressiveness, competitiveness, dedication and emotional detachment, traits prized and expected for success in men, she is seen and judged as arrogant and abrasive, too aggressive, a "bitch". On the other hand, if she manifested her cooperativeness, deference, sensitivity, she is complimented for her femininity, yet too soft and lack the ability to be considered a successful achiever. Sexual stereotyping still prevails and female employees are caught in an occupation "mismatch" between the characteristics expected of a woman and characteristics she is expected to have to achieve success. Id. It boils down to the manager whose conscious (intentional) or unconscious (reinforced social norm) thought process that evaluates the performance of a female employee

[19] See Martha Chamallas, Deepening the Legal Understanding of Bias: On Devaluation and Biased Prototypes, 74 S. Cal. L. Rev. 747, 755-56 (2001).

[20] 324 U.S. 490, 496 (1945). The definition of "establishment" is not defined in the Fair Labor Standards Act but the Supreme Court established the term under this case. Id.

[21] See Marshall v. Dallas Indep. Sch. Dist., 605 F.2d 191, 194 (5th Cir. 1979) (the court held that all schools in the school district were a single establishment under Equal Pay Act).

[22] 29 C.F.R. § 1620.9(a)

[23] 15 F.3d 1013, 1017 (11th Cir. 1994).

[24] Id.

[25] Id.

[26] Id.

[27] See, e.g., Tompka v. Seiler Corp., 66 F.3d 1295 (2d Cir. 1995); Sprague v. Thorn Americas, Inc., 129 F.3d 1355, 1364 (10th Cir. 1997). To show that the positions at issue are "substantially equal," the plaintiff must show that the positions were substantially equal in terms of "skill," "effort," "responsibility," and "working condition." Tompka., 66 F.3d at 1310; Sprague, 128 F,3d at 1364. Courts will also make an "overall comparison of the work" rather than examining the "individual segments." See, Buntin v. Breathitt County Bd. Of Educ., 134 F.3d 796, 799 (6th Cir. 1998).

[28] See, e.g., EEOC v. Grinnell Corp., 881 F.Supp. 406, 410 (S.D.Ind. 1995).

[29] See, e.g., Houck v. Virginia Polytechnic Institute, 10 F.3d 204, 206 (4th Cir. 1993).

[30] In addition to the same definition, equal work, and selection of appropriate opposite-sex comparator, courts have ruled differently on other elements. The definition of what is included in pay to prove unequal pay was established as "an unequal rate of pay, not unequal total remunera-

tion." See, Bence v. Detroit Health Corp., 712 F.2d 1024, 1027 (1983). Wages were defined to include fringe benefits, such as insurance and pensions, a closer definition to that of "compensation" by the courts in Manhart and Arizona Governing Committee. See, Los Angeles Dept. of Water and Power v. Manhart, 435 U.S. 702 (1978), and Ariz. Governing Comm. v. Norris, 463 U.S. 1073 (1983). These courts prohibited using sex-based actuarial tables to calculate fringe benefits, or paying lower benefits to women who contributed the same amount as men. Id. In Corning Glass Works, the element of similar working condition was put to the test. See, Corning Glass Works v. Brennan, 417 U.S. 188 (1974). The Supreme Court adopted a narrow ruling that allowed day-shift female workers to compare their wages against wages paid to male night-shirt workers to meet the prima facie case under the Equal Pay Act. Id. at 204.

[31] See case cited supra note 23.

[32] See, e.g., Brousard-Norcross v. Augustana College Assoc., 935 F.2d 974, 979 (8th Cir. 1991); Sigmon v. Parker Chapin Flatau & Klimpl, 901 F.Supp. 667, 679 (S.D.N.Y. 1995)

[33] See, e.g., Fredericksburg Glass and Mirror, Inc., 323 N.L.R.B. 165, 165 (1997). The PSC (pay secrecy or pay confidentiality rule) was included in an employee manual prohibiting any discussion among employees involving earning. The manual also stated dismissal and/or disciplinary action at the supervisor's discretion" if the "no-discussion of wages rule" was violated. The National Labor Relations Board ("NLRB") upheld the finding by the administrative law judge that this rule violated Section 8(a)(1) of the National Labor Relations Act ("NLRA"). Id. Section 8(a)(1) of NLRA describes and prohibits unfair labor practices by employers, in particular, "to interfere with, restrain, or coerce employees in the exercise of the rights guaranteed in Section 7. 29 U.S.C. § 157 (2000). While Section 7 appears to be geared toward employees right to self-organize, i.e., unionize, it also applies to non-union employees who "engage in other concerted activities for the purpose of . . . other mutual aid or protection." Id. A caveat for non-union employees: in order to meet the "concerted activity" definition of Section 7, two or more employees, or one employee on behalf of others, generally must lodge a complaint together with a supervisor. See, Atl.-Pac. Constr. Co. v. NLRB, 52 F.3d 260, 263-64 (9th Cir. 1995) (a group of employees submitting a protest letter on the selection of an coworker as the new supervisor was found to be concerted activity). Acting alone and not consulting coworkers, and lodging separate complaints on the same issue will not meet the concerted activity definition and the employee can be terminated without violation of NLRA. See, Joanna Cotton Mills Co. v. NLRB, 176 F.2d 749, 751-52 (4th Cir. 1949) (rejecting to find concerted activity when it was found that the employee who started a petition to remove a supervisor had a personal grudge against the supervisor and was not acting for mutual aid.)

[34] See Rapael Gely & Leonard Bierman, Pay Secrecy/Confidentiality Rules and the National Labor Relations Act, 6 U.Pa.J.Lab. & Emp.L. 121, 125 (2003) (quoting Mary Williams Walsh, Workers Challenge Employer Policies on Pay Confidentiality, N.Y. Times, July 28, 2000 <http://nytimes.com/library/financial/072800discuss-py.html>).

[35] Id. at 123.

[36] Id. at 148-49.

[37] CATHARINE MACKINNNON, TOWARD A FEMINIST THEORY OF THE STATE, SEX EQUALITY: ON DIFFERENCE AND DOMINANCE (Harvard University Press 1989) (quoted in JUDITH G. GREENBERG, ET AL., MARY JOE FRUG'S WOMEN AND THE LAW (2d ed., 1998 West).

[38] See Chamallas, supra note 19, 764-65.

[39] Carin Ann Clauss, Comparable Worth - The Theory, Its Legal Foundation, and the Feasibility of Implementation, 20 U. Mich. J.L. Reform 7, 18 (1986).

[40] It Pays to Be a Man in Most Jobs, Diversity Inc., Jun. 4, 2004 <http://www.diversityinc.com/public/7277/>.

[41] See Scott A. Moss, Women Choosing Diverse Workplaces: A Rathional Preference with Disturbing Implications for Both Occupational Segregation and Economic Analysis of Law, 27 Harv. Women's L.J. 1, 1 (2004).

[42] Id. at 3.

[43] See Barbara Frankel, Top 10 Companies for Executive Women, DiversityInc (visited July 1, 2003) <http://www.diversityinc.com/members/5024print.cfm>. See Rose, supra note 3, at 33. Because women spend more time in caring for the family then men, the allocation of time between work and family falls heavily on the women's shoulder. And since men earn more than women, the need for flexible family benefits become secondary for men.

[44] Christine Larson, Why The Wage Gap?, EXECUTIVE FEMALE, April/May 2002, at 26.

[45] Id.

[46] See Moss, supra note 41, at 3.

[47] See Moss, supra note 41, at 5. (quoting Vickie Schultz, Telling Stories About Women and Work: Judicial Interpretations of Sex Segregation in the Workplace in Title VII Cases Raising the

Lack of Interest Argument, 103 Harv. L. Rev. 1749, 1815-39 (1990). "Harassment is . . . driving the small number of women in nontraditional jobs away. [W]omen are leaving the trades because they cannot tolerate the hostile work cultures, and there are signs that this is occurring in male-dominated professions.")

[48] Michael Selmi, Family Leave and the Gender Wage Gap, 78 N.C. L. Rev. 707, 729 (2000) The author argues that it is a form of discrimination, albeit a non-judicial one, when employers fail to accommodate child care responsibilities as it creates an inhospitable environment for women. Id.

[49] See Rose, supra note 3, at 2.

[50] Id.

[51] Id. at 5.

[52] 839 F.2d 302, 360 (1988)

[53] Riccardo A. Davis, Why Women Are Afraid to Negotiate Salaries-And What to Do about it, DiversityInc., Mar. 15, 2004 <http://www.diversityinc.com/memebers/6522print.cfm>.

