



AN ORDERLY SUCCESSION

Immediate Past President Holly English (pictured left) passes the “gavel” to incoming President Lisa Horowitz (pictured right) at the Annual Luncheon at the Waldorf=Astoria in New York City in July.

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ABOUT WOMEN LAWYERS JOURNAL

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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, timelines, goals, and objectives of the association and the quality of the writing. No material can be returned unless accompanied by a self-addressed, stamped envelope.

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National Association of Women Lawyers®
the voice of women in the law™

About NAWL

Founded in 1899, NAWL is a professional association of attorneys, judges and law students serving the educational, legal and practical interests of the organized bar and women worldwide. Both women and men are welcome to join. Women Lawyers Journal®, National Association of Women Lawyers®, NAWL, and the NAWL seal are registered trademarks.

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. For more information about membership and the work of NAWL, visit www.nawl.org.

BENEFITS OF MEMBERSHIP

- A voice on national and international issues affecting women through leadership in a national and historical organization
- Networking opportunities with women lawyers across the United States
- Access to programs specifically designed to assist women lawyers in their everyday practice and advancement in the profession
- A subscription to the quarterly Women Lawyers Journal and the ability to be kept up to date on cutting edge national legislation and legal issues affecting women
- The opportunity to demonstrate your commitment and the commitment of your firm or company to support diversity in the legal profession.

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Colonel Maritza Sáenz Ryan, since September 2006, is the Professor and Head of the Department of Law, United States Military Academy at West Point. Upon graduating from the United States Military Academy at West Point in 1982, she was commissioned as a Lieutenant in the Field Artillery. Colonel Ryan received her Juris Doctorate, Order of the Coif, in 1988 from Vanderbilt University Law School. Among her positions with U.S. Army, Colonel Ryan served as Senior Trial Counsel (Prosecutor) at Fort Sill, Oklahoma. In 1990, she deployed to Operation Desert Shield/Desert Storm as a Brigade Legal Counsel, returning to Fort Sill to be the Senior Defense Counsel. Other assignments include Assistant Professor, Department of Law, West Point; Chief of Military Justice and Officer-in-Charge, Fort Shafter Branch Office, 25th Infantry Division (Light), Hawaii; Deputy Staff Judge Advocate for the Army Medical Department Center and School, Ft. Sam Houston, Texas; and Academy Professor and Deputy Head, Department of Law, West Point. Colonel Ryan, a member of the New York State Bar, holds a Master of Laws in Military Law from the Army Judge Advocate General's School, and a Master of Arts in National Security and Strategic Studies from the Naval War College. She is a cancer survivor, and is married to a West Point classmate and retired Army officer and has two children.

EDITOR'S NOTE

Here we are—just finishing up summer vacations and starting school; coming off a very successful NAWL annual luncheon in New York where we “passed the torch” to our new president, Lisa Horowitz; and entering into a presidential election, the likes of which we have never seen. How exciting! Hopefully, during this whirlwind and busy time, you will take a little time to read some of the great articles we were fortunate enough to assemble for this issue.

A little less than a year ago, in November of 2007, NAWL assembled a great gathering in Washington, D.C. of law firm leaders, general counsels, consultants and other thought leaders at the NAWL Summit—“From Theory to Action: Advancing Women Leaders in Law Firms.” Published in July 2008, the “Actions for Advancing Women Into Law Firm Leadership—Report of the National Association of Women Lawyers,” provides concrete action steps for law firms to take in order to accomplish that goal. A summary of the Report is included here. A full copy of the Report is available on the NAWL website—www.nawl.org. I highly recommend the Report to all lawyers. It has great recommendations and concrete action steps for everyone.

Three of the articles in this issue revolve around the multiple generational workplace and the challenges that poses and the advantages it provides. I hear from my colleagues, friends and acquaintances, not only in the legal field, but other fields, that this is a real issue that we are all grappling with (and sometimes grumbling about). However, given that there will continue to be multiple generations in law firms for the foreseeable future, we need to map out a plan on how to deal with the issue and make it work successfully for all of us. These articles should give you some good ideas. Another article that might pique your interest is a book review of “Killer Heat” by former New York City prosecutor Linda Fairstein, who headed the Sex Crimes Prosecution Unit based in Manhattan.

In addition, we have a winner published here. For the third year, NAWL has sponsored the Selma Moidel Smith Law Student Writing Competition, which was established to encourage and reward original law student writing on issues concerning women and the law. The winning essay is entitled “The Harsh Reality of Choosing Between Safety and Housing: Solutions for Victims of Domestic Violence” by Jill Barton of University of Missouri–Kansas City law school. Congratulations, Jill, on a job well done!

I love hearing from our members and readers about what they like and don't like about the Women Lawyers Journal. If you have suggestions or want to write an article, please drop me an email. I hope you enjoy the issue!

Warm wishes,

Deborah S. Froling, Editor

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PRESIDENT'S LETTER

It was truly a thrill to assume the office of President of the National Association of Women Lawyers on July 16. It was wonderful to have many friends and colleagues present. What made it especially meaningful for me was having several generations present: my mother and my daughter (and son) were there, along with friends of my mother (including one lawyer)—as well as friends of my daughter, several of whom were summer associates in the law firms attending.

When I started practicing law, there were not only fewer women in practice but we were from a more limited cross section of generations. We are fortunate today to have as colleagues women lawyers that include Boomers, Gen X's and Gen Y's. This mix of generations, with its diversity of experiences and perspectives, enriches not only us as individuals but also our firms and our profession.

NAWL is fortunate to have a membership made up of women of all generations. While books and articles abound on the differences between generations and the potential collisions in today's work place, this is not and must not be our focus. Rather, women lawyers of all generations must work together to support each other. We must be role models for the profession.

To facilitate this, NAWL has a mentoring initiative in which women attorneys of all generations—from Boomer to Gen Y—get to know each other, learn from each other and support each other. Any NAWL member seeking a mentor or a mentee can go to the NAWL website (www.nawl.org) and register to become a mentor and/or a mentee. The NAWL mentoring committee will do the pairing, connect you, and create opportunities for you to meet (both in person and virtually). I strongly encourage you to take advantage of this opportunity and the array of perspectives and insights that we as NAWL members can share with each other.

We must support each other. The pipeline of women lawyers is dripping (gushing?) talent. As NAWL's annual survey for the last two years reflects, while we have had incoming classes with close to 50% women for many years, only 15% to 16% are now in equity and leadership positions. The reasons have been well researched and documented. The time for action to remedy this situation is now.

NAWL's recently released Leadership Summit Report: Actions For Advancing Women Into Law Firm Leadership is summarized in this issue of the Journal and is available in full on NAWL's website. Read it and share it with the leaders in your firms. It provides feasible and measureable actions (recommended by AMLAW 200 managing partners, Fortune 100 general counsel, chairs of women's initiatives and legal experts) that law firms can take to maximize the potential and utilization of 50% of their talent—their women attorneys.

Taking these steps now is important to clients, the generation of women eligible for promotion, as well as to the new generation of women lawyers just starting out. This group considers very carefully and critically (both in deciding where to work and where to stay) the inclusion of women lawyers at equity and leadership levels to whom they can look for guidance and as an indication that the law firm is one where they will get a return on their individual investment. Only if they see this will they join and stay and allow firms to get a return on the firm's investment in this talented group.

We are embarking on a very exciting and productive 2008-2009. Together, let's celebrate our mothers and our daughters.



Warm wishes,

Lisa Horowitz

NAWL President 2008-2009

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EVENT HIGHLIGHTS

NAWL Networking Reception benefiting: The Bottomless Closet

July 15, 2008 New York, New York

On July 15, 2008, at the offices of McDermott Will & Emery LLP in New York City, people gathered to take a few gently used fashion accessories—usiness appropriate shoes, scarves, jewelry, purses—and accessorize suits provided by LexisNexis. Participants enjoyed the company of fellow NAWL colleagues while helping to give women returning to work a fashionable “leg up.”



A beautifully accessorized suit is flanked by NAWL Executive Director Vicky DiProva, Immediate Past President Holly English, President Lisa Horowitz and Dawn Conway of Lexis-Nexis.



NAWL Executive Board members Lorraine Koc and Carol Robles-Román join with a NAWL colleague to enjoy the evening's festivities.



Participants had fun picking out accessories for the suits provided by Lexis-Nexis and putting together very stylish outfits.



NAWL President-elect Lisa Gilford and Executive Board member Anita Wallace Thomas pose for a picture.

Photos on this page were taken by Fifth Avenue Digital.

EVENT HIGHLIGHTS

NAWL Annual Luncheon Waldorf=Astoria

July 16, 2008 New York, New York

Almost 1,000 attendees enjoyed a spectacular Annual Luncheon at the Waldorf=Astoria Hotel in New York, where we celebrated NAWL's achievements and honored NAWL award recipients: Dean Elena Kagan of Harvard Law School; the DuPont Legal Department; Helaine M. Barnett, President of the Legal Services Corporation; the Hon. Deborah A. Batts of the Southern District of New York; and Professor Suzanne B. Goldberg of Columbia Law School.



Virginia S. Mueller Outstanding Member award recipients, Marsha Anastasia, Angela Beranek Brandt, Barbara Flom and Karen Kahn pose with their hardware at the NAWL Annual Luncheon.



A few luncheon attendees enjoy the view and the company.



NAWL award winners: Helaine M. Barnett, Martha Rees, NAWL Immediate Past President Holly English, Virginia S. Mueller, Thomas L. Sager, Professor Suzanne B. Goldberg, and Diane Batts Morrow, for her sister, Hon. Deborah A. Batts.



Marsha Anastasia, NAWL President Lisa Horowitz and Holly Roth take time to smile for the camera after a very successful luncheon.

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EXPERIENCE DIVERSITY.

DICKSTEIN SHAPIRO LLP is committed to the advancement of women. The Firm is an industry leader in creating cutting-edge solutions to issues of work-life balance and, as a result, attracts and retains exceedingly talented women attorneys and fosters an environment that is consistently employee- and family-friendly. The 2008 edition of *MultiCultural Law* magazine named Dickstein Shapiro a "Top 100 Law Firm for Women," and *Working Mother* magazine and Flex-Time Lawyers LLC recognized Dickstein Shapiro in 2007 as one of the "Best Law Firms for Women." In addition, the managing partners of the Firm's New York and Los Angeles offices are women, and women attorneys serve in leadership positions and on committees throughout the Firm. Dickstein Shapiro's women partners and leadership continue to advocate for women's issues in the legal marketplace through research, events, and media coverage.

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DICKSTEIN SHAPIRO LLP

Actions for Advancing Women Into Law Firm Leadership

Report of the National Association of Women Lawyers

A Summary

On November 5, 2007, the National Association of Women Lawyers held its first National Leadership Summit entitled, “From Theory to Action: Advancing Women Leaders in Law Firms.” The Summit was attended by law firm leaders, including managing partners and chairs of women’s initiatives, general counsels, bar association presidents and consultants to identify action steps to advance women lawyers into leadership positions at law firms. In July 2008, the Report of the National Association of Women Lawyers National Leadership Summit, authored by Linda Bray Chanow, Esq. of the Project for Attorney Retention, was published. The Report is intended to move law firms from talk to action by providing them with specific actions for advancing women lawyers into leadership positions and for achieving the “NAWL Challenge” of doubling the percentage of women equity partners from 15% to 30% by 2015.

The Summit participants spent a majority of their time in small group discussions focused in four key areas which research and experience identified as those which significantly impacted the advancement of women lawyers in law firms: leadership, retention and promotion, business development and compensation. The following is a summary of the Report. Copies of the Report are available for download at NAWL’s website, www.nawl.org.