[54] Leslie Whitaker and Elizabeth Austin, Teaching Good Girls to be Tough Negotiators, THE VIRGINIAN-PILOT, June 17, 2001, at J2.

[55] See Davis, supra note 51. The salary for the male worker would be $92,243 compared to $76,870 for the female worker. Id.

[56] See Id.

[57] See Id. The article cited a survey conducted by Carnegie Mellon that found only 7 percent of women negotiated their salaries compared to 57 percent of men. Id

[58] See Whitaker, supra note 51.

Miki Bixler is a 2005 J.D. Candidate. She has over fifteen years of management experience in a Fortune 500 Corporation and has founded a women's organization in 1999 to provide mentoring and practical hands-on experience for women in various levels of the company.

NAWL is delighted to acknowledge and express sincere gratitude toward all of our 2005 Program Sponsors. We commend the demonstrated commitment of these law firms to advancing the role of women in the legal profession, supporting and enhancing career development for women in law.

PREMIER SPONSORS

Edwards & Angell LLP
Guide. Advise. Protect.

JENNER & BLOCK
When it's a Matter of Importance℠

GOLD SPONSORS

SIDLEY AUSTIN BROWN & WOOD LLP
AND AFFILIATED PARTNERSHIPS

SPONSORS

DICKSTEIN SHAPIRO MORIN & OSHINSKY LLP
Legal Innovators

FOLEY
FOLEY & LARDNER LLP

how to hire a nanny

How to Hire a Nanny

By Jacqueline C. Morrow

Accountants are often asked for specific advice when a nanny, or someone else doing work in one's home, is hired. In a society where many more women are choosing to work, hiring a nanny can be the perfect solution for in home child care. The nanny has been hired, so what comes next? While numerous resources are available to help guide you, knowing where to start can often be as challenging as finding the perfect employee!

Below are some basic guidelines to help you get started on your journey as a domestic employer.

Keep it legal. You can find all the necessary applications and forms you need to get started by accessing the Internal Revenue Service website at www.irs.gov. First of all, make sure your employee has the correct documentation to legally work in the United States. Examine her identification cards and/or other documents, and then complete Form I-9, Employee Eligibility Verification. Start a file and keep this form, along with all other pertinent employee information in one place. You will also want to apply for a federal employer identification number, or EIN, with the Internal Revenue Service. The EIN is obtained by completing federal form SS-4. The application can be completed through the IRS website and submitted on line. An identification number is assigned immediately. This assigned number, which is similar to one's social security number, identifies you as a domestic employer. Having being established as such, you will be bound to certain responsibilities that will be discussed later.

Designate your nanny as an employee. Remember, if you can set the hours of work and decide the duties to be performed, you have hired an employee. A wise idea may be to draw up an employment agreement whereby you list the duties to be performed, the wage rate you are paying, and whether or not you will pay overtime, etc. An important step in designating your nanny as an employee is to complete Form W-4, Employee's Withholding Allowance Certificate. This form is accessible from the IRS website and is an informational form used to obtain basic employee information, such as full name, address, and social security number. It is also where your employee will designate his or her tax filing status and the number of tax exemptions that wish to be claimed. Place this document in your employee file for end of the year reporting purposes. You will be required to issue your employee a W-2 Wage and Tax Statement reporting all wages paid and taxes withheld for the year. Keep in mind, that hiring a casual babysitter from time to time does not warrant the above steps or trigger the preparation of a W-2.

Withhold taxes. The amount of taxes to withhold is a very common area of concern for new employers. You must withhold the appropriate taxes from your nanny's wages. IRS publication 926, Household Employer's Tax Guide, states that "a household employer may need to withhold and pay social security and Medicare taxes, pay federal unemployment, or both on behalf of his employee". The employer share is 7.65% (6.2% for social security tax and 1.45% for Medicare tax), and the

employee's share is the same. The tax is triggered when the employee has been paid an annual wage of at least $1400.00. Once this dollar amount has been reached, you are responsible for withholding the respective taxes. You may also owe federal unemployment taxes if you paid your employee $1,000.00 or more in any calendar quarter. This tax rate is set at 0.8% and paid on the first $7,000.00 of wages only. Use the chart below as a reference.

Annual wages greater than or equal to $1400.00--------
Withhold Social security and medicare.
(7.65% for employer and 7.65% employee)
Wages greated than $1,000.00 in a calendar quarter----------
Pay federal unemployment tax at a rate of 0.8%
(on the first $7,000.00 of wages paid only)

Federal and state withholding taxes are not mandatory for a household employee. However, if your employee requests that federal taxes be withheld, and you agree, this is acceptable. Withholding amounts are based on the information that was provided earlier by your employee on Form W-4. The IRS provides tax tables in its Publication 15, Employer's Tax Guide to determine the appropriate withholding amounts. Keep in mind that there are many affordable computer software programs on the market that allow quick and easy calculations of payroll taxes and net wages. Rules for withholding state taxes typically follow the federal guidelines for household employers. You should contact your state's tax agency to find what specific rules apply to your state and if there are any additional requirements, such as collecting unemployment.

Report and pay your tax liability. At the end of the year, you will be responsible for reporting and remitting to the government any and all taxes withheld from your nanny's wages during the year. This is done by completing Schedule H, a tax schedule included in your individual tax return. The records you have diligently kept will be used for this purpose. Your accountant will need to know the gross wages paid and the taxes that were withheld to correctly calculate your tax liability. Remember this liability consists of both the employee and employer portions of the social security and Medicare tax, as well as any federal unemployment taxes that may be due. Federal taxes, if any, would also be included in the tax liability calculation. Finally in addition to filing your tax return, your accountant will prepare a W-2 for your nanny's own tax filing purposes.

Having a nanny definitely has its advantages, but remember to honor your new responsibilities as an employer. Take steps to protect yourself and your employee by following the guidelines set forth by the government. Maintain good records and don't be afraid to ask for help. Remember that when in doubt, consult your tax professional who can assist you with all your questions.

Jacqueline Morrow is a staff accountant specializing in small businesses at the accounting firm of Pratt-Thomas, Gumb & Co., P.A. in Charleston, South Carolina.

THE McCALLUM LAW FIRM, LLC

A COLORADO LAW FIRM – SPECIALISTS IN INTELLECTUAL PROPERTY LAW

Mail: 685 Briggs Street
P.O. Box 929
Erie, CO 80516

E-mail: administration@mccallumlaw.net
Web: www.mccallumlaw.net
Phone: 303.828.0655
Fax: 303.828.2938

Jennifer M. McCallum, Ph.D., Esq., is Principal of The McCallum Law Firm, a Biotechnology Patent Law Firm in Colorado. As an integrated Intellectual Property Law Firm, The McCallum Law Firm offers a full scope of services including:

- Patent Preparation and Prosecution
- Infringement Analyses
- Freedom To Operate Opinions
- Licensing and Distribution Agreements
- International Trade Agreements
- Sponsored Research Agreements
- FDA Approval Guidance
- Trademarks
- Sale or Purchase of Intellectual Property
- Bankruptcy Expertise – Buying and Selling Technology Assets

The Firm's unique expertise lies in its in-depth understanding of the technologies it works with due to attorneys with advanced degrees in several areas and experience with a wide variety of legal matters. Jennifer started the Firm in 2002, and it currently provides service to a wide range of clients including biotechnology and pharmaceutical companies, financial entities of many types, Universities and Bankruptcy Trustees. The Firm has built and maintained patent portfolios for a wide variety of companies, several of which have been the basis of an acquisition and/or awards. It also conducts due diligence for investment groups prior to funding – both in the private and public sector. Jennifer accepted an appointment as a US Bankruptcy Panel Trustee in 2003 and is currently the only patent attorney with these credentials in the country. As well as administering bankruptcy cases herself, she assists many companies wishing to buy technology assets out of bankruptcy, as well as Trustees wishing to sell Intellectual Property assets.

If you feel the Firm can help you, please feel free to contact us.

The Chicago Call to Action for Women Attorneys

By E. Lynn Grayson

The Chicago Bar Association Alliance for Women announced its Call to Action for women attorneys on January 25, 2005. This Call to Action seeks to increase the number of women partners and to enhance leadership opportunities for women attorneys in law firms. Ten law firms emerged as leaders to promote this Call to Action by becoming lead signatories: Baker & McKenzie, DLA Piper Rudnick Gray Cary, Jenner & Block LLP, Katten Muchin Zavis & Rosenman, Kirkland & Ellis, McGuire Woods, McDermott, Will & Emery, Schiff Hardin, Sidley Austin Brown & Wood and Sonnenschein Nath & Rosenthal.

This Call to Action, the first in Chicago but similar to Calls to Action put out by other U.S. bar associations, addresses the problem of a disproportionately low percent of women attorneys in leadership ranks in Chicago's law firms. Even though females have been recruited into these law firms in roughly proportionate numbers to their graduation from the top law school for many years -- statistics kept by the National Association for Law Placement ("NALP") indicate that the percent of female associates has exceeded forty percent since 1998 -- yet women attorneys are not seen in leadership positions as evidenced by the lack of female equity partners, practice group leaders, committee chairs and managing partners. The Alliance for Women believes that the leaders of Chicago's law firms must address and work to solve this issue.

In 2004, NALP statistics revealed that the average percent of women partners in Chicago law firms was 18.12, as evidenced below by the top twenty firms ranked according to female representation in the partnership.

These statistics from the *Chicago Lawyer's* Diversity Survey of Chicago law firms (July 2004) reveal only ten law firms are at or above the 18.12 average

Rank	*Law Firm*	*%*
1	McDermott, Will & Emery	26.7
2	Sonnenschein, Nath & Rosenthal	24.3
3	Katten Muchin Zavis Rosenman	23.3
4	Gardner Carton & Douglas	22.7
5	McGuire Woods	22.5
6	Schiff Hardin	20.1
7	Kirkland & Ellis	19.3
8	Piper Rudnick	19.0
9	Skadden, Arps, Slate, Meagher & Flom	18.9
10	Winston & Strawn	18.3
11	Mayer, Brown, Rowe & Maw	17.8
12	Lord, Bissell & Brook	17.6
13	Sidley Austin Brown & Wood	17.5
14	Chapman and Cutler	17.0
15	Seyfath Shaw	17.0
16	Wildman, Harrold, Allen & Dixon	17.0
17	Jenner & Block	16.7
18	Vedder, Price, Kaufman & Kammholz	16.7
19	Bell, Boyd & Lloyd	15.6
20	Foley & Lardner	15.4

percent. In addition, since most of the firms have two tiered partnerships, the numbers of equity partners are even lower than the numbers in the above chart. Jenner & Block and Sidley Austin Brown & Wood are the only single tier partnerships in the top twenty firm listing. It is important to note that these statistics are self reported to the *Chicago Lawyer* and reflect the percentages of female partners as a percent of total partners.

In November, 2004, the Chicago Bar Association approved the Call to Action developed by the Alliance for Women. The specific goals of the Call to Action are:

1. to increase the percent of its women partners by 3 percentage points from its 2004 levels by December 31, 2007;

2. to have women represented on every

firm committee in the same proportion as the number of women partners by December 31, 2007;

3. to increase the number of women practice group leaders by December 31, 2007;

4. to review its flexible hours policy and its use in order to ensure that alternative schedules are an equitable and viable option by December 31, 2007; and

5. to improve materially any disparity in the rates in which men and women are retained, promoted and laterally recruited at the firm by December 31, 2007.

From left to right, lead signatory firm representatives Jane DiRenzo, Regine Corrado, Pam Baker, Olivia Tyrell, Theresa Cropper, Leslie Dent, Susan C. Levy, Patricia Slovak, Amy Manning, Kathleen L. Roach, Linda Myers, and E. Lynn Grayson at the January 25th announcement of the Call to Action.

This Call to Action was specifically designed to allow every law firm to succeed at addressing the problem of the lack of women in leadership positions. The Call to Action goals serve to raise awareness of these concerns and to outline an action plan over a three year period. In addition, the Alliance for Women developed a companion guidance *Best Practices for Ensuring Compliance With Commitment* to assist law firms in meeting these goals.

The Call to Action will be sent to the Managing Partners of Chicago firms and to General Counsels of Chicago businesses. While the Call to Action is targeted at law firms, any Chicago area legal organization is welcome to participate. Becoming a signatory is a simple process: provide the name and contact information for the firm and the contact person at the firm who will be responsible for meeting the goals of the Call to Action. A yearly report will be issued to the Chicago legal and business communities to monitor the progress of all firms in meeting the stated goals. Signatory firms will receive special recognition for their commitment to the Call to Action. A final report will be issued in 2007.

The Alliance for Women expects to get broad support from the Chicago legal community for its Call to Action. The Call to Action, related guidance and lead signatories are posted on the Chicago Bar Association's website at:http://www.chicagobar.org/calltoaction. Any person or firm interested in more information or a copy of the Call to Action may contact members of the Alliance for Women Call to Action Committee: Leslie Dent (ldent@kmzr.com), Lynn Grayson (lgrayson@jenner.com), Jennifer Nijman (jnijman@winston.com), Jane DiRenzo Pigott (jdpigott@r3group.net) or Kathy Roach (kroach@sidley.com). The Call to Action also is available at: http://www.chicagobar.org/calltoaction.

Established in 1992, the Alliance for Women is the largest committee of the Chicago Bar Association. The mission of the Alliance for Women is to ensure that every woman attorney has the opportunity to succeed, personally and professionally. If it matters to women attorneys, it is important to the Alliance for Women. Jane DiRenzo Pigott and E. Lynn Grayson are the 2004-2005 Chairs of the Alliance for Women.

E. Lynn Grayson is a Partner at Jenner & Block LLP and is the Co-Chair of the Chicago Bar Association Alliance for Women.

Diversity Spoken Here: How the Law Firm of Saul Ewing LLP Implemented a Diversity Plan

By Karen Jackson Vaughn

I've been told that in mid-2002, Saul Ewing's then new Managing Partner, Stephen S. Aichele, tapped Joseph F. O'Dea, Jr., a partner in the Litigation Department, to lead one of his top priorities for the firm, creating a more diverse workplace.

After nearly three years of planning and training, Saul Ewing LLP is implementing an ambitious Strategic Plan for Diversity that is designed to effectively integrate diversity into the law firm's culture and business strategies and, in the process, move diversity from a vague goal to concrete reality.

I am the firm's Diversity Program Manager. But long before I arrived, the Firm's Diversity Committee, led by Mr. O'Dea and his co-chair, approached the challenge with an open mind and a critical eye. Almost immediately the group began to realize its limitations.

"The first thing we did was pull together a committee to determine how we were going to do this," Mr. O'Dea said. "It didn't take us long to figure out that what we'd been doing in the name of diversity was exactly what our competition was doing and nothing had happened."

The firm hired Dr. Arin Reeves of the Chicago-based Athens Group to do a needs assessment, which then led to diversity dialogues with all of the firm's lawyers and staff members.

The learning process began. "We are a firm that is full of well-intentioned people. We are a firm that is receptive to the concept of diversity and strategies to get there," Mr. O'Dea said. "Our challenge wasn't getting people on board, it was identifying changes that had to be made and business practices that had to be adopted to make it happen."

From the beginning, everyone agreed that creating a more diverse workforce is not only the right thing to do, but also good business.

The reality in most of today's law firms is that the leadership is not diverse. In contrast, the client population and the workforce in general have changed dramatically and continue to become more diverse. Increasingly, corporate clients seek law firms that reflect their commitment to valuing a variety of perspectives. Veta Richardson, executive director of the Minority Corporate Counsel Association, has said that top recruits have become more selective and are also drawn to law firms that seek to foster an open and diverse environment.

Saul Ewing's Diversity Committee is populated by decision-makers at the firm, including the respective chairs of the Hiring, Evaluation, Career Development, and Summer Program Committees, a representative of the Executive Committee, the Executive Director of the firm, as well as diverse associates and partners. After nearly two years of ongoing dialogue and input from Dr. Reeves and the Athens Group, the co-chairs of the Diversity Committee drafted a Strategic Plan for Diversity, which subsequently was approved and adopted by management and has been integrated into the firm's overall business plan.

In essence, the Plan details 35 concrete action steps the firm must take to achieve a more diverse workplace. A decision was made to hire a full-time person to oversee the imple-

mentation of the Strategic Plan for Diversity. It was my good fortune to come on board in December 2004 to move the process forward step by step. I am excited by this challenge because it's clear that Saul Ewing is sincere about its commitment to diversity and I am thrilled to be a part of a proactive movement that is beginning to permeate the nation's legal landscape. The fact is diversity doesn't just happen because you wish it to. It requires a commitment to change and an investment in resources to plan and carry out actions that facilitate change.