Leadership

Women leaders in law firms remain a scarce commodity. NAWL’s 2007 National Survey on Retention and Promotion of Women in Law Firms showed that men held 92 percent of managing partner positions, 85 percent of seats on firm governance committees and 84 percent of equity partnerships at the largest law firms in the United States. Given that almost half of all law school graduating classes are and have been women for at least 15 years, clearly the lack of women leaders is not due to a lack of women lawyers. The Report identified two broad categories of actions that law firms can take to increase the representation of women in leadership positions:

- (a) ensure a broadened selection of firm leaders and
- (b) sustain and nurture existing women partners.

Ensure a Broadened Selection of Firm Leaders

In order to focus on ensuring a broadened selection of firm leaders, firms need to become aware of the unspoken biases that exist and which affect the selection of its leaders. Four concrete action steps that can help to overcome those biases include:

1. Publish the criteria for advancement to equity partner—transparency and expectations are key to achieving a more diverse leadership.
2. Refine the evaluation systems at all levels to reflect the criteria for leadership—clear targets allow a frame of reference or mile markers on the road to partnership.
3. Appoint a diverse nominating committee—a diverse nominating committee will help mitigate flaws in the process and foster the perception that the committee is inclusive while at the same time helping bring to light hidden barriers and biases that may not have been previously understood.
4. Ensure firm leaders oversee the process and hold partners accountable—top-down leadership and measures of progress are key to advancing more women to partnership and other leadership positions.

Maximize the Potential of Current Women Partners

Firms can substantially increase the number of women in leadership positions by maximizing the potential of their current women partners. Four steps that firms can take to sustain and nurture their women partners include:

1. Require formal succession planning—rather than leaving the decision on who would inherit a partners’ clients to chance or the informal system that currently exists, firms should implement a formal succession

NAWL SUMMIT REPORT

planning process to include qualified and talented women lawyers who were previously excluded.

2. Offer leadership and business development training—understanding how to move up the ladder of leadership and getting the skills to do so are vital for all lawyers but more so for women lawyers who previously have not had access to such programs.
3. Ensure equitable compensation—firms that ensure women lawyers' contributions are fairly valued and rewarded will help to eliminate real or perceived unfairness in the compensation system.
4. Collect data through exit interviews—used as a tool to understand how the firm can better support its women partners will help firms change its systems so that women lawyers do not feel it necessary to seek out opportunities elsewhere.

Retention and Promotion

In order to advance women lawyers, first firms need to retain and promote them with a well-designed institutional infrastructure for supporting women. Summit participants identified four categories of action steps in order to retain and promote women: (a) correct for hidden bias and stereotypes that women encounter; (b) promote more meaningful mentoring that will actually impact women's career paths; (c) encourage the development of professional networks for women lawyers; and (d) promote workplace flexibility.

Correct for Hidden Bias and Stereotypes

Many obstacles faced by women lawyers today emanate from inaccurate assumptions about women lawyers' abilities, commitment and desire to succeed. The following five actions were recommended by Summit participants in order to make these corrections:

1. Establish mandatory ongoing "inclusive and respectful workplace" training—such a training program will help ensure that biases are identified and corrected but should also prevent the erosion of the supervisor/lawyer relationship.
2. Develop and use tools to measure and track retention—actual data will help to dispel misconceptions regarding women lawyers' capabilities and reasons for leaving their firms.

3. Analyze high-profile, high-revenue representation teams to ensure a diverse group of lawyers are working on those teams—given that advancement in a law firm is contingent upon high-profile, high-revenue assignments which advance skill development and expose associates to powerful partners, law firms need to track these assignments to determine whether women lawyers have access to the same opportunities as their male counterparts and whether or not hidden biases may be impeding their access.
4. Correct hidden bias in the evaluation process—once patterns of hidden bias are identified, law firm leaders can act to control their influence by providing solid objective evaluation criteria and train supervisors on common bias scenarios.
5. Appoint diverse lawyers to powerful firm committees and as practice group leaders and office heads.

Promote Meaningful Mentoring

Mentoring is critical to the success of lawyers. Participants in the Summit identified the following six actions to promote meaningful mentoring:

1. Define and discuss different mentoring needs with partners and other lawyers who serve as mentors.
2. Train male and female lawyers how to communicate effectively with one another.
3. Offer focused training for senior associates and junior partners.
4. Consider mentoring circles as a formal mentoring system.
5. Use rewards to incentivize a broader range of partners—women as well as men—to mentor women lawyers.
6. Provide opportunities for women lawyers to develop informal mentoring relationships with other women.

Encourage Development of Professional Networks

Building a professional network is essential to each lawyer's success. Professional networks serve as the foundation for business development but often, women lawyers are excluded from valuable networking opportunities. The following four actions were recommended to encourage the development of professional networks:

NAWL SUMMIT REPORT

1. Mandate that all partners attend an external diversity or gender-related conference annually—law firm leaders need to be conscious of the micro-inequities impact on women lawyers' ability to develop effective networks.
2. Establish a budget and give billable credit for time spent on networking activities—activities such as serving on boards and engaging in bar activities should be valued for the opportunities they provide to develop professional networks.
3. Partner with in-house counsel to create programs to “loan” firm associates to in-house departments—such a program will deepen the relationships between the firm's lawyers and its client.
4. Train women lawyers at every stage on how to network effectively—by training all lawyers on successful networking techniques, women lawyers may have the opportunity to overcome the obstacles of the perception that they are shameless self-promoters when talking about past accomplishments and their success.
5. Track—at the organizational, practice group, and seniority levels—usage rates for reduced-hours schedules and the impact of reduced-hours schedules on retention and promotion of lawyers—firms can only accurately assess the success and/or impact of the program if it can measure the performance of the lawyers who participate.

Business Development

The single most determinative factor in whether a lawyer will become an equity partner is the ability to generate business. While some lawyers are aware of this requirement, others seemingly are not. Those who were aware of this benchmark reported little or no institutional support for generating that business. Actions recommended by Summit participants for firms to increase business generation by women fell into two broad categories: (a) eliminate the barriers that impede women lawyers from maximizing their business development potential and (b) foster and facilitate business development by women lawyers.

Promote Workplace Flexibility

Flexibility in the workplace has become a necessity in today's business world, not merely a benefit to be bestowed upon workers. Long-term success in a law firm environment is predicated on a lawyer's ability to successfully balance his or her professional and personal responsibilities. The following five actions were identified by Summit participants that law firms should take in order to promote greater workplace flexibility:

1. Offer customized flexible work schedules and career plans to all lawyers—make the reduced hours schedule available to all lawyers regardless of reason to help eliminate the stigma of taking advantage of such a program.
2. Employ a “balanced hours” or reduced-hours schedule coordinator to help monitor the program for schedule creep and become its biggest cheerleader.
3. Provide tools for lawyers and their supervisors, including training.
4. Publish expectations regarding non-billable time, so that non-billable time that is valued can be prioritized.

Eliminate Institutional Barriers to Business Development

The ability of women lawyers to generate business is paramount to law firm success given that almost 50 percent of associates in law firms are now women. In order to remove the barriers to business development, Summit participants recommended the following six actions:

1. Facilitate fair credit attribution, including teaching women lawyers how to “negotiate” for credit.
2. Address legacy systems, where expansion of existing client work gets credited to the lawyers who perform the work, not those who brought the client to the firm decades ago.
3. Measure access to key opportunities, including:
 - a. the number of women on pitch teams;
 - b. the number of women on high-profile, high-revenue representation teams; and
 - c. the number of women lawyers on important firm presentations.

4. Hold partners accountable by expanding compensation criteria to include efforts to expand women lawyers' opportunities for business development.
5. Measure progress by establishing a baseline and then set goals to increase women lawyers' participation in business generation.
6. Establish a powerful and diverse oversight committee so that women have an equal opportunity to participate in the negotiations for business development credit.

Facilitate Business Development Efforts

In furthering a firm's core business purpose and leading to its long-term success with a sustained, consistent effort to help women lawyers develop business, the following three actions were recommended by Summit participants:

1. Provide a budget and give credit for time spent on marketing activities which will provide women lawyers the time and resources to successfully participate in marketing activities.
2. Offer business development training and coaching, either in groups or individually, and externally or internally.
3. Incentivize sponsors and champions—since business and power go hand in hand, having a champion, especially one that is incentivized, to bring you into business opportunities is critical.

Compensation

Meaningful pay disparity favoring men still exists according to NAWL's 2007 National Survey on Retention and Promotion of Women in Law Firms. Whether real or perceived, unfairness in compensation affects the retention of women partners at both the junior and senior levels. If women believe they will not realize the ultimate prize or that it is a lesser prize for them, their willingness to endure the trials of the road to partnership quickly deteriorates. The Summit participants identified two broad categories of action to improve the fairness and equity of women's compensation in law firms: (a) refine the compensation process and (b) encourage effective self promotion.

Refine the Compensation Process

A law firm's compensation system is the core of its culture and its lawyers modify their behavior based on the qualities rewarded under the compensation system. Summit participants identified the following three actions that would reward all partner behaviors, not just business and hours:

1. Align compensation criteria with firms' core values, business objectives and strategic goals, including institutionalizing clients, advancement and retention of women and diverse lawyers, succession planning, firm citizenship and leadership, and increasing business development by women lawyers.
2. Design, develop and implement metrics and measurements to quantify the qualitative compensation factors and behaviors.
3. Appoint a diverse compensation committee to help mitigate flaws in the process and bring to light any hidden biases and barriers.

Encourage Effective Self-Promotion

A fair and equitable compensation system requires that women have the tools to advocate for the compensation they deserve, including the following two actions:

1. Publish (and otherwise articulate) compensation criteria—transparency in the compensation system allows participants to know what they need to do to reach certain levels.
2. Train women lawyers to be effective self-promoters—while women often succeed and exceed expectations, they do not demand acknowledgement of that success well.

The actions outlined above are as varied as they are practical and, if implemented, will help ensure that women lawyers are promoted and retained in their law firms and achieve success to a degree not yet seen. It is no longer acceptable to talk about these issues – the time has come to take action. The Report includes a checklist that all law firm leaders should read and implement within their organizations. If all law firms can implement these actions, NAWL's Challenge of 30% women equity partners in law firms by 2015 will be achieved.

“Mother, May I?”

By Sharla J. Frost

Back in the dark ages when I was a child, I remember playing a game called “Mother, May I?” where the participants had to remember to say “May, I?” before moving forward. My older cousin Laura was a whiz at tricking us into moving before we realized that we had forgotten to ask permission. Having moved without permission, you were sent to the back of the line to start the arduous process of trying once again to get to the finish line without making another unauthorized move. The player who reached the finish line first became Mother for the next round of the game. I only remember occasionally managing to become Mother, but I clearly remember the frustration of getting sent back to the beginning of the line when I forgot to get permission to move forward.

That game reminds me of the current frustrating environment in the legal field. The general perception among participants is two pronged: first, that younger women lawyers chafe at having to follow the rules of the game for success; then, second, that more senior women delight in playing the role of the enforcer—enthusiastically throwing non-conforming youngsters back to the beginning of the line. The urban myth writers think both stereotypes are true; the truth, however, is much more nuanced.

What is the real difference between the generations in the legal profession? One of my younger friends tells me that she doesn’t mind the Mommy Track; it is the Partnership Track that she finds unappealing. The law is her job. Her life, on the other hand, consists of other activities and relationships. To the extent that becoming a partner requires her to curtail those activities, she simply isn’t interested. My friends in management, on the other hand, despair at succession planning because they envision a future in which their hard won clients are abandoned when younger lawyers—female and male—go to yoga class instead of obsessively proofreading the pivotal brief in the waning hours of the night before a filing. Women whose lives have revolved around staking out their position in a male-dominated profession suddenly find they have no heirs to the portfolios they have sacrificed so much to develop.

Who is right? Associates? Partners? Both? Neither? Hard to say, although the problem is a palpable one. No one aspires to replace Mother in this version of the game.