The paths to achieving our goals are many and varied. On January 17, 2005, 31 Saul Ewing employees, including lawyers and staff members from the firm's offices, reached out to the community by participating in the National Day of Service that honors the life and work of Dr. Martin Luther King, Jr. The day's events galvanized everyone who participated. From sorting through clothing and food at area shelters to painting school lockers, those who volunteered took an active role in strengthening our firm and our communities.

Our ultimate goal is to create an environment that allows each individual to share the full range of his or her talents with the firm and our clients. This vision, prominently displayed in our offices and on our website, www.saul.com, informs our recruitment, hiring and training and mentoring practices, and is continuously enhanced through firm participation in various community organizations and programs that promote an inclusive society.

In addition to the ones previously mentioned, key elements of Saul Ewing's Vision for Diversity include:

- Developing and implementing meaningful strategies for the recruitment, hiring, retention and advancement of women and minorities;
- Vigorously encouraging a Firm culture in which different points of view are sought out, heard, and respected;
- Promoting the active involvement of women and minority attorneys in diversity planning.

Our action steps are directed toward the needs of attorneys and staff and range from monitoring the effectiveness of the mentoring program for minority associates to targeted participation in minority law student organizations to sponsoring a Diversity Scholarship. We also are creating a Diversity micro-site as part of our internal intranet communications site to share information and encourage regular dialogue among staff on this critical issue.

Most importantly, we have declared a more diverse workforce a goal at Saul Ewing. Our definition of diversity is broad and includes, among other things, race, ethnicity, gender, sexual orientation, language, and economic background. In my role as Diversity Program Manager, I look forward to helping achieve the goal of valuing diversity by sharing relevant information periodically with everyone in the firm that celebrates the accomplishments and concerns of diverse communities.

We are talking about diversity with one another and with our clients. We want diversity to be a part of Saul Ewing's message to all audiences, not just to diverse audiences. As we move forward, we appreciate the strength in our differences and the power in our sameness.

Karen Jackson Vaughn is Diversity Program Manager for Saul Ewing LLP and is resident in the firm's Philadelphia office.

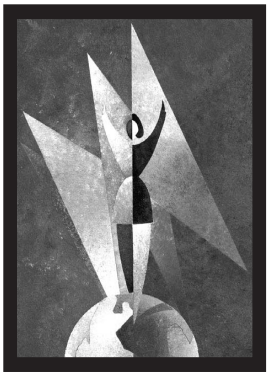
All NAWL Members receive $100 off their registration

NorthStar Conferences LLC

Presents

10th Anniversary

THE NATIONAL INSTITUTE FOR WOMEN CORPORATE COUNSEL



April 12-13, 2005

The Fairmont Dallas

Dallas, Texas

Conference Highlights Include:

- Two Special Intensive Sessions on Women and Leadership
- A Step-by-step Approach to Managing an SEC Investigation
- Luncheon with Keynote Address by Laura Miller, Mayor of Dallas
- Vendor Negotiations: Tactics and Strategies that Work
- Satisfying Clients Professionally and Ethically
- Second day opening address by Stephanie Scharf, President, NAWL

For more information or to register, call 1-866-265-1975 or register online at www.northstarconferences.com/wl02

Mention VIP Code WL02 for $100 off the registration price!

member spotlight

Member Spotlight: Elisa Kodish and the Nelson Mullins TeamChild Project

by Michelle Park

One of Elisa Kodish's biggest jobs as a product liability attorney at Nelson Mullins Riley & Scarborough LLP has nothing to do with corporate representation or tort litigation. She leads Nelson Mullins' TeamChild: Early Intervention Program. In this program, Nelson Mullins attorneys represent babies and young children with special developmental needs and ensure these children receive the government assistance they are entitled to under state and federal legislation.

Nelson Mullins attorneys are appointed by the juvenile court to represent foster children who are victims of abuse or neglect. As a case example, the firm helped a 2-1/2 year-old boy ("Joey") who was removed from his home because his mother was using drugs and neglecting him. After meeting Joey and talking with his foster parent, Ms. Kodish learned that Joey had been exposed to cocaine in utero and was suffering severe developmental delays. Ms. Kodish gave the foster parent and Joey access to "Babies Can't Wait," Georgia's early intervention program which provides a comprehensive, multidisciplinary system of early intervention services for young children and their families. Joey has been evaluated and now undergoes weekly therapy sessions with a team of professionals. Ms. Kodish is helping to ensure that Joey will continue to have his needs addressed as he transitions to preschool.

Joey's case is one of several Ms. Kodish and approximately 20 other Atlanta-based Nelson Mullins attorneys have handled in a pro bono effort geared toward helping babies ages 0-3. The evolution of Nelson Mullins' involvement in the TeamChild: Early Intervention Program began when the firm sent Ms. Kodish to the Atlanta Legal Aid Society ("ALAS") for a four month fellowship in 2003-04. Ms. Kodish was introduced to ALAS' TeamChild program, where she was able to work on and resolve a large docket of cases.

Started by ALAS in 2001, TeamChild was originally designed to serve older, school-aged children with special needs who had criminal delinquency charges brought against them in juvenile court. Following her ALAS fellowship in March 2004, Ms. Kodish returned to Nelson Mullins and, in collaboration with ALAS, led the firm in starting the pro bono project that extends TeamChild to include younger children. "Our program's charge is to catch developmental issues as soon as they become apparent," said Ms. Kodish. "Our focus is intervention and prevention."

Steve Gotlieb, Executive Director of Atlanta Legal Aid, is overjoyed at the creation of the Nelson Mullins project. "It has always been my hope that one of our law firm fellows would go back to the firm and be the spark for a pro bono project which would involve the whole firm. Nelson Mullins is the first place where that has actually happened. I can't say enough about Elisa, and I am incredibly impressed that Nelson Mullins would make such an amazing commitment."

Nelson Mullins attorneys provide many services as a part of their advocacy. Given the complexity of the special education laws protecting young children, the attorneys help to educate the child's guardian regarding the key components of the legislation. In instances where the child's rights are threatened, the attorneys enforce procedural safeguards, including the protection of confidentiality, access to

information, participation in the creation of an individualized plan, and the right to due process. Nelson Mullins attorneys also attend juvenile court custody hearings involving these children to provide the court with information about the child's development and to make recommendations regarding placement.

Elisa Kodish with Atlanta Legal Aid's Craig Goodmark who has led the firm in launching the pro bono effort that extends TeamChild to include younger children.

Although the project is still in its early stages, the volunteer attorneys are dedicated to the program and are already seeing results. "The level of commitment has been remarkable," said Craig Goodmark, director of the TeamChild Project for ALAS. "Nelson Mullins' team of lawyers has done a fantastic job of advocating on behalf of their clients."

The importance of early intervention for foster children as a national concern is reflected in a recent federal mandate passed last year under the Child Abuse Prevention and Treatment Act ("CAPTA"). The law requires that all children in cases of abuse and neglect be referred to the state's early intervention program. Inherent in this mandate is Congress' recognition that this population of children are at-risk and in need of attention. In fact, research shows that infants and toddlers in foster care have an especially compelling need to participate in early intervention services, with rates of developmental delay approximately four to five times that found among children in the general population. Nelson Mullins attorneys are acting as an enforcement arm of the CAPTA law, educating the courts and DFCS representatives about their new obligations and ensuring that referrals to Georgia's early intervention program are timely made.

Because of this new requirement, Georgia's early intervention program is faced with a flood of new referrals – thousands more per county – involving the foster care population. Assistance from attorneys in the private sector is crucial. According to Mr. Goodmark, "Fulton County employs only four Child Advocates, where there are 10,000 deprivation-related matters a year. Giving these children access to services gives them a chance."

The program has helped Nelson Mullins build a close relationship with Atlanta Legal Aid and is a project that all lawyers, regardless of their area of practice, can get involved in. "Nelson Mullins' pro bono efforts have often focused on children's issues, but the current project goes much further," said Atlanta managing partner Ken Millwood. "Compelling school districts and administrative agencies to satisfy their legal obligation to provide tailored services to special needs children is a charge that people at all levels can relate to and support."

"We teach the foster parents not to be complacent and to fight for their child's rights," Ms. Kodish said. "We give them the confidence, the information and the tools to ask the right questions and to obtain the help their children deserve."

Elisa Kodish has practiced business litigation with an emphasis on product liability defense for the past six years in the Atlanta office of Nelson Mullins Riley & Scarborough.