Regardless of profession, the Baby Boomers are finding that their children and grandchildren seek a lifestyle that more resembles the European model than the American one. Time off; time with family; time for hobbies, time for friends: all these occupy a higher place on Maslow’s hierarchy for young people than do professional accomplishments. Having watched their parents and mentors trade living for lifestyle, this new generation finds greater value in self-actualization than in self-aggrandizement. New lawyers share that philosophy. Where self-worth for the law firm management crowd came from individual recognition and accomplishment, the younger group grew up in a social milieu where individual accomplishment was neither recognized, nor encouraged. “It’s soccer for four year olds where everyone gets a ribbon,” says one of my contemporaries of the difference between herself and her new associates.

Another senior level lawyer provided me a ten point list of what he perceived to be the contrast between the legal generations; it is telling:

Old	Young
Law is a profession	Law is a business
Law is my life	Law pays for my life
A turn of a phrase	Fill the page
5 trials per year	5 years per trial
Persuasion	Argument
Wear a tie to office	Wear a tie to court
Procedure frames the game	Procedure wins the game
Trials are competing stories	Trials are competing issues
Living at the office	Working from home
Tried and true	New and improved

The list is not a value judgment, but it is a good reflection of the perceived differences amongst the legal ranks. Understanding that the perspectives are different is the initial step to resolving the conflict. While a younger lawyer might have a slightly different ten point list, neither generation of lawyers will deny that the motivational forces within the profession have changed, as has the social structure.

The collective has become more important than the individual. “I assign the work in teams and talk about ‘group goals,’” confides another woman partner,

“One of my younger friends tells me that she doesn’t mind the Mommy Track; it is the Partnership Track that she finds unappealing.”

"Having watched their parents and mentors trade living for lifestyle, this new generation finds greater value in self-actualization than in self-aggrandizement. New lawyers share that philosophy."

describing how she manages her younger lawyers. Finding a group goal and parsing out the assignments seems to work better than setting individual goals for many young lawyers. Gone are the days of the "hero sheet" as a motivator for longer days and larger billable hours. Successfully completing a group assignment appears to provide more satisfaction to many young lawyers than receiving the designation of "top biller." Of course, given that clients tend to be Baby Boomers themselves, the law firm's ability to bill and recover for a group project creates yet another level of tension between the generations in law firms.

"Your people work like a hive," complained one of my own clients regarding a team approach to a large project. The client, as it turned out, wanted a single, hard-working associate to spend the hundreds of hours necessary to conquer a complicated project. Aside from not having any specific associate willing to take on that task, the work product and the deadline required staffing the project with a team of young, lateral-equivalents; however, that Generation Next approach did not suit the Baby Boomer client's wishes, which resulted in a bad short-term outcome. Firms rightly fear that such tension portends a bad outcome for the profession in the long term because lawyers are, after all, service providers. If firms do not provide the services that clients want, in a manner in which they will pay for them, law firms, as we know them, will cease to exist. In other words: no service, no clients. Who, then, will pay the bills that support the law firm infrastructure?

What can we do? The problems are easy to identify, but the solutions are impossible in the current environment. The profession generally—firms, clients, courts and individual lawyers—need to rewrite the social contract. Rather than believing

"it is all about me," as one of my clients says, only half joking, legal consumers have to be persuaded that it is in their best interest to encourage an environment where lawyers have regular hours, vacations and competing priorities. The courts and the judges who run them must be convinced that their deadlines and rules need flexibility to permit the litigants to balance their personal needs with those of the court and the justice system. All of that would require a fundamental reshaping of the profession. Causing that seismic shift would be more than radical. In an age where the Blackberry and the Internet have made legal life faster, less controllable and more intense, law firm management is faced with a generation that seeks the professional equivalent of a Back to Nature movement. Who can blame them? No one really enjoys spending Christmas at the office; but the ability to change the rules rests with the system, rather than with any specific firm.

Perhaps as the Generation X and Y members move into the ranks of in-house counsel, the judiciary and firm management, they can cause the type of professional revolution that is necessary to alter the legal system from a calendar controlled, relentless mechanism to a more mutually satisfying balance between the lawyers on the one side and their clients and the courts on the other. Until then, however, the inherent tension between the new generation and the management generation shows little chance of resolution because the motivational forces are inherently in conflict. The "Me Generation" has met its Waterloo: the "Not Me Generation."

Personally, I think I preferred playing "Mother, May I?" While I wasn't very good at it, at least I knew the rules.

Maintaining Professionalism & Harmony Across The Generations At Work

by Phyllis Weiss Haserot

Each new generation enters the workplace with its own ideas—formed from a combination of the environment in which it has been educated, its family upbringing, and the cultural, social, economic and political forces prevailing at the time its impressions of working are formed. While the structure of many established organizations hasn't changed much since the Baby Boomers and younger members of the Traditionalist generation (born, say, after 1937) entered the workplace, it is fair to say that attitudes on work ethic and what is "appropriate" have shifted back and forth along a spectrum.

Assumed lines of authority and expectations were clearer in the past, or so we think. It is difficult for anyone of a previous generation to take in and understand completely how later generations have no firsthand experience with, for example, non-electric typewriters, no cable or no cell phones, formal dressing for school and for office jobs. And younger generations can't possibly "remember" what they never experienced or no longer exists. So there are likely to be misperceptions on both sides.

No wonder each generation has a somewhat different concept of "professionalism."

Defining Generations

As a common point of reference, here are the approximate dates that define the generational cohorts. "Expert's" definitions vary; these are the ones that I believe make the most sense based on the formative influences that define a generation.

Traditionalists	born 1925-1942
Baby Boomers	born 1943-1961
Generation X	born 1962-1978
Generation Y/Millennials	born 1979-1995

People born on the cusp (the transitional years) often relate to both generations in some ways. Also, people brought up in other cultures and non-U.S. and Western European countries often exhibit different attitudes from the generations defined above, which are quite U.S.-centric. With globalization and instant

The issues of professionalism in the workplace are divided into eight categories, mostly focusing on interpersonal skills and behavior:

Appearance of work product—including grammar, spelling, use of language

General "appropriateness"—including image

Styles of communicating—such as media used, appearing "engaged," client perceptions, deadlines and schedule changes

Work ethic perceptions and time management—including face-time, time off, flexibility and spending office time on personal activities

Privacy—such as caution in social networking, confidentiality regarding work and clients

Management styles—which are most effective in various situations

Social and political causes—such as when it's OK to be involved during office time, negative associations with causes

Succession and transitioning—including how preparation for succession into new roles and transitioning impacts the quality of client relationships and service delivery

Each of these is a subject for cross-generational dialogue with an open mind and for reaching consensus on expectations and policies. The goals are greater productivity, retention of desirable talent, and reduction in stress levels and wasted time.

communications, those differences are being reduced for the younger generations.

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"This poses many challenges for team leaders, who need to give sufficient guidance to Gen Y, avoid micro-managing, especially of Gen X, set clear expectations, stay involved in a hands-on way, articulate mission and benefits to team members (often repeatedly), and give frequent feedback."

Most Frequent Frustrations

While the eight issues listed in the sidebar present challenges in many firms, we'll focus on the ones that seem to provoke frustrations and drain precious time and productivity most often, based on my experience and the myriad stories I hear. A discussion of these key challenges is followed by some recommendations for bridging the divides and achieving stronger collaboration among the generations.

Work Ethic (Perceived and Actual)

So many Baby Boomers and Gen Xers complain that the "work ethic" of Gen Yers is deficient. Yes, typically it's different from theirs, but there are common misconceptions around individual's attitudes about work. Many Gen Yers are willing, even eager, to work hard and long—but to do it when and where and how they prefer as long as it is done to meet real deadlines. Give them a false deadline more than once without giving a rational reason, and you may be tested next time. You may find yourself "crying wolf."

Think hard about when face time is and isn't necessary. The younger generations are serious about their personal time and making flexibility work. Think in terms of getting necessary results rather than where and how they are produced. Be flexible whenever possible, but be clear about expectations and accountability.

Related to the perceived work ethic issue is the tendency of "Generation Why" to question assignments and decisions by supervisors. Generation "Why" asks a lot of questions for two valid reasons: (1) they want to know how the task or decision in question fits into the big picture and how their part is meaningful; and (2) they want to know the significance of rules or instructions. Why do they make sense to follow? One woman Baby Boomer senior partner at a large firm told me: "When I assign work to young lawyers, they act as if I'm making a request they need to consider, as if it was an option. Then they attempt to negotiate the terms of the assignment." They are not reluctant to challenge authority.

Gen Y/Millennials learned to ask questions from their Baby Boomer parents, who also questioned things. Now those Boomers are experiencing the boomerang, having to field questions from someone else's kids in the workplace, when they are under pressure to produce. As one of those parents, I think questioning is good. Often it's the timing and interruptions that are more problematic than the questions themselves, at least in a transparent work environment. So try to anticipate the questions upfront and have answers which will save time and provide clarity for everyone.

Here's a suggestion I have made to partners and managers at a few firms. Schedule a regular weekly or bi-weekly meeting of the young professionals and staff for the purpose of giving them an opportunity to ask questions and get answers and to contribute their ideas. This will signal that they are being listened to and taken seriously and that you appreciate their eagerness and desire to make a difference. They don't expect that all their suggestions will be implemented, but they want to be acknowledged for contributing. They also want to understand the context in which decisions are made that affect their work and environment. Conducting a group discussion saves the manager time, and Gen Y likes sharing ideas in groups for both the transparency and the social aspect.

A key to keeping these typically bright, creative, well-educated Gen Y employees engaged, working hard at learning and being productive members of the team is for them to believe they are respected for their brightness, creativity and education, even if they fall short on experience, get their questions answered about the big picture and how they fit in and are given prompt feedback on their performance. And, at least some of their questions and ideas will be a beneficial learning experience for their managers.

Communication Styles and Media

Generations X and Y often think Boomers over-explain and like to hold too many face-to-face meetings, which take valuable time from other things. In turn, the Boomer and Traditionalist generations think the younger generations, especially Gen Y, overuse e-mail when phone or in-person would be more effective and tend to be abrupt and impersonal in their communications. Gen X's style tends toward bare bones, get to the point communications. Both Gen X and Y, to generalize, hold efficiency as a greater goal than relationship building.

As an example, the management committee of one firm gave a group of mid-level and senior associates the responsibility of getting partners to report their marketing expenses and get budgets approved. They handled the task with e-mails, which were largely ignored. Appearing in the partners' doorway and making a personal request would have been more likely to get attention.

Young people need to develop a sense of when walking down the hall for explanations and requests rather than sending an impersonal e-mail will get the desired response, based on both the situation and the recipient's personal style. Just as we all need to ask our

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clients how they prefer to receive communications, internal clients (usually partners and senior associates) need to make their preferences known.

As to style of communicating, it is important, whatever the generation, to learn to read behavioral styles in order to gauge, for example, preferences between chatty and detailed or “just the facts”/“cut to the chase” styles.

Attitudes on Teamwork

Most workplaces operate on the basis of teamwork today. However, each generation has a somewhat different concept of teamwork. Baby Boomers are team players, and believe everyone on the team should work and stay available until the task is completed, whatever their role. Gen Xers want a unique role for each team member, want to go off and do it their way and come back when they are finished, and consider themselves done when their individual assignment is done. Having worked in teams since pre-school, Gen Yers are team players. But before buying in, they want to know “What’s in it for me?” “How will I be recognized?” “Why is this meaningful?” (Yes, the continual questions!)

This poses many challenges for team leaders, who need to give sufficient guidance to Gen Y, avoid micro-managing, especially of Gen X, set clear expectations, stay involved in a hands-on way, articulate mission and benefits to team members (often repeatedly), and give frequent feedback. Like it or not, there is a greater need to “manage” these younger generations than those of the past.

Mutual Appreciation

All generations want more respect from the others. Below are characteristics I think are under-appreciated. Recognizing them can help to build bridges.

What Baby Boomers Need to Learn to Appreciate about Generation Y:

- Ability to function on four or five hours of sleep and work late to complete projects
- Connecting with clients through new technologies (social networking online, creating web pages, blogs, etc)
- Collaboration and conflict resolution skills from working in groups

- Ability to work in a team environment
- Working with “people of difference”—a very broad vision of diversity
- Being well researched on facts and gossip from the web (on firms, competition, on products, etc.)
- Knowing the value of networking

Things Gen X and Y Need to Understand and Appreciate about Baby Boomers:

As a group, many Boomers are in a sort of confused or ambivalent state between how things were (professions as “professions, not “businesses,” more security and long-term affiliations, etc.) and how they are (more cutthroat; less secure, free agency). The rules were changed on them; and now they find themselves changing the rules while simultaneously hanging on to traditional ways.

As the generation largely still in charge, Boomers’ heavily invested careers are on the line. They need to develop faith in new models: business models; models of behavior; and models of governance. They need to believe that levels of productivity and professionalism can be maintained while doing things differently. In other words, they are not congenitally against anything new.

There are good opportunities for bonding through common “wants.” Some of these are:

- Desire for substantial responsibility and intellectual challenge.
- Need to see the big picture on career paths.
- A sense of social consciousness; desire to give back and leave a legacy.
- Desire for flexibility. This must be based on trust and merit and a willingness to be accountable.

The Gen X Squeeze

Many advisers and commentators, including me, have devoted much attention to the “big” generations—Generation Y/Millennials and the Baby Boomers. It is hard to ignore roughly 80 million people in each of those generations with strong voices and financial clout (both currently and in the future). Caught in the middle, and often feeling neglected, is the much smaller Generation X cohort of about 44 million people (U.S.).

“As the generation largely still in charge, Boomers’ heavily invested careers are on the line. They need to develop faith in new models: business models; models of behavior; and models of governance.”

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By the law of supply and demand, you might guess that Gen X should gain significantly as this generation gains career experience and maneuvers up the typical career ladder. But instead, they feel squeezed in between the Baby Boomers who are slow to leave and turn over control and clients and the newly arrived Gen Y eager beavers. What's more, many Gen Xers have arrived at that treacherous time in the career cycle when they have greater demands from work and family than ever. And they are serious about having personal time and life choices. Like Gen Y, they are willing to work hard, but they want to do it their way.

The Road to Harmony

There are two big opportunities for surfacing differences among the generations and individuals within them and, ideally, dealing with potential attitudinal challenges before they became drags on professionalism and productivity: (1) rethinking and expanding orientation; and (2) building in continual cross-generational dialogue, particularly among work teams.

Reorienting Orientation

Dealing with potential hot spots upfront will set a positive tone, clarify expectations, and save a lot of time and negative energy in the long run.

Following are the topics I recommend adding to firm orientation programs for both entry levels and laterals. They may also be appropriate for summer associates, as well as first year associates, professional staff, young contract attorneys or other freelance professionals working in a firm's offices. These are big picture items and practical skills.

- How the perceptions of others (partners, supervisors, colleagues, clients) affect career progress. This would cover behavior, communication, attire, perceptions of work ethic, etc.
- How to initiate conversations with partners and supervisors, and how to ask for feedback.

- Expectations—the firm's and yours.
- How to channel creativity appropriately (and why certain behaviors and self-expression may hurt others or the firm).
- Understanding the economics of a firm.

Facilitate Dialogue

Change occurs through open and continuing dialogue. One of the best ways is through facilitated dialogues among members of work teams. Whether the tension-causing issues are perceived work ethic, communication style, flexibility, teamwork attitudes, expectations regarding rewards or other challenges, it is vital to get the differing views out on the table in a non-threatening manner. Having the discussions led by a neutral party in an environment of respect and absence of fear of retribution lays a foundation for producing satisfying resolutions. I find my mediation training is a very useful tool in this context.

From articulating common goals, to listening respectfully to each viewpoint, to brainstorming new approaches, setting action steps, responsibilities, accountability and metrics, cross-generational dialogue will set work teams and other groups on a path to reduced stress and greater productivity. Each of the generations should learn from this process and celebrate successes together.

Yes, this will take some time, but not nearly as much time and expenditure of negative energy as ignoring the issues and sapping productivity while tensions fester. All generations (and all different viewpoints) have a right to a respectful forum. Not all issues are generational in derivation, and we must take care not to stereotype individuals of any group. Dialogues will be encouraged in any organization that aspires to be a leader in its field and an employer of choice.

Mentoring Opportunities Abound Across The Generational Divide

By Renee F. Bergmann

In today's legal environment, it is possible to have as many as four generations of women lawyers within the same firm or corporation at any one time. This environment presents these lawyers with the rare opportunity to interact with and learn from multiple generations. As younger generations enter the workforce, and older generations remain, much ado has been made of the challenges the women of these generations face working with each other. On the other hand, this generational divide presents many unique opportunities for professional and personal growth.

Who is in the Office?

Each generation has their own particular label and by now we are very familiar with these: the Traditionalist (born from 1922 to 1943); Baby Boomers (born between 1943 and 1960); Generation X (born between 1965 and 1976); and Generation Y or the Millennials (born from 1977 to 1994).¹ Each generation has its own particular preferences for communication that are imbued with unique positive attributes.

Mentoring in a Multigenerational Environment

The opportunity for mentoring in today's multigenerational legal environment is something to which each generation should pay particular attention. The opportunity for those in the Gen X and Y years to provide a new perspective by "mentoring up" to the Boomers or Traditionalists is unique to a multigenerational work environment. Conversely, the women of Gen X and Y now have access to more Baby Boomers and Traditionalists in the workplace than ever before.² The senior generations have more opportunity to "mentor down" to the younger lawyers. As with any successful and meaningful relationship, be it a friendship, the relationship with a spouse or that with a long-term client, if that relationship does not involve both give and take, it is doomed from the start. A mentoring relationship is no different than any other relationship. In today's environment, the opportunities

for such relationships to succeed should be at an all-time high. Are we taking proper advantage? If not, what can we do to maximize the opportunities?

Do We Understand Each Other?

Good leaders are aware of the many different styles of communication existing within the groups they are charged with leading. To sustain a good mentor-mentee relationship, both participants must be aware of the communication divide that may exist within their own relationship. The relationship should not be viewed with the mentor as the "leader" and the mentee as the "follower." Both the mentor and mentee are leaders; they are simply from different generations and need to be active participants for the relationship to succeed. Today's multi-generational workforce can lead to communication complications between senior and junior lawyers, but perhaps these differences can instead be viewed as learning tools, and the mentor-mentee relationship is the best vehicle to educate each other about the different ways to communicate in order to be heard.

"Both the mentor and mentee are leaders; they are simply from different generations and need to be active participants for the relationship to succeed."

"Mentoring Dam"

The Gen X and Y lawyers whom the more senior lawyers are mentoring also represent an entire generation of businesswomen. To stay competitive, the senior lawyers need to understand how to talk to these businesswomen. For the senior lawyers, now leaders in charge of multiple generations, this communication difference does not necessarily have to complicate a practice. The mentoring dynamic offers a unique opportunity to view a particular generation's niche through the mentee's thoughts and experiences.

The Traditionalists and Boomers are the women leaders that the Gen X and Y lawyers look to for guidance. Good leaders are able to listen to those around them, hear their messages, and gain from their ideas. Great leaders not only listen, but are able to adapt to the different communication styles of those around

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“Changing the tone of the conversation from that of a teacher-student discussion to simply colleagues exchanging ideas brings the junior lawyer into the fold of the discussion.”

them. When good leaders listen and adapt, it is more likely that their message is both understood and heard. We have all heard a great orator give a rousing speech, but if our preferred method of communication is email and the internet, the message may not be properly communicated. Worse yet, that rousing speech may not be heard at all. For example, if that same speech is given in person, and published on www.youtube.com, you may find multiple generations hearing and understanding the very same message via different communication modes.

A great way for a Traditionalist- or Boomer-era mentor to engage in a relationship and “mentor-down” is to simply seek input and advice from her mentee. Engage the mentee in the relationship, rather than simply doling out advice. This makes the mentee feel her opinion is worthy and counts. And to be sure—it does count.

Another example of “mentoring down” is to seek the mentee’s advice when discussing practice development issues. Changing the tone of the conversation from that of a teacher-student discussion to simply colleagues exchanging ideas brings the junior lawyer into the fold of the discussion. Once a junior lawyer is comfortable enough to offer thoughts and opinions, the senior lawyer will benefit from those thoughts and opinions in an engaged relationship.

Law is not a field that evolves only in the traditional sense, but also in the societal sense. It is vital that you are aware of the latest case law in your field, but if you cannot communicate the issues to your clients, the critical legal issues have no meaning at all. Even worse, you may find your client looking for someone better able to communicate with them. The Traditionalists and Boomers among us should look to junior colleagues for ways to enhance communication skills. We may not all speak the same language, but it is important that we learn to speak to and truly hear each other in order to be understood. Today’s multigenerational law firm presents a particularly unique opportunity to develop these skills.

“Mentoring Up”

Mentoring Up is a concept utilized in the most successful mentor relationships because it involves the most enlightened mentors seeking input from their younger colleagues as well as giving them advice. It is

the concept that a mentoring relationship is not a one-way relationship, but rather that everyone can learn from those they come into contact with. As the junior lawyer in the relationship, it is just as important that you keep the relationship engaged. Don’t just appear for a meeting with your mentor and wait to be enlightened. Come armed with questions.

Perhaps your mentor is working on a case that you find interesting. Don’t just say so, ask if you can work on the case! Mentees should talk to the senior lawyers about what is important to them as lawyers. Discuss whether your needs are being met at the firm. It is the individual conversations between mentors and mentees that can promote positive change within an organization. It is this bottom-up approach to leading an organization that will keep the multiple generations working together, talking to each other, and learning from each other along the way.

De Facto Mentors

Successful mentor and mentee relationships occur much more frequently when allowed to develop naturally, rather than when formally paired in a program. Younger lawyers can find mentors from each generation and learn something new from each by actively looking for the differences between themselves and their more experienced colleagues. The wider a mentee’s network, the more rewarding her career. Young lawyers should look outside their firm to bar associations for mentors as well. It can simply be a more senior lawyer you look to as a role model as you actively consider your career development. Perhaps you know a very successful rainmaker. Maybe she is not in your practice area, or even in your firm, but you both belong to the same bar association section. Talk to her. Learn what you can from each other. In doing so, you have appointed this unwitting rainmaker a de facto mentor.

Bridging the Generational Divide

As the senior lawyers and the junior lawyers talk and listen, really listen to each other, the gap between these generations closes in. Keep listening ladies.

¹ 2007 ABA Demographics compiled by the ABA Market Research Group illustrate that as of the year 2000 Baby Boomers are the largest group in the workforce today (28%).

² The precise beginning and end date for each generation is open for debate, but is also within a few years, depending upon the source. The source used for this article is www.about.com.

The Harsh Reality of Choosing between Safety and Housing: Solutions for Victims of Domestic Violence

By Jill Barton*

NAWL has established the annual Selma Moidel Smith Law Student Writing Competition to encourage and reward original law student writing on issues concerning women and the law. This is the third year of the competition and we were gratified to receive many superb entries. The winning essay is by Jill Barton, a third year law student at the University of Missouri-Kansas City.