Recent NAWL Meetings

NAWL held its Midyear Meeting in Miami on January 21, 2005 in conjunction with the midyear meeting of the Florida Association of Women Lawyers (FAWL). After attending the sold out program, the NAWL Executive Board met to discuss organization business.

NAWL Annual Meeting & Annual Award Luncheon is scheduled for August 5, 2005 in Chicago in conjunction with the Annual Meeting of the American Bar Association.

Upcoming Program News

From Backpack to Briefcase:
Transitioning from Law School to Law Practice
April 1, 2005, Chicago, IL–Hosted by McDermott Will & Emery LLP
April 8, 2005, New York, NY–Hosted by Kaye Scholar LLP
Join a panel of experienced women attorneys, law firm administrators and other professionals to discuss the transition from third-year law student to first-year associate. Discuss the basics of office and practice survival followed by an informal networking reception. Registration is free but required online.

Doing Deals: Women Corporate Lawyers in Transactions
Co-sponsored with the Alliance for Women
April 11, 2005, Chicago, IL
Panelists will provide a guide to effectively executing corporate transactions.

The National Institute for Women Corporate Counsel
Co-sponsored with NorthStar Conferences LLC
April 12-13, 2005, Dallas, TX
This exceptional conference is now in its tenth year running. NorthStar Conferences has assembled a conference with a first class blend of substantive areas of law, management, leadership and new trends in professional development from many of the best minds in the business.

Maximizing Your Potential: A Web Conference Series
Hosted by Foley & Lardner LLP
June 2005
This series of bi-monthly programs, using an innovative webcast format, functions as an adjunct to NAWL's Take Charge of Your Career seminars. Webcasts will focus on sharing information about achieving leadership opportunities, work/life balance, client development and other skills needed for women lawyers to take charge of their careers.

Take Charge of Your Career:
Best Practices for Women Lawyers & Their Firms
June 2005, Atlanta, GA
This program is part of the NAWL series that focuses on the skills and information needed for women lawyers to develop and succeed long-term in the legal profession on their own terms, enjoying satisfaction with work and career, work/life balance and personal well being.

NAWL thanks all 2005 Program Sponsors

Premier Sponsors

Edwards & Angell
Jenner & Block

Gold Sponsor

Sidley Austin Brown & Wood

Sponsors

Dickstein Shapiro Morin & Oshinsky
Foley & Lardner

Publications

We are now accepting applications to be listed in the 6th Edition of *The National Directory of Women-Owned Law Firms and Women Lawyers*. Please apply online at www.nawl.org.

Amicus Committee News

On February 10, 2005, NAWL filed a brief in the Supreme Court of the United States supporting the position of Respondent Jessica Gonzales as *amicus curiae* in *City of Castle Rock v. Gonzales*, No. 04-278 (Sup.Ct.). To view the brief go to www.nawl.org.

Membership

NAWL Member **Barbara George Barton** has been honored to be selected as one of the The Best Lawyers in America in the field of bankruptcy and creditor-debtor rights. Selection for this honor is based upon an exhaustive peer review survey in which 16,000 leading attorneys throughout the United States cast more than half a million votes on the legal abilities of other lawyers in their specialties.

NAWL welcomes Law School Members

The John Marshall Law School
Saint Louis University School of Law
Washburn University School of Law
Western New England College School of Law
University of Washington School of Law
Villanova University School of Law

NAWL welcomes Law Firm Members

Arnold & Porter LLP
Dickstein Shapiro Morin & Oshinsky LLP
Edwards & Angell LLP
Foley & Lardner LLP
Goodwin Procter LLP
Hirschler Fleischer PC
Kirkpatrick & Lockhart LLP
Jenner & Block LLP
McDermott Will & Emery LLP
Mintz Levin Cohn Ferris Glovsky and Popeo LLP
Nelson Mullins Riley & Scarborough LLP
Saul Ewing LLP
Sherin and Lodgen LLP
Sidley Austin Brown & Wood LLP
Spriggs & Hollingsworth
Strickler Sachitano & Hatfield PA
Walsh Colucci Lubeley Emrich & Terpak PC
Wolf Block Schorr and Solis-Cohen LLP

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 LLP
2900 AMSOUTH HARBERT PLAZA
BIRMINGHAM, AL 35203
205/458-9500
SBD@JBPP.COM
LIT BKR PRL

HELEN KATHRYN DOWNS
JOHNSTON BARTON PROCTOR & POWELL LLP
1901 SIXTH AVENUE, STE 2900
BIRMINGHAM, AL 35203
205/458-9495
HKD@JBPP.COM
LIT PRL

S. SHELTON FOSS
JOHNSTON BARTON PROCTOR & POWELL LLP
1901 SIXTH AVENUE, STE 2900
BIRMINGHAM, AL 35203
205/458-9443
SSF@JBPP.COMANT
LIT ILP

JENNIFER FOX
JOHNSTON BARTON PROCTOR & POWELL LLP
1901 SIXTH AVENUE, STE 2900
BIRMINGHAM, AL 35203
205/458-9491
JFS@JBPP.COM
EEO

ELIZABETH BARRY JOHNSON
JOHNSTON, BARTON, PROCTOR & POWELL LLP
2900 AMSOUTH/HARBERT PLAZA 1901 SIXTH AVENUE NORTH BIRMINGHAM, AL 35203-2618
205/214-7247
ebj@jbpp.com
EEO

HEATHER F. LINDSAY
JOHNSTON, BARTON, PROCTOR & POWELL LLP
2900 AMSOUTH/HARBERT PLAZA 1901 6TH AVENUE NORTH BIRMINGHAM, AL 35203
205/458-9400
HFL@JBPP.COM
EEO

ANGIE GODWIN MCEWEN
JOHNSTON BARTON PROCTOR & POWELL LLP
1901 SIXTH AVENUE, STE 2900
BIRMINGHAM, AL 35203
205/458-9400
FIN COR RES

LYNLEE WELLS PALMER
JOHNSTON, BARTON, PROCTOR & POWELL LLP
2900 AM SOUTH/HARBERT PLAZA 1901 SIXTH AVE. NORTH BIRMINGHAM, AL 35203-2618
205/458-9400
lwp@jbpp.com
EEO

GINA ELAINE PEARSON
JOHNSTON BARTON PROCTOR & POWELL LLP
1901 SIXTH AVENUE, STE 2900
BIRMINGHAM, AL 35203
204/458-9400
GEP@JBPP.COM
MED LIT HCA NURSING DEFENSE

JENNIFER F. SWAIN
JOHNSTON, BARTON, PROCTOR & POWELL LLP
1901 6TH AVE. N SUITE 2900
BIRMINGHAM, AL 35203
205/458-9491
JFS@JBPP.COM
EEO

MARY BRUNSON WHATLEY
JOHNSTON BARTON PROCTOR & POWELL LLP
1901 SIXTH AVENUE, STE 2900
BIRMINGHAM, AL 35203
205/458-9400
MBW@JBPP.COM
LIT

ANNE P. WHEELER
JOHNSTON, BARTON, PROCTOR & POWELL LLP
1901 6TH AVENUE NORTH
2900 AMSOUTH/HARBERT PLAZA
BIRMINGHAM, AL 35203
205/871-3292
AWHEELER@JBPP.COM
BSL BNK FIN

KENNY MALLOW WILLIAMSON
JOHNSTON, BARTON, PROCTOR & POWELL LLP
1901 6TH AVENUE NORTH
STE 2900
BIRMINGHAM, AL 35203
205/458-9437
kmw@jbpp.com
HCA LIT REGULATORY, TRANSACTIONS

ARIZONA

JULIE A. PACE
STINSON, MORRISON, HECKER LLP
1850 N. CENTRAL AVE #2100
PHOENIX, AZ 85004
602/212-8523
jpace@stinsonmoheck.com
EEO OSH LIT

LORRAINE M. PAVLOVICH
18704 NORTH CACTUS FLOWER WAY
SURPRISE, AZ 85387
623/544-2930
pavlovich3@cox.net

CALIFORNIA

GLORIA R. ALLRED
ALLRED, MAROKO & GOLDBERG
6300 WILSHIRE BLVD STE 1500
LOS ANGELES, CA 90048
213/653-6530

ROCHELLE BROWNE
RICHARDS WATSON & GERSHON
355 South Grand Avenue 40TH FLR

LOS ANGELES, CA 90071
213/626-8484
rbrowne@rwglaw.com
LND LIT APP CST

HELEN DIAMOND
484 CLIFF DRIVE #8
LAGUNA BEACH, CA 92651
949/494-1592
ADR BSL

SAMANTHA SLOTKIN GOODMAN
PIPER RUDNICK LLP
550 S. HOPE STREET, SUITE 2300
LOS ANGELES, CA 90071
213/330-7723
SAMANTHA.GOODMAN@PIPERRUDNICK.COM
RES