Selma Moidel Smith, in whose honor the Competition is named, has been an active member of NAWL since 1944. Smith is the author of NAWL's Centennial History (1999), and recently received NAWL's Lifetime of Service Award. She is a past Western Region Director, State Delegate from California, and chair of numerous NAWL committees. Selma served two terms as president of the Women Lawyers Association of Los Angeles, and was recently named their first and only Honorary Life Member. She was also president of the Los Angeles Business Women's Council. In the ABA Senior Lawyers Division, Selma was appointed the chair of the Editorial Board of *Experience* magazine (the first woman to hold that position) and was elected to the governing Council for four years, also serving as chair of several committees and as NAWL's Liaison to the Division. Selma is a member of the Board of Directors of the California Supreme Court Historical Society. She was president, and also a Charter Member, of the National Board of the Medical College of Pennsylvania, which recently honored her at the Board's 50th anniversary.

Selma's career as a general civil practitioner and litigator are recognized in the first and subsequent editions of *Who's Who in American Law* and *Who's Who of American Women*, and also in *Who's Who in America*, among others. Her articles on the history of women lawyers have been published in the *Women Lawyers Journal* and *Experience* magazine, and have been posted online by the Stanford Women's Legal History Biography Project (together with her own biography). Her original research includes the discovery of the first two women members of the ABA (Mary Grossman and Mary Lathrop), both of whom were vice presidents of NAWL.

Selma is also a composer. Many of her 100 piano and instrumental works have been performed by orchestras and at the National Museum of Women in the Arts. She is listed in the *International Encyclopedia of Women Composers*.

Introduction

Reuben Thomas began stalking Tanica Lewis after she broke off their relationship and left him, taking their two young daughters with her.¹ Thomas repeatedly harassed Lewis at work, called her ten times or more a day, and threatened her life.² Lewis took all the right steps to secure her safety. She found a new apartment, obtained a personal protection order and told her apartment's management that Thomas was prohibited from coming near the complex.³ Lewis also changed her work schedule and parking habits, so Thomas could not catch her on her way to or from work, and she notified police each time Thomas violated the personal protection order.⁴ But her efforts were not enough to keep her home life safe. A few weeks after she moved, Thomas showed up at Lewis' apartment.⁵ He threw bricks to smash through the windows of Lewis' home and kicked down the door.⁶

Lewis immediately called police and reported the incident to her apartment's management.⁷ Authorities filed criminal charges against Thomas, who was convicted of home invasion and ordered to pay restitution.⁸ But the apartment's management, Northend Village, took aim at Lewis, issuing her a 30-day notice of eviction because she allegedly violated the terms of her lease, which made a tenant liable for any damage resulting from "lack of proper supervision" of her "guests." The management's repeated notices to terminate her tenancy forced Lewis and her two children to leave on March 31, 2006, and move into a shelter.⁹ Lewis had no other option that was both safe and affordable.¹⁰ When she finally found new housing, it required her to pay \$200 more a month in rent, commute a farther distance to her job, and pay more for childcare.¹¹

The American Civil Liberties Union ("ACLU") filed a sex discrimination suit on Lewis' behalf charging that the apartment's policy of evicting domestic violence victims'

“Congressional studies have found a strong link between domestic abuse and homelessness and have recognized that victims of domestic violence are too frequently discriminated against because of the violence and instability in their lives.”

based on the actions of their abusers violated the federal Fair Housing Act¹² and Michigan’s Civil Rights Act.¹³ Lewis’ case ended with a settlement agreement announced in February 2008,¹⁴ and her case demonstrates the harsh reality faced by many victims of domestic violence who are forced to choose between safety and housing.

This article examines current housing protections available to domestic violence victims and analyzes the effectiveness and shortcomings of available housing laws and programs. Part I describes the link between domestic violence and homelessness and details the Violence Against Women Act of 2005 and other laws. Part II discusses the goals of these protective housing provisions and analyzes whether these objectives have been accomplished. And Part III provides a proposal for addressing additional problems faced by domestic violence victims.

I. Protections for Domestic Violence Victims

A. The Link Between Domestic Violence and Homelessness

Women who are living in poverty and make the difficult choice to leave their abuser and their home often end up without a secure place to sleep at night.¹⁵ As a result, victims of domestic violence often become trapped in their abusive situations because of housing concerns. A 2003 study of homeless women in Minnesota, for example, found that forty-six percent of them reported that they stayed in abusive relationships because they had nowhere to go, and others were afraid to call the police on their abusers because they feared being evicted by a landlord or being turned out onto the streets by the abuser who provided the housing,¹⁶ leaving them trapped in a dangerous situation. The fears of domestic violence victims are not unfounded. In 2000, nearly 300,000 women and children were unable to access the emergency shelter they needed to escape from domestic violence.¹⁷

Some landlords enforce policies against domestic violence victims because they believe it will make their properties safer.¹⁸ These property managers often point to zero tolerance policies and federal one-strike rules which require evictions if any type of criminal activity occurs in the home.¹⁹ These rules are often stretched to cast blame on the victims of domestic violence, as demonstrated by Tanica Lewis’ case.²⁰ Lewis’ notice of eviction stated that her “guest kicked in the apartment door and broke several windows, causing extensive property damage” and “[d]isrupting the quiet enjoyment of others.”²¹ Also troubling is the fact that some victims of domestic violence are refused housing

because years of abuse have caused them to have poor credit, rental and employment histories.²² A 2005 survey found that fifty percent of U.S. cities identified domestic violence as a leading cause of homelessness.²³ A more staggering statistic is that ninety-two percent of women who are homeless also report suffering severe physical or sexual abuse at least once during their lives.²⁴

Living in poverty further complicates an already challenging housing situation for domestic violence victims. The rate of domestic violence is much higher for poor women. For example, women with annual household incomes of less than \$7,500 are seven times more likely to suffer from domestic violence, compared with those who have annual household incomes of more than \$75,000.²⁵ In addition, women who rent are three times more likely to become the victims of domestic violence than women who own their own homes.²⁶ And, women living in poor neighborhoods are two times more likely to suffer domestic violence than women living in more affluent neighborhoods, even if both are in economically distressed situations.²⁷ Although domestic violence affects women in every social, ethnic and economic circumstance, women living in poverty will have more complex needs than women who have more resources readily available to them.²⁸

A severe shortage of affordable housing makes matters even worse. More than five million American households are spending more than half of their income on rent, living in substandard housing or are doubling up with other families to be able to pay their rent.²⁹ Housing assistance programs and shelters are under-funded and insufficient to meet the growing needs for their services.³⁰ As a result, lawmakers and social service providers have tried to develop solutions focused on the specialized needs of victims of domestic violence who are living in poverty.

B. Violence Against Women Act and Other Protective Housing Laws

In the last two decades, federal and state governments have recognized the housing challenges for victims of domestic violence and enacted various protections. Congressional studies have found a strong link between domestic abuse and homelessness and have recognized that victims of domestic violence are too frequently discriminated against because of the violence and instability in their lives.³¹

The Violence Against Women Act (“VAMA”), passed in 2005, provides protections to women who might otherwise lose their federal housing and also establishes remedies and punishments to deal with existing problems. Originally passed in 1994, reauthorized in 2000 and again

in 2005, VAWA amends federal programs to help ensure that women and their children are not refused housing or evicted because of domestic violence.³² These programs include public housing and Section 8 voucher programs, which provide subsidized housing to low-income families and individuals.

The primary protective housing provisions in Title VI of VAWA restrict policies that retaliate against domestic violence victims, provide for additional resources, and protect victims' confidentiality. These provisions include:

- An individual's status as a victim of domestic violence (which includes dating violence or stalking) cannot be used as a basis to deny housing or housing assistance or to terminate a lease.
- An incident of domestic violence cannot qualify as an incident that would invoke federal "one-strike" policies. The statute states that an incident of actual or threatened domestic violence does not qualify as a "serious or repeated violation of the lease" or "good cause for terminating the assistance, tenancy, or occupancy rights of the victim."
- Housing agencies and landlords accepting Section 8 vouchers are required to honor court orders that address rights of access to property or control of the property.
- Public housing agencies and landlords accepting Section 8 vouchers also may bifurcate a lease to evict an abuser or terminate the abuser's public assistance, while also allowing the tenant-victim to remain.
- Section 8 vouchers are "portable," meaning that domestic violence victims are allowed to move when required for their safety and to keep their public assistance.
- To protect the confidentiality of domestic violence victims, public housing agencies and landlords accepting Section 8 vouchers may not enter personally-identifying information into shared databases.³³

These protective provisions cover victims of domestic violence, dating violence and stalking who are tenants in federal public housing and programs that accept Section 8 vouchers.³⁴ An individual qualifies as a victim after a single incident of domestic violence, dating violence or stalking.³⁵ And all public housing projects and all landlords, owners and managers who participate in the Section 8 voucher programs are required to comply with VAWA requirements.³⁶ In addition, if a state or local law would

provide greater protection to domestic violence victims, VAWA requires that landlords comply with the terms of the more protective provisions.³⁷

Other laws that provide protections include the federal Fair Housing Act, which is a part of the Civil Rights Act of 1968 and prohibits landlords from discriminating on the basis of sex.³⁸ The ACLU, which brought the suit on Tanica Lewis' behalf, used a violation of the Fair Housing Act as a basis for its lawsuit, but the organization reports that few courts have addressed whether the Fair Housing Act applies to domestic violence victims.³⁹ A Vermont federal court in 2005 was the first to issue a ruling that discriminating against domestic violence victims represented sex discrimination in violation of the Fair Housing Act. In *Bouley v. Young-Sabourin*, the Vermont court found that the Fair Housing Act provides protection for tenants when their landlord attempts to evict them following an incident of domestic violence.⁴⁰ Other courts have acknowledged that discrimination against domestic violence victims is unlawful when it is based on "gender stereotypes."⁴¹ In addition, the ACLU suggests that policies that discriminate against domestic violence victims would likely qualify as unlawful sex discrimination because of their disparate impact on women.⁴²

Other laws that offer housing protection to women include local human rights laws. For instance, the ACLU's suit on Lewis' behalf also alleged that the landlord's actions violated Michigan's Civil Rights Act.⁴³ In addition, some states and municipalities have enacted anti-discrimination laws that offer more protection than federal statutes and cover more housing providers than federal housing agencies and Section 8 landlords. The human rights law in Washington D.C. offers wide-ranging protection with broad language. The law prohibits landlords from refusing to make "reasonable accommodations" that are necessary to maintain a tenant's confidentiality or to ensure her safe use of the property.⁴⁴ In addition, Washington state law has a provision that allows victims of domestic violence to sue landlords if they violate anti-discrimination housing laws and to recover damages, court costs and attorney's fees. But some state laws offer protection for landlords as well. For example, in Oregon, landlords are allowed to terminate the lease of a domestic violence victim if she allows the offender onto the property and the safety of other tenants is in jeopardy.⁴⁵

Another important provision in many states is the ability for victims of domestic violence to terminate their lease before their contractual obligation ends without forfeiting deposits and prepaid rent and without making themselves liable for future rental charges. In Colorado, domestic violence victims may terminate their lease immediately and pay only the next month's rent without incurring any further

liability.⁴⁶ Other states, including New York, allow a victim to break a lease with as little as ten days' notice.⁴⁷ Illinois allows tenants to immediately end their lease with written notice if a court finds that either the tenant or a member of the tenant's household faced a "credible, imminent threat" of domestic or sexual violence.⁴⁸

In addition, most states allow tenants to successfully defend against a potential eviction if the eviction was caused by an incident of domestic violence. Much like the federal protection offered in VAWA, some states have provisions that allow for the bifurcation of a lease so that a victim can keep her housing while an alleged abuser is evicted. In addition to allowing a landlord to bifurcate leases beginning in 2007, Indiana law also ensures that a perpetrator who is excluded from housing because of a court order is still liable for continued lease payments.⁴⁹ Arkansas law allows landlords to evict a domestic abuse offender, even if the offender is not named on the lease, but the law stops short of providing continued housing for the victims of domestic violence.⁵⁰

II. Analysis of Effectiveness of VAWA

A. Protective Housing Laws At Work

Since the VAWA was originally passed in 1994, advocates have praised the law for its effectiveness in addressing many of the housing needs of victims of domestic violence and their families. VAWA has effectively brought an end to a long string of housing abuses and discrimination. As recently as 2002, the U.S. Supreme Court upheld the one-strike policies of public housing that allowed landlords to evict tenants if they or their guests were arrested for having guns or drugs on the property—even if the tenant was unaware that any criminal activity was taking place.⁵¹ The zero-tolerance policy made no exception for victims of domestic violence in cases where the charges were dropped or where the person was found not guilty. Writing for the majority, Chief Justice Rehnquist presumed that the same external factors contribute to both drug crimes and domestic violence crimes and rested his reasoning on the false assumption that domestic violence is comparable to other crimes.⁵² In fact, although domestic abuse is a crime of violence, it is distinct from other crimes because it is based on power and control—as opposed to anger or addiction—and it often happens in the privacy of the abuser's home.⁵³ The ruling put victims of domestic violence in jeopardy of losing their housing and provided for no safety net. VAWA now allows for both the guarantee of housing and the safety net—although the funding for the latter has fallen short.