JENNIFER L. KELLER
18101 VON KARMAN #1400
IRVINE, CA 92612
949/476-8700
jkeller@prodigy.net

CHI SOO KIM
BINGHAM MCCUTCHEN LLP
THREE EMBARCADERO CENTER
SAN FRANCISCO, CA 94118
415/393-2738
CHISOO.KIM@BINGHAM.COM
LIT

EDITH R. MATTHAI
ROBIE & MATTHAI, PC
500 S. GRAND AVE. 15TH FLR.
LOS ANGELES, CA 90071
213/624-3062
EMATTHAI@ROMALAW.COM
ETH Legal malpractice

CONNIE E. MERRIETT
1000 MARSH ROAD
MENLO PARK, CA 94025
650/614-7389
CMERRIETT@ORRICK.COM
ILP LIT SEC

VIRGINIA S. MUELLER
LAW OFFICE OF VIRGINIA S. MUELLER
106 L STREET
SACRAMENTO, CA 95814
916/446-3063
vsmueller@webtv.net
PRB FAM

ELLEN A. PANSKY
PANSKY & MARKLE
1114 FREMONT AVE
SOUTH PASADENA, CA 91030
213/626-7300
epansky@panskymarkle.com
ETH LIT

DELIA K. SWAN
11500 OLYMPIC BLVD, SUITE 370
LOS ANGELES, CA 90064
310/445-5010
DELIA@SWANLEGAL.COM
LEGAL RECRUITER

LAUREN E. TATE
TATE & ASSOCIATES
1460 Maria Lane, Suite 310
WALNUT CREEK, CA 94596
925/210-2000
ltate@tateandassociates-law.com
MED PRL EEO PIL

DISTRICT OF COLUMBIA

ROBERTA BEARY
1718 CONNECTICUT AVE, NW SUITE 201
WASHINGTON, DC 20009
202/483-3550 X12
RBEARY@MARTFOUR.COM
INTERNATIONAL FINANCE

ILONA COLEMAN
BLANK ROME
600 NEW HAMPSHIRE AVENUE, N.W.
WASHINGTON, DC 20037
202/772-5915
coleman-I@blankrome.com

PATRICIA E. CONNELLY
TROUT RICHARDS
1350 CONNECTICUT AVENUE, N.W.
WASHINGTON, DC 20036
202/463-1924
pconnelly@troutrichards.com
EEO SEC LIT False Claims Act

ROCHELLE S. HALL
LECLAIR RYAN
1701 PENNSYLVANIA AVE, NW STE 1045
WASHINGTON, DC 20006
202/659-6702
rhall@leclairryan.com
LIT SEC

KATHERINE J. HENRY
DICKSTEIN SHAPIRO
2101 L STREET NW
WASHINGTON, DC 20037
202/775-4758
henryk@dsmo.com
INS LIT ADR

VERONICA KAYNE
WILMER CUTLER PICKERING
2445 M STREET, N.W.
WASHINGTON, DC 20037
202/663-6975
VERONICA.KAYNE@WILMERHALE.COM
LIT ANT

DENISE C. LANE-WHITE
BLANK ROME LLP
600 NEW HAMPSHIRE AVENUE, NW WATERGATE, 11TH FLOOR
WASHINGTON, DC 20037
202/772-5833
lane@blankrome.com
ILP LIT

CHERIE R. KISER
701 PENN. AVE. NW, SUITE 900
WASHINGTON, DC 20004
202/434-7325
CRKISER@MINTZ.COM

MARJORIE A. O'CONNELL
O'CONNELL & ASSOCIATES
THOMAS CIRCLE LOFT
FOURTH FLOOR 1339 GREEN COURT, NW
WASHINGTON, DC 20005
202/466-8200
maoc@oconnell-associates.com
TAX FAM

CATHERINE E. STETSON
HOGAN & HARTSON LLP
555 13TH STREET. N.W. WASHINGTON, DC 20004
202/637-5491
CESTETSON@HHLAW.COM
LIT

CHERYL A. TRITT
MORRISON & FOERSTER, LLP
2000 PENNSYLVANIA AVENUE, NW, SUITE 5500
WASHINGTON, DC 20006
202/887-1510

MARCIA A. WISS
HOGAN & HARTSON LLP
555 THIRTEENTH ST NW
COLUMBIA SQUARE
WASHINGTON, DC 20004-1109
202/637-5600
mawiss@hhlaw.com
INT FIN COR SEC

DELAWARE

HEATHER JEFFERSON
THE DELAWARE COUNSEL GROUP300 MARTIN LUTHER KING BOULEVARD SUITE 200
WILMINGTON, DE 19801
302/576-9600
hjefferson@delawarecounselgroup.com
COR ALTERNATIVE ENTITIES

FLORIDA

CARYN GOLDENBERG CARVO
CARVO & EMERY
ONE FINANCIAL PLAZA
STE 2020
FT LAUDERDALE, FL 33394
954/524-4450
cgc2020@bellsouth.net
LIT RES FAM

JENNIFER COBERLY
ZUCKERMAN ET AL
201 S BISCAYNE BLVD STE 900
MIAMI, FL 33131
305/579-0110
JCOBERLY@ZUCKERMAN.COM
TEL BSL EEO INT

PATRICIA A. DOHERTY
WOOTEN HONEYWELL KIMBROUGH GIBSON DOHERTY & NORMAND
PO BOX 568188
ORLANDO, FL 32856
407/843-7060
pdoherty@whkpa.com
PIL MED wrongful death; nursing home

DEBRA POTTER KLAUBER
101 NE THIRD AVENUE, 6TH FLOOR
FORT LAUDERDALE, FL 33301
954/523-9922
DKLAUBER@HALICZERPETTIS.COM
APP MED PIL

JANE KREUSLER-WALSH
501 S FLAGLER DR STE 503
WEST PALM BEACH, FL 33401
561/659-5455
janewalsh@jkwpa.com
APP

REBECCA J. MERCIER-VARGAS
501 S. FLAGLER DR. STE 503
WEST PALM BEACH, FL 33401
561/659-5455

rmercier@jkwpa.com
APP

GEORGIA

BERYL B. FARRIS LLC
IMMIGRATION LAW
P.O. BOX 451129
ATLANTA, GA 31145-9129
404/659-4488
visas4usa@yahoo.com
IMM

MICHELLE W. JOHNSON
NELSON MULLINS RILEY & SCARBOROUGH, LLP
999 PEACHTREE ST, NE, SUITE 1400
ATLANTA, GA 3030
9404/817-6167
MICHELLE.JOHNSON@NELSONMULLINS.COM
EEO

DOROTHY YATES KIRKLEY
KIRKLEY & HAWKER LLC
999 PEACHTREE ST STE 1640
ATLANTA, GA 30309
404/892-8781
COUNSEL@KIRKLEYHAWKER.COM
BSL WCC APP

ELISA KODISH
NELSON MULLINS RILEY & SCHARBOROUGH
999 PEACHTREE STREET, NE
ATLANTA, GA 30309
404/817-6160
ELISA.KODISH@NELSON MULLINS.COM
LIT PRL

SARA SADLER TURNIPSEED
NELSON MULLINS RILEY AND SCARBOROUGH LLP
999 PEACHTREE ST STE 1400
ATLANTA, GA 30309
404/817-6220
sst@nmrs.com

IOWA

ROXANNE BARTON CONLIN
ROXANNE CONLIN & ASSOCIATES
319 - 7TH ST. STE 600
DES MOINES, IA 50309
515/282-3333
roxlaw@aol.com
PIL EEO MED

LORELEI HEISINGER
411 FOUR SEASONS DR
WATERLOO, IA 50701
319/833-0649
Loreleilaw@mchsi.com
LOB Legislative; government relations

ILLINOIS

LINDA T. COBERLY
WINSTON & STRAWN, LLP
35 WEST WACKER DRIVE
CHICAGO, IL 60601
312/558-8768
LCOBERLY@WINSTON.COM
LIT

PATRICIA A. COLLINS
ASHER GITTLER ET AL
200 W JACKSON BLVD STE 1900
CHICAGO, IL 60606
312/263-1500
pac@ulaw.com
EEO

CRAIG B. HAMMOND
77 W. WASHINGTON, #1805
CHICAGO, IL 60602
312/236-5006
chammon2@ix.netcom.com
FAM ELD