B. Protective Housing Laws Fall Short on Funding and Meeting Other Stated Goals.

Despite the many added protections and resources provided by VAWA and its state law equivalents, such laws still fall short in many respects—both in meeting their stated objectives and in providing the full gamut of protection that is needed for victims of domestic violence. The most obvious of these shortcomings is the lack of funding. The 2005 version of VAWA authorized a stunning \$3.3 billion to support VAWA programs over five years, but the bill merely sets forth a spending limit. The bill itself does not provide the much-needed funding. For each of the five years authorized in the bill, Congress needs to approve legislation that would appropriate a specific amount for each of the VAWA programs. And, the bill provides no assurance that Congress will appropriate the \$3.3 billion or any amount at all.⁵⁴ The struggling economy, Iraq war and budget cuts have yielded less money for social service programs, including VAWA.⁵⁵ President Bush's 2007 budget failed to include enough funding for many of the VAWA programs and services that were previously established. As Kerry Hyatt Blomquist, the legal counsel for the Indiana Coalition Against Domestic Violence noted, signing the bill into law provided President Bush "a glorious photo op," but VAWA cannot be completely effective until Congress fully funds its programs.⁵⁷

In many ways, the VAWA's social programs pay for themselves. In the first six years after VAWA's initial passage in 1994, at least \$14.8 billion in taxpayer savings was generated by averting the social costs of domestic abuse.⁵⁸ There is also a greater cost to society when much-needed programs do not receive the necessary funds. Prisons, courtrooms, hospital emergency rooms and morgues see added costs because of domestic violence.⁵⁹ The federal Centers for Disease Control reports that the health-related costs for domestic abuse, including assault, stalking, homicide and rape committed by intimate partners, are more than \$5.8 billion annually.⁶⁰ But there has been no increase in funding for the much-heralded VAWA since 2003.

One unfunded VAWA grant programs is designed to foster collaboration between federal and local agencies to create long-term affordable housing for domestic violence victims who have lost their homes or who are at risk of becoming homeless.⁶¹ Through the use of partnerships between housing agencies, victim service providers and other groups, the grant program is intended to provide incentives to allow victims of domestic violence to achieve stable, long-term housing. Programs like these offer long-term solutions by using all available resources instead of creating temporary fixes and must be funded for domestic violence victims to recognize that they can escape an abusive situation and find safe *and* affordable housing.

The gross shortage of affordable housing only complicates a difficult situation for victims of domestic abuse. VAWA does not provide a domestic violence victim any guarantee that she will receive housing. Nor does it give a victim any priority in the long waiting lists for public housing. Victims of domestic violence are not necessarily more entitled to the public housing compared to other people who need it, but because they often stay in dangerous situations due to a lack of housing, another solution must be found to meet their needs. In the last decade, the nation has seen a real estate boom that led to an increase in housing for people with higher incomes, but the cost of that growth was an increase in the number of people who were forced to pay more than half of their incomes on housing or were forced to the streets. With more than five million families who are homeless, living in substandard housing or paying an excessive portion of their income on housing, the affordable housing crisis must be addressed simultaneously with domestic abuse.⁶²

Another shortcoming of protective housing laws is that state laws often offer less protection than the federal VAWA. Because VAWA only binds federal public housing agencies and landlords that accept Section 8 vouchers, state laws are needed to provide the same protections to victims of domestic violence on a wider scale. Without state protections, many victims of domestic abuse would have little, if any, recourse. In Oregon, for example, state law provides some protection by allowing victims of domestic violence to terminate their leases if necessary to ensure their safety. But it does not offer the additional and much-needed protection of defending against eviction.⁶³ States that have modeled their own laws after VAWA come closer to providing the full gamut of needed protection.

In addition, another pitfall of VAWA and its state law equivalents is a lack of education—of both the landlords who are supposed to follow the laws and the tenants who are supposed to be protected. Many tenants do not know they have an absolute defense against eviction if the eviction was caused by an incident of domestic violence. And many landlords do not know that they cannot deny a rental application because of a criminal incident in an applicant's past if that incident is caused by domestic violence. VAWA contains some provisions that would inform tenants and public housing agencies of these protections, including requiring public housing agencies to provide tenants notice that an incident of domestic violence does not invoke a one-strike policy and notifying them that victims are protected through confidentiality provisions. This information is required to be in the lease and in contracts between public housing agencies and Section 8 landlords.⁶⁴ But it is unknown if tenants notice these new rights. Leases

are notorious for their legalese and excessive length and many tenants probably sign them without learning of the new VAWA protections available to them. In addition, people living in poverty traditionally have less access to information and would likely be less informed about their rights under VAWA and similar laws. More information must reach victims of domestic violence so that they can take full advantage of the protections available.

III. A Proposal for a More Effective Protective Housing Law for Victims of Domestic Violence Who Live in Poverty

A proposal for a more effective protective housing law can be shaped by examining the benefits and shortcomings of the protective provisions in VAWA and similar state laws. These provisions have provided valuable tools and resources for victims of domestic violence, dating violence and stalking, but they could reach many more victims if they were broadened. More importantly, the federal VAWA only holds public housing agencies and Section 8 landlords accountable. Although state laws reach more housing providers, private housing policies are also needed to ensure that all victims of domestic violence receive the protection needed to ensure their safety and home security.

The best model of this extensive protection is illustrated by the settlement reached by the ACLU in Tanica Lewis' lawsuit. The settlement went beyond federal housing laws by affirmatively providing that tenants who have suffered from domestic abuse may terminate their leases early.⁶⁵ The settlement also provides that relocation may be provided for tenants who must flee their homes to ensure their safety.⁶⁶ The relocation assistance can work similarly to the Section 8 voucher portability provided for in VAWA, which allows tenants to transfer their vouchers to another property. Large management companies, such as Lewis' landlord, Management Systems, Inc., can use their extensive property holdings to offer their tenants the same flexibility. The ACLU settlement recognized that property management companies can help a domestic violence victim escape a dangerous situation by allowing a tenant to transfer a lease and relocate to another property. This policy allows a tenant to quickly find safe housing without suffering the added financial burden of incurring liability for the lease term and losing security deposits and prepaid rent.

An additional model for providing relocation assistance can be found in Florida.⁶⁷ Florida law provides for one-time payments of up to \$1,500 to help victims of domestic violence relocate. The maximum benefit under the program is \$3,000. To qualify, Florida residents must meet several requirements, including providing proof that

"Victims of domestic violence are not necessarily more entitled to the public housing compared to other people who need it, but because they often stay in dangerous situations due to a lack of housing, another solution must be found to meet their needs."

a domestic violence offense occurred and demonstrating that the incident was reported to authorities.⁶⁸ A state-certified domestic violence center also must certify the victim's need for the assistance and assert that the victim is both cooperating with authorities and has developed a safety plan.⁷⁰ These requirements would provide the necessary safeguards to ensure only those who truly need the assistance would receive the limited funding. A model protective housing law should include similar provisions for relocation assistance and the funding for the program.

In addition to this relocation assistance, a model program should provide for continued financial assistance where possible as is found in the U.S. territories of Guam, the Northern Mariana Islands, and the Virgin Islands.⁷¹ In these island nations, for instance, a victim of domestic violence may maintain possession of a rental property if it was shared with the offender—while the offender is evicted.⁷² The policy works like the VAWA lease bifurcation provision. But the islands add an additional requirement that if the offender has a duty to support the victim or minor children who are living in the rental housing, the offender could be court ordered to continue paying the rent. Or, the offender can provide “suitable alternative housing” through a consent agreement.⁷³ These laws establish a domestic violence victim's ability to enforce her rights—not only to housing but to the financial support to which she is legally entitled.

A more obvious way to improve the current protective housing laws is to provide the funding. Appropriations for VAWA have fallen short every year since it was originally passed in 1994. Under the current VAWA, the authorized funding has not been provided for innovative prevention and other programs, including rape crisis centers and programs that provide assistance to children who witnessed violence.⁷⁴ One program authorized \$10 million for public housing agencies to create programs to address domestic violence and allowed for the best practices demonstrated by the various programs to serve as national models.⁷⁵

President Bush's budget for the 2008 fiscal year includes an impressive \$421.6 million for VAWA programs, but that appropriation falls \$406.4 million short of the amount Congress authorized in 2006.⁷⁶ More problematic is that President Bush's budget request proposes putting all VAWA programs into one block accessible by all programs, which would sidestep Congress' intent to create separate programs with their own funding.⁷⁷ The disparity caused some advocacy groups, such as the National Coalition Against Domestic Violence, to urge Congress to reject Bush's proposal. It would be easy for lawmakers to use the difficult economic times as justification for cutting VAWA funding. But it is important to note that financial stress only

serves to increase domestic violence, which makes funding during difficult times even more essential to keep victims of domestic violence safe.

In addition, a model protective housing program only works with increased awareness and education of the requirements and resources available. Any new program would depend on both housing providers and tenants being aware of their rights and responsibilities. Some states have taken the extra step of ensuring this awareness. In Iowa, legislation is pending that would pay for the creation and distribution of brochures with information to landlords and property managers about the dangers of domestic violence.⁷⁸ The brochure would also encourage housing providers to assist victims with relocation when possible.⁷⁹ Similar efforts should be made to ensure that tenants are educated about their rights. Providing information on a wider scale would allow the available assistance to reach those who need it most.

IV. Conclusion

The protective housing provisions currently in place offer a great deal of support and resources to low-income victims of domestic violence, dating violence and stalking. Without this protection, many more domestic violence victims and their children would be forced into the objectionable position of choosing between their own safety and housing. Not only do laws such as VAWA provide protection against the discrimination domestic violence victims have suffered for decades, but they also provide important resources to help victims achieve long-term stability. The assistance provided by these laws pays for itself—not only by saving lives and keeping survivors out of harm's way but also by reducing the great social costs of domestic violence in the healthcare, social service and judicial systems.

Before the developments in this area over the last two decades, many victims were refused public and subsidized housing or they were unfairly evicted because of the domestic violence in their lives. Because of this harsh reality, many victims made the tragic choice of staying in a dangerous situation so they could hold onto an adequate place to sleep at night. Much progress has been made, but advocacy groups, municipalities, states and the federal government should take on the challenge of creating a more far-reaching protective housing law. The model described in this article requires adequate funding for housing programs as well as additional education for both landlords and tenants. In addition, this model would ideally hold private housing providers accountable in the same way VAWA obligates public housing agencies and Section 8 landlords. And, the proposed housing protections would

provide the grant money needed to foster collaboration between social service providers, law enforcement agencies, municipalities and state governments to create long-term solutions. Most importantly, the proposed model would fill gaps in the existing system by providing relocation assistance, continued financial support and guaranteed

shelter for all domestic violence victims in the short- and long-term. This model aims to provide every low-income victim of domestic violence the freedom of choice they need to escape their dangerous situations. That freedom is an essential part of the solution to domestic violence.

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- ¹ Press Release, ACLU, *Private Housing Company Won't Evict Domestic Violence Victims After ACLU Lawsuit*, (Feb 26, 2008) (hereinafter ACLU Press Release), available at <http://www.aclu.org/womensrights/violence/34213prs20080226.html>.
- ² Lewis v. North End Village, et. al., Complaint filed in the U.S. District Court for the Eastern District of Michigan, available at http://www.aclu.org/pdfs/womensrights/lewis_complaintdem_20070221.pdf.
- ³ ACLU Press Release, *supra* note 1.
- ⁴ *Id.*
- ⁵ *Id.*
- ⁶ Lewis v. North End Village, et. al., Complaint, *supra* note 2.
- ⁷ *Id.*
- ⁸ *Id.*
- ⁹ *Id.*
- ¹⁰ *Id.* Northend Village was partially funded by the U.S. Department of Housing and Urban Development's Low-Income Housing Tax Credit program, which provides tax credits to companies for "the acquisition, rehabilitation, or new construction of rental housing targeted to lower-income households." Low-Income Housing Tax Credit, available at <http://www.huduser.org/datasets/lihtc.html>.
- ¹¹ ACLU Press Release, *supra* note 1.
- ¹² Fair Housing Act, 42 U.S.C. § 3601-31 (1988).
- ¹³ ACLU Press Release, *supra* note 1; Michigan Elliott-Larsen Civil Rights Act, available at http://michigan.gov/documents/act_453_elliott_larsen_8772_7.pdf.
- ¹⁴ ACLU Press Release, *supra* note 1.
- ¹⁵ National Law Center on Homelessness & Poverty (hereinafter NLCHP), *The Impact of the Violence Against Women Act 2005 (VAWA) on the Housing Rights and Options of Survivors of Domestic and Sexual Violence*, report available at www.nlchp.org.
- ¹⁶ ACLU Women's Rights Project, *Domestic Violence and Homelessness*, report available at <http://www.aclu.org/FilesPDFs/housing%20paper.4.pdf>; Editorial Opinion, Philadelphia Daily News, *Stopping Domestic Violence: Federal Law Can Help Do That*, July 21, 2005 at 17.
- ¹⁷ National Coalition Against Domestic Violence, Detailed Shelter Surveys (2001).
- ¹⁸ ACLU Women's Rights Project, *The Rights of Domestic Violence Survivors in Public and Subsidized Housing*, report available at <http://www.aclu.org/pdfs/subsidizedhousingdv.pdf>.
- ¹⁹ *Id.* One-strike or zero-tolerance policies allow landlords to evict tenants based on a single violation. A tenant violates these policies if the tenant or a guest is arrested on or off the premises with drugs or guns, regardless of the tenant's knowledge of the activity. See Sargent Shriver National Center on Poverty Law, *U.S. Supreme Court Upholds Public Housing Authorities' One-Strike Eviction Policy: Impact on Victims of Domestic Violence*, available at http://www.povertylaw.org/news-and-events/woman-view/2002_05_10.
- ²⁰ Lewis v. North End Village, *supra* note 2.
- ²¹ *Id.*
- ²² Susan A. Reif and Lisa J. Krisher, National Center On Poverty Law, Clearing House Review, *Subsidized Housing and the Unique Needs of Domestic Violence Victims*, (2000).
- ²³ U.S. Conference of Mayors—Sodexho, Inc., Survey on Hunger and Homelessness (2005), available at <http://www.usmayors.org/uscm/hungersurvey/2005/HH2005FINAL.pdf>.
- ²⁴ NLCHP, *supra* note 15.
- ²⁵ *Domestic Violence and Homelessness*, *supra* note 16. This disparity could also be due to a difference in the rate of reporting or because domestic violence victims who are poor have fewer resources readily available to them.
- ²⁶ *Id.*
- ²⁷ *Id.*
- ²⁸ Missouri Coalition Against Domestic & Sexual Violence, *The Nature and Dynamics of Domestic Violence*, (Sept. 2006), available at www.mocadv.org.
- ²⁹ NLCHP, *supra* note 15.
- ³⁰ *Id.*
- ³¹ ACLU Press Release, *New Federal Law Forbids Domestic Violence Discrimination in Public Housing*, (Jan. 25, 2006), available at <http://www.aclu.org/womensrights/violence/23929res20060125.html>.
- ³² The Violence Against Women Act (VAWA), originally passed in 1994 as Title IV, §§ 40001-03 of the Violent Crime Control and Law Enforcement Act., Pub. L. 103-322. In 2000, VAWA was reauthorized and modified slightly as part of the Trafficking Victims Protection Act, Pub. Law 106-306. The 2005 version of VAWA is Pub. Law 109-162.

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- ³³ 42 U.S.C. § 1437(d), (f) (2006); NLCHP, *supra* note 15.
- ³⁴ NLCHP, *supra* note 15.
- ³⁵ *Id.*
- ³⁶ *Id.*
- ³⁷ *Id.*
- ³⁸ ACLU Women's Rights Project, *Housing Discrimination and Domestic Violence*, report available at http://www.aclu.org/images/asset_upload_file790_24325.pdf.
- ³⁹ *Id.*
- ⁴⁰ This case is unreported. See ACLU Press Release, *supra* note 1.
- ⁴¹ ACLU *Housing Discrimination and Domestic Violence* report, *supra* note 38.
- ⁴² *Id.*
- ⁴³ Lewis v. North End Village, et. al., Complaint, *supra* note 2.
- ⁴⁴ D.C. CODE §2-1401.01-.02 (2007); National Law Center, *State Laws and Legislation to Ensure Housing Rights for Survivors of Domestic and Sexual Violence*, (hereinafter State Laws and Legislation), available at www.nlchp.org.
- ⁴⁵ OR. REV. STAT. § 659A.431(4) (2007).
- ⁴⁶ COLO. REV. STAT. § 32-12-402(2) (2006).
- ⁴⁷ NY REAL PROP. § 227-C (2007).
- ⁴⁸ 820 ILL. COMP. STAT. 180/30 (2006).
- ⁴⁹ IND. CODE ANN. § 32-31-9(1)-(15) (2007).
- ⁵⁰ ARK. CODE ANN. § 18-16-112(c)(3)(C) (2007).
- ⁵¹ Department of Housing and Urban Development v. Rucker, 535 U.S. 125 (2002).
- ⁵² *Id.* at 134. Rehnquist said: "There is an obvious reason why Congress would have permitted local public housing authorities to conduct no-fault evictions: Regardless of knowledge, a tenant who "cannot control drug crime, or other criminal activities by a household member which threaten health or safety of other residents, is a threat to other residents and the project." With drugs leading to "murders, muggings, and other forms of violence against tenants," and to the "deterioration of the physical environment that requires substantial governmental expenditures," it was reasonable for Congress to permit no-fault evictions in order to "provide public and other federally assisted low-income housing that is decent, safe, and free from illegal drugs." *Id.*
- ⁵³ The Nature and Dynamics of Domestic Violence, *supra* note 28 at 3, 5-6.
- ⁵⁴ Allison Harris and Meghan Musso, *Violence Against Women Act of 2005: April 2006 Update*, available at <http://www.center4research.org/vawa2005.html>.
- ⁵⁵ *Id.*
- ⁵⁶ *Id.*
- ⁵⁷ Kerry Hyatt Blomquist, Letter to the Editor, *Violence Against Women Act Needs Funding To Be Real*, The Indianapolis Star, Sept. 17, 2006.
- ⁵⁸ *Id.*
- ⁵⁹ Ann Fisher, Domestic Violence Cutbacks Risk Lives, The Columbus Dispatch, Feb. 11, 2008 at 1B.
- ⁶⁰ *Id.*
- ⁶¹ NLCHP, *supra* note 15.
- ⁶² See *supra* Section I-A.
- ⁶³ *Housing Discrimination and Domestic Violence*, *supra* note 38.
- ⁶⁴ NLCHP, *supra* note 15 at 6.
- ⁶⁵ ACLU Press Release, *supra* note 1.
- ⁶⁶ *Id.*
- ⁶⁷ FLA. STAT. ANN. § 960.198 (2007); State Laws and Legislation, *supra* note 44 at 13.
- ⁶⁸ FLA. STAT. ANN. § 960.198 (2007).
- ⁶⁹ *Id.*
- ⁷⁰ *Id.*
- ⁷¹ 7 GCA § 40105, 1986 N. MAR. I. P.L. 5-20 § 1230; and V.I. CODE ANN. TIT. 16 § 97(b)(3).
- ⁷² *Id.*
- ⁷³ *Id.*
- ⁷⁴ National Coalition Against Domestic Violence, *Violence Against Women Act Appropriations Factsheet*, available at <http://www.ncadv.org/files/2008vawa.pdf>.
- ⁷⁵ ACLU Press Release, *New Federal Law Forbids Domestic Violence Discrimination in Public Housing*, *supra* note 31.
- ⁷⁶ *Id.*
- ⁷⁷ *Id.*
- ⁷⁸ State Laws and Legislation, *supra* note 44 at 20.
- ⁷⁹ *Id.*

Killer Heat

by Linda Fairstein

Reviewed by Colonel Maritza Sáenz Ryan

Killer Heat begins with a gruesome tableau illustrating the book's title: a beautiful young woman has been transformed—by a brutal killer and several days in an abandoned building during a major heat wave—into a ghastly corpse, and a matter for the city's Special Victims Unit (SVU). Our intrepid heroine, prosecutor Alexandra Cooper (Alex for short), is on the crime scene a few minutes after midnight, choking on a cigar provided by her gruff sidekick, Detective Mike Chapman, in a vain attempt to mask the overwhelming stench of death. The District Attorney had assigned her to help the SVU investigate the case of a missing young redhead, but when an auburn wig slips off the victim's head as she is taken away by the medical examiner, Alex realizes that this particular unfortunate woman is not the one she was seeking. Once the true redhead is eventually found (dead, of course), Alex Cooper and her team begin to tally commonalities between the murders, and soon find themselves in the midst of a serial murderer's summer killing spree. His *modus operandi* seems to recall that of "BTK," an actual serial killer captured several years ago in Wichita, Kansas, who earned his grisly moniker by binding, torturing and killing at least ten innocent people, most of them women with the misfortune of catching his depraved eye.

A distinguishing feature of Linda Fairstein's suspense series is the intermingling of news ripped from the headlines and the intricate plots of her fiction novels. This is not surprising, since her protagonist, Alex Cooper, is modeled on "a younger, thinner, blonder me," author Linda Fairstein modestly admits.¹ *Killer Heat* is the 10th novel by the former New York City prosecutor, who for twenty-five years, from 1976 until 2002, headed the Sex Crimes Prosecution Unit based in Manhattan.² Fairstein began writing in 1993, while still at the District Attorney's office, starting off with a work of non-fiction, *Sexual Violence: Our War Against Rape*. She next turned to writing crime novels featuring Alex Cooper and combining Ms. Fairstein's passion for the history of New York with the unique expertise she gained in prosecuting some of the city's most infamous sex offenders. Known as "hell on heels" for her prowess in the courtroom as well as her sartorial style,³ Ms. Fairstein's

caseload included several notorious prosecutions, among them Robert Chambers (a.k.a., "The Preppie Killer"), Dr. Marvin Teicher (a Manhattan dentist who anesthetized and sexually assaulted his women patients), and the Central Park Jogger case. Since retiring as a prosecutor in 2002 to pursue writing, Ms. Fairstein has also continued to serve as a highly sought-after lecturer, consultant and commentator on high-profile cases involving sexual offenses.