MARGARET PARNELL HOGAN
LITTLER MENDELSON PC
200 NORTH LA SALLE SUITE 2900
CHICAGO, IL 60601
312/795-3222
mphogan@littler.com

LISA A. MARINO
3310 NORTH HARLEM AVE
CHICAGO, IL 60634
773/804-9100
SERVICE@ABANET.ORG
REAL ESTATE TAX

INDIANA

TINA M. BENGS
HOEPPNER WAGNER & EVANS LLP
103 EAST LINCOLNWAY
VALPARAISO, IN 46383
219/464-4961
tbengs@hwelaw.com
EEO

KRISTEN M. CARROLL
151 NORTH DELAWARE ST, SUITE 600
INDIANAPOLIS, IN 46204
317/638-4521
KCARROLL@K-GLAW.COM
LIT CNS PIL INS

ELIZABETH A. DOUGLAS
HOEPPNER WAGNER & EVANS LLP
103 EAST LINCOLNWAY
VALPARAISO, IN 46383
219/464-4961
edouglas@hwelaw.com
EEO ERISA

CINTRA D.B. GEAIRN
HOEPPNER WAGNER & EVANS LLP
103 EAST LINCOLNWAY
VALPARAISO, IN 46383
219/464-4961
cgeairn@hwelaw.com
EEO ERISA

LAUREN K. KROEGER
HOEPPNER WAGNER & EVANS LLP
103 EAST LINCOLNWAY
VALPARAISO, IN 46383
219/464-4961
lkroeger@waretech.com
EEO LIT

MELANIE D. MARGOLIN
LOCKE REYNOLDS
201 NORTH ILLINOIS STREET SUITE 201
INDIANAPOLIS, IN 46244
317/237-3800
mmargolin@locke.com
BSL

WILLIAM F. SATTERLEE III
HOEPPNER WAGNER & EVANS LLP
103 EAST LINCOLNWAY
VALPARAISO, IN 46383
219/464-4961
wsatterlee@hwelaw.com
LIT EDU EEO Mediation

LOUISIANA

LYNN LUKERLYNN
LUKER & ASSOCIATES, LLC
3433 MAGAZINE ST.
NEW ORLEANS, LA 70115
504/525-5500
lynn.luker@llalaw.com
PRL EEO MAR ASBESTOS

JENA W. SMITHBALD
WIN & HASPEL LLC
1100 POYDRAS SUITE 2200
NEW ORLEANS, LA 70163
504/585-7711
smith@baldwinhaspel.com
PRL BSL

MARYLAND

DEBORAH H. DEVAN
ONE SOUTH STREET 27TH FLOOR
BALTIMORE, MD 21202
410/332-8522
DHD@NQGRG.COM
BKR BNK

JO BENSON FOGEL
5900 HUBBARD DR
ROCKVILLE, MD 20852
301/468-2288
jfogelPA@aol.com
FAM EST GRD

ALISON S. FRIEDMAN
36 SOUTH PACA ST. #214
BALTIMORE, MD 21201
AFRIE002@UMARYLAND.EDU

SIDNEY S.FRIEDMAN
4 RESERVOIR CIRCLE SUITE 200
BALTIMORE, MD 21208
410/559-9000
SSF@WEINSTOCKLEGAL.COM
BKR GENERAL PRACTICE WITHIN PRE-PAID LEGAL SERVICES, INC.

DUANE P. LAMBETH
GEORGETOWN UNIVERSITY
2211 KIMBALL PLACE
SILVER SPRING, MD 20910
202/565-3661
DPL1@COMCAST.NET
INT COR PROJECT FINANCE

ALYSON MEISELMAN
SCURTI AND GULLING, PA
200 EAST LEXINGTON STREET SUITE 1511
BALTIMORE, MD 21202-3530
410/244-0772
AMEISELMAN@SCURTIANDGULLING.COM
FAM GEN

NANCY A. SACHITANO
STRICKLER, SACHITANO & HATFIELD, P.A.
4550 MONTGOMERY AVE STE 700
BETHESDA, MD 20814
nsachitano@modernfamilylaw.com
FAM LIT

TRACEY E. SKINNER
2 NORTH CHARLES STREET SUITE 500
BALTIMORE, MD 21201
410/752-2052

Teskinner@aol.com
RES BSL COR HOT TITLE

HEATHER Q. HOSTETTER
4550 MONTGOMERY AVENUE, SUITE 900
N BETHESDA, MD 20814
301/657-8805
HHOSTETTER@MODERN FAMILYLAW.COM

REBECCA SLADE YOSHITANI
13031 TWELVE HILLS ROAD
CLARKSVILLE, MD 21029
RSYOSH@AOL.COM
ILP

MICHIGAN

ELIZABETH K. BRANSDORFER
MIKA MEYERS BECKETT & JONES PLC
900 MONROE AVE NW
GRAND RAPIDS, MI 49503
616/459-3200
ebransdorfer@mmbjlaw.com
COM LIT FAM RES

MARGARET A. COSTELLO
DYKEMA GOSSETT PLLC
400 RENAISSANCE CTR
DETROIT, MI 48243
313/568-5306
mcostello@dykema.com
LIT INT BKR

JACLYN SHOSHANA LEVINE
MILLER, CANFIELD, PADDOCK & STONE, PLC
ONE MICHIGAN AVENUE STE 900
LANSING, MI 48933
517/483-4904
levine@millercanfield.com
LIT EPA Regulatory

JENNIFER PUPLAVA
MIKA MEYERS ET AL
900 MONROE AVE. NW STE 700
GRAND RAPIDS, MI 49503
616/459-3200
jpuplava@mmbjlaw.com
LIT BSL LOB IST

LYNN A. SHEEHY
BUTZEL LONG
150 W JEFFERSON STE 900
DETROIT, MI 48226
313/225/7078
sheehy@butzel.com
LIT BSL MED PRL

MINNESOTA

HEIDI E. VIESTURS
ROBINS, KAPLAN, MILLER & CIRESI LLP
800 LASALLE AVE #2800
MINNEAPOLIS, MN 55402
612/349-8500
HEVIESTURS@RKMC.COM
MED

MISSOURI

ANNETTE P. HELLER
14323 S. OUTER FORTY STE 512S
TOWN & COUNTRY, MO 63017
314/647-1200
Tmattorneyheller@aol.com
ILP

MISSISSIPPI

KRISTINA M. JOHNSON
WATKINS LUDLAM WINTER & STENNIS PAPO BOX 427
JACKSON, MS 39205
601/949-4785
kjohnson@watkinsludlam.com
BSL BKR workouts

JENNIFER W. YARBOROUGH
6360 I-55 N. SUITE 201
JACKSON, MS 39211
601/965-7258
JYARBOROUGH@SMITH REEVES.COM
INS TOX CNS

NORTH CAROLINA

SUSAN J. GIAMPORTONE
WOMBLE CARLYLE SANDRIDGE & RICEP.O. BOX 13069
RESEARCH TRIANGLE PARK, NC 27709
919/484-2300
sgiamportone@wcsr.com
TOL HCA pharmaceuticals; medical devices

NEW JERSEY

LYNNE ANNE ANDERSON
SILLS CUMMIS EPSTEIN & GROSS P.C.
ONE RIVERFRONT PLAZA
NEWARK, NJ 07102
973/643-5686
Landerson@sillscummis.com
EEO LIT

LYNN F MILLER
MILLER, MILLER & TUCKER, PA
96 PATERSON ST
NEW BRUNSWICK, NJ 08901
908/828-2234
lmiller@millerandmiller.com
FAM BKR EST LIT

HOLLY C. PETERSON
111 MULBERRY STREET APT. 8C NEWARK, NJ 07102
201/795-6675
HOLLYPETERSON@EARTH LINK.NET
LIT

NEW YORK

LEONA BEANE
11 PARK PLACE SUITE 1100
NEW YORK, NY 10007
212/608-0919
LBeaneLaw@aol.com
GRD T&E ADR PRB ARB

PAULA SAMMONS BUTLER
10 PHILIPS LANE
RYE, NY 10580
914/967-0021
PB0021@AOL.COM
COR

SYLVIA CHIN
WHITE & CASE
1155 AVENUE OF THE AMERICAS NEW YORK, NY 10036
212/819-8811
schin@whitecase.com
COR INT FIN

LORI B. LESKIN
425 PARK AVENUE
NEW YORK, NY 10022
212/836-8541
LLESKIN@KAYESCHOLER.COM
LIT PRL CAS BSL

GLORIA S. NEUWIRTH
DAVIDSON DAWSON & CLARK
60 EAST 42ND STREET 38TH FLOOR
NEW YORK, NY 10165
212/557-7720
gsneuwirth@davidsondawson.com
EST PRB T&E NPF TAX

LINDA CHIAVERINI
WOMEN'S BAR ASSOCIATION OF THE STATE OF NEW YORK
PO BOX 936
NEW YORK, NY 10024-0546
212/362-4445
INFO@WBASNY.ORG

OHIO

ELAINE S. BERNSTEIN
130 WEST SECOND STREET
SUITE 1818
DAYTON, OH 45402
937/496-3686
ESB@ERINET.COM
EEO MEDIATION

RANDAL S. BLOCH
WAGNER & BLOCH
2345 ASHLAND AVENUE
CINCINNATI, OH 45206
513/751-4420
wagbloch@yahoo.com
FAM

MARY JO CUSACK
5655 N. HIGH STREET STE 200
WORTHINGTON, OH 43085
614/880-0888
MARYJOCUSACKLAW@AOL.COM
PRB FAM EST

BEATRICE K. SOWALD
SOWALD SOWALD AND CLOUSE
400 S FIFTH ST STE 101
COLUMBUS, OH 43215
614/464-1877
bsowald@sowaldclouse.com
FAM PRB

ELIZABETH M. STANTON
CHESTER, WILLCOX & SAXBE LLP
65 E. State Street STE 1000
COLUMBUS, OH 43215-4213
614/334-6189
estanton@cwslaw.com
EEO EDU APP MUN Annexation

OKLAHOMA

KATHLEEN WAITS
UNIVERSITY OF TULSA
3120 E 4TH PL
COLLEGE OF LAW
TULSA, OK 74104
918/631-2450
Kwaits@utulsa.edu
DOM ETH Contracts

OREGON

AMY CARLTON
WILLIAMS, KASTNER & GIBBS
888 SW FIFTH AVENUE SUITE

1150
PORTLAND, OR 97204-2025
503/228-7967
acarlton@wkg.com
COR M&A

PENNSYLVANIA

ANN M. BUTCHART
LAW OFFICE OF ANN M. BUTCHART
1319 N SECOND ST
PHILADELPHIA, PA 19122
215/854-4010
a.m.b@juno.com
SSN ERISA BNK Disability; zoning

DORIS S. CASPER
200 LOCUST ST SOCIETY HILL TOWER N17AH
PHILADELPHIA, PA 19106
215/627-4271

NANCY OMARA EZOLD
NANCY O'MARA, EZOLD PC
401 CITY AVE STE 904
BALA CYNWYD, PA 19004
610/941-4040
EEO BSL PIL

JOANNE KELHART
44 E BROAD STREET
BETHLEHEM, PA 18018
610/691-7000
JKELHART@SSK-ESQ.COM
LIT

LESLIE ANNE MILLER
OFFICE OF GENERAL COUNSEL
225 MAIN CAPITAL BUILDING HARRISBURG, PA 17120
717/787-2551
millesq@aol.com
GOV APP LIT ADR MEDIATION; ARBITRATION

RHODE ISLAND

KIMBERLY A. SIMPSON
VETTER & WHITE
20 WASHINGTON PLACE
PROVIDENCE, RI 02903
401/421-3060
ksimpson@vetterandwhite.com
LIT PRL BSL commerical products

SOUTH CAROLINA

NATALIE BLUESTEIN
ONE CARRIAGE LANE, BLDG D
CHARLESTON, SC 29407
843/769-0311
NATALIE.BLUESTEIN@SCBAR.ORG
FAM

JANE NUSSBAUM DOUGLAS
BLUESTEIN & DOUGLAS
ONE CARRIAGE LANE
BUILDING D
CHARLESTON, SC 29407
843/769-0311
JANE.DOUGLAS@SCBAR.ORG
FAM

KATHLEEN HARLESTON
HARLESTON LAW FIRM
909 TALL PINE RD
MT PLEASANT, SC 29464
843/971-9453
KATHLEEN@HARLESTONLAWFIRM.COM
ILP Trademark, copyright, patent

NANCY DOHERTY SADLER
GRIFFITH, SADLER & SHARP, P.A.
PO DRAWER 570
BEAUFORT, SC 29901
843/521-4242
nds@gandspa.com
LIT

MARY E. SHARP
GRIFFITH SADLER & SHARP, PAPO DRAWER 570
BEAUFORT, SC 29901-0570
843/521-4242
mes@gandspa.com
LIT PIL ETH TOL Premises liability, automobile litigation, Professional liability

NINA N. SMITH
SMITH, ELLIS & STUCKEY, PA
1422 LAUREL STREET
COLUMBIA, SC 29201
803/933-9800
nns@seslaw.com
BSL SEC ETH

SOUTH DAKOTA

MARY G KELLER
KELLER LAW OFFICE
PO BOX 97
HURON, SD 57350
605/352-1883
KELLAWSD@MSN.COM
FAM CRM

TENNESSEE

MARCIA MEREDITH EASON
MILLER MARTIN
832 GEORGIA AVE STE 1000
CHATTANOOGA, TN 37402
meason@millermartin.com

TEXAS

SHARLA FROST
POWERS & FROST LLP
1221 MCKINNEY STREET
2400 ONE HOUSTON CENTER
HOUSTON, TX 77010
713/767-1555
RCAMPOS@POWERSFROST.COM

KATHY WEINBERG
JENNER & BLOCK
1717 MAIN STREET, SUITE 3150
DALLAS, TX 75201
214/746-5789
kweinberg@jenner.com
GOV

VIRGINIA

GINA BURGIN
HIRSCHLER FLEISCHER
FEDERAL RESERVE BANK BUILDING 701 EAST BYRD STREET
RICHMOND, VA 23219
804/771-5614

DEBORAH SCHWAGER FROLING
HIRSCHLER FLEISCHER
701 EAST BYRD STREET THE FEDERAL RESERVE BANK BUILDING
RICHMOND, VA 23219
804/771-9514
dfroling@hf-law.com
COR MAC

LINDA M. JACKSON
VENABLE LLP
8010 TOWERS CRESCENT DRIVE, SUITE 300 STE 300
VIENNA, VA 22182
703/760-1600
lmjackson@venable.com
EEO LIT

CHANDRA D. LANTZ
HIRSCHLER FLEISCHER
PO BOX 500
RICHMOND, VA 23218
804/771-9586
clantz@hirschlerfleischer.com
BSL CNS INS LND

VIRGINA ISLANDS

KARIN A. BENTZ
LAW OFFICES OF KARIN A. BENTZ, P.C.
18 DRONNINGENS GADE
SUITE 8
CHARLOTTE AMALIE, VI 00802
340/744-2669
Kbentz@virginlaw.com
EEO BSL COR RES

WASHINGTON

SUSAN LEHR
WILLIAMS, KASTNER & GIBBS PLLC
601 UNION STREET SUITE 4100
SEATTLE, WA 98101
206/628-6600
slehr@wkg.com
COR FIN

SHERYL WILLERT
WILLIAMS, KASTNER & GIBBS PLLC
601 UNION STREET SUITE 4100
SEATTLE, WA 98101
206/628-6600
SWILLERT@WKG.COM
ADR CIV EEO LIT

INTERNATIONAL

UK

MARGARET BENNETT
MARGARET BENNETT SOLICITORS
5A BLOOMSBURY SQUARE
CHARLTON HOUSE
LONDON, UK WCIA 2LX+4
417/404-6465
exclusive@divorce.uk.com

CANADA

LORI DUFFY
WEIR & FOULDS
130 KING ST W EXCHANGE TWR STE 1600
TORONTO, ONT M5X 1J5
416/947-5009
lduffy@weirfoulds.com
RES T&E

SAMANTHA HORNS
TIKEMAN ELLIOTT LLP
5300 COMMERCE COURT WEST 199 BAY STREET
TORONTO, OT M5L 1B9
416/869-5636
sghorn@stikeman.com
COR

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 or contact NAWL at (312) 988-6186 or parkm@nawl.org.

National Association of Women Lawyers
American Bar Center, MS 15.2
321 North Clark Street
Chicago, IL 60610