In *Killer Heat*, Ms. Fairstein deftly spins a quick-moving plot out of the latest developments in criminal law, current events, and her own courtroom experiences, producing a taut thriller whose legal accuracy and realism make it easy for lawyer/readers to suspend disbelief and enjoy the suspense. As befits a former prosecutor, the author tells her story with a keen eye for the victim's perspective. In fact, she dedicates this novel to a woman named Kathleen Ham, who had courageously testified against her knife-wielding attacker in a 1974 trial ended by a hung jury.⁴ In those days, shame and social stigma—exacerbated by the defense's largely untrammelled ability to grill victims on their sexual pasts—made taking the stand as a witness to one's own rape an absolutely heroic, if not quixotic, act. In one subplot, Alex Cooper exploits developments in DNA fingerprinting, first accepted in courtrooms in 1989 and routinely catalogued today in the FBI's CODIS (Combined DNA Index System), to retry a middle-aged serial rapist who had evaded justice for decades. One of his victims, having built a successful life since but still psychologically scarred by her ordeal as a young woman, publicly steps forward with a courage and determination very much like that of Ms. Ham, whose second bid for justice recently succeeded in real life.

Stunning technological advances in DNA collection and analysis make reviving such once-hopeless "cold cases" possible for today's prosecutors, while providing plenty of material for skillful authors such as Ms. Fairstein to produce riveting courtroom drama. Ms. Fairstein, or rather Alex, also frequently takes a measure of satisfaction—despite the grim nature of her duties—in noting some positive developments in the law and the profession reflective of the progress of women in

BOOK REVIEW

society. These developments, which arguably have led to more successful prosecutions of sexual predators, include a striking increase in the number of women involved in today's less sexist criminal justice system as prosecutors, judges, and even jurors; the establishment of more prosecution and investigative units specially dedicated to solving and prosecuting sex crimes; and more enlightened evidentiary rules, such as state and federal "Rape Shield" laws, to prevent the kind of meaningless humiliation and unnecessary suffering endured by, among others, Kathleen Ham.

Back to the book's shadowy serial killer, still at large: his body count is rising, the New York City media is pushing the public's panic button, and yet another young woman goes missing, but Alex Cooper and the SVU—armed with the latest in forensic tools and techniques, from DNA to forensic entymology to psychological profiling—are right on his grisly heels. Ms. Fairstein's reputation for meticulousness in preparing for her courtroom battles shows in the details she deploys so effectively throughout the book, not least in creating the backdrops and settings for *Killer Heat*. As she notes on her website,⁵ the author enjoys bringing the history of often obscure sites in and around the city alive to

the reader (often in a macabre manner through their connection to dead bodies, but then this is a murder mystery). Of particular interest to this reviewer, gruff but unswervingly loyal Detective Chapman turns out to be an enthusiastic military history buff. His encyclopedic knowledge of martial trivia ultimately proves invaluable, as it becomes increasingly apparent that the killer has a multi-faceted military connection. The team doggedly traces him and his dreadful handiwork to militarily significant sites around the city, from Jamaica Bay to Governor's Island to scenic but deserted Bannerman's Island just across from the U.S. Military Academy at West Point (much too close to home for this reviewer!). Alexandra Cooper—whose personal safety seems to be under constant threat from former defendants and others less than thrilled with her prosecutorial zeal—even makes a serious, perhaps fatal misstep that puts her directly in line to become the serial killer's latest victim. Unwittingly, the always stylish Alex plays into this dangerous predator's twisted, relentless fetish for—something we will have to leave to potential readers of Linda Fairstein's superbly penned, enlightening as it is chilling, "beach read," *Killer Heat*, to investigate for themselves...

¹ Stuart Jeffries, "The Rapist Hunter," *The Guardian*, February 27, 2004, found at <http://www.guardian.co.uk/uk/2004/feb/27/crimebooks.books>

² Jennifer Connic, "Fairstein Addresses Issues of Domestic Violence," *WestportNow.com*, October 22, 2006, found at <http://www.westportnow.com/index.php?v2/comments/15011/>

³ Jeffries, *Ib Id.*

⁴ Julia Preston, "After 3 Decades, Guilty Verdict in Rape Case, With Help from DNA," *The New York Times*, November 10, 2005, found at <http://www.nytimes.com/2005/11/10/nyregoun/10rape.html>

⁵ <http://www.lindafairstein.com/>

Upcoming Events

THURSDAY AND FRIDAY,
NOVEMBER 6 -7, 2008

**NAWL Fourth Annual General
Counsel Institute**

THE WESTIN NEW YORK
AT TIMES SQUARE
NEW YORK, NY

All senior women in-house counsel are invited to attend this event.

Mark your calendars for the NAWL Fourth Annual General Counsel Institute. This popular event is targeted to experienced, motivated women in-house counsel who want to build top-tier professional and management skills. This year's conference will focus on what it takes to support the business and provide leadership in the face of the tumultuous economic and political developments that will undoubtedly shape where companies—and careers—are headed.

GCI is a unique opportunity to network with a dynamic group of women in-house counsel from across the country. You will attend plenary and interactive workshop sessions on key issues of significance to in-house counsel and chief legal officers, and develop skills that foster personal and departmental success. GCs and other professionals discuss, in a collegial environment, the knowledge and skills you need to grow professionally. Previous attendees have represented Fortune 500 corporations, governmental entities, not-for-profits and small private companies.

> Register at www.nawl.org.

NOVEMBER 12, 2008

Connect, Listen and Learn

2:00 P.M. EST
TELECONFERENCE

The Comeback: Seven Stories of Women Who Went from Career to Family and Back Again, by Emma Gilbey Keller.

We've all heard the chatter in the media about off ramps and on ramps, decreased earning power, increased competition, too much re-adjustment, too little flexibility, no jobs, no hope—nothing to look forward to. Women are used to being told that once we get off the career track, we can't go back on. In *The Comeback*, Emma Gilbey Keller proves that this isn't true: more and more, companies today are looking at the value of hiring returning mothers. In this encouraging book, Keller tells the stories of seven very different women who sought to strike a balance between demanding careers and budding families. *The Comeback* provides the diverse role models needed to help women create the multidimensional lives that they desire.

> To register, please email nawl@nawl.org

DECEMBER 10, 2008

Connect, Listen and Learn

2:00 P.M. EST
TELECONFERENCE

Bringing in the Rain: A Woman Lawyer's Guide to Business Development, by Sara Holtz.

The coming of the new year is a great time to think about strategies for creating business. In this discussion, Sara will offer successful approaches to making rain and lead you to consider an exciting business development plan for 2009.

> To register, please email nawl@nawl.org

Upcoming Co-Sponsored Programs

OCTOBER 23 AND
NOVEMBER 15, 2008

**American University
Washington College of Law
Lawyer Re-Entry Program**

9:00 A.M. - 5:00 P.M.

WASHINGTON, D.C.

\$2,500 - REDUCED FEE AND/
OR SPONSORSHIP SUPPORT
MAY BE AVAILABLE.

Reconnect, Refocus and Reclaim your Legal Career

A six-day program, from 9:00 A.M. - 5:00 P.M. on Fridays and Saturdays in October and November with three individual coaching sessions—one during the program and two post-program.

The decision to re-enter the legal profession after an absence may feel daunting—but it needn't be so. The Washington College of Law Lawyer Re-Entry Program makes this transition a rewarding, exciting, and energizing process. This program will prepare you to renew your legal career in a way that works for you, your life, and your family.

The faculty and professional coaches who designed the program appreciate the work/life challenges many lawyers face. In the program, you will explore career options, update your knowledge, and refresh your job search skills. You will also work one-on-one with a professional coach to create a personal action plan for re-entry into the profession. You and your coach will meet individually during the second week of the program and two times after the program to sustain your re-entry efforts. Washington College of Law's exceptional faculty, together with experts in the field of career and professional development, lead and facilitate this program. The Program is co-sponsored by the Women's Bar Association of DC and the National Association of Women Lawyers.

> Register at www.wcl.american.edu/reentry/ or call 202-274-4138 or email lawyer.reentry@wcl.american.edu.

NOVEMBER 12, 2008

The Career Relaunch Forum

GEORGE WASHINGTON
UNIVERSITY MARVIN CENTER

WASHINGTON, D.C.

\$95 NAWL MEMBERS

\$125 NON NAWL MEMBERS

To receive the discount, registrants who are NAWL members should type NAWL in the "Where did you hear about us" box on the online registration form. They will then receive a \$30 credit within 48 hours of registering.

A one-day return to work conference for mid-career professionals on career break looking for strategies and advice on resuming careers after time out of the workforce.

Agenda includes:

- Back on the Career Track co-authors' keynote: "The 7 Steps To Relaunch Success"
- Panel of Employers describing work-life and women's initiatives
- Advice from successful relaunchers
- Networking opportunities with employers and fellow relaunchers

Dynamic Breakout Sessions will cover:

- Marketing Yourself
- Assessing Your Career Options

The forum provides attendees with unprecedented access to career reentry resources and expert advice. Participants will leave with an early stage return-to-work plan and strategies and contacts for a successful career relaunch.

> Register at www.careerrelaunch.com.

Recent NAWL Programs

JULY 16, 2008

NAWL Annual Luncheon

WALDORF=ASTORIA HOTEL, NEW YORK, NY

Almost 1,000 attendees enjoyed the spectacular 2008 Annual Luncheon at the Waldorf=Astoria Hotel in New York, where we celebrated NAWL's achievements and honored NAWL award recipients! NAWL honored Dean Elena Kagan of Harvard Law School; the DuPont Legal Department; Helaine M. Barnett, President of the Legal Services Corporation; the Hon. Deborah A. Batts of the Southern District of New York; and Professor Suzanne B. Goldberg of Columbia Law School.

TUESDAY, JULY 15, 2008

NAWL Networking Reception benefiting: The Bottomless Closet

Old and new friends joined together at NAWL's Networking Reception on July 15 at McDermott Will & Emery, benefiting The Bottomless Closet. Attendees brought gently used fashion accessories—business appropriate shoes, scarves, jewelry, purses and used them to accessorize suits provided by LexisNexis.

WEDNESDAY, JULY 16, 2008

Ethical Issues in Inside/Outside Counsel Relationships

NIXON PEABODY LLP, NEW YORK, NY

SPONSORED BY: LEXISNEXIS®MEALEY'S™

WEDNESDAY, JULY 16, 2008

Flexing the Workplace: New Ways to Get Work Done & Build Careers

DAVIS POLK & WARDWELL, NEW YORK, NY 10017

Recent Co-Sponsored Programs

THURSDAY, AUGUST 7

Equalitea Tea/Rally/Reception

AT THE ABA ANNUAL MEETING

HILTON NEW YORK

SPONSORED BY THE ABA COMMISSION ON WOMEN
IN THE PROFESSION AND CO-SPONSORED BY NAWL

The Equalitea, a tea/rally/reception, concluded the ABA Day of Equality by bringing together hundreds of people for celebration and inspiration. It celebrated all the ABA Commission on Women in the Profession has accomplished in the past 20 years; highlighted and thanked the CLE program participants of the Day of Equality; and issued a call to action regarding the work that still needs to be done to achieve full equality for women in the profession.

AUGUST 8, 2008 -- NEW YORK

The Conversation

CO-SPONSORED BY NCWBA AND NAWL

NAWL and the National Conference of Women's Bar Associations gathered women leaders from firms and women's bar associations from all over the country who discussed the successes, challenges and future efforts to drive the advancement of women lawyers forward. Designed as a combination of small group and full group discussions, *The Conversation* was facilitated by Karen Kahn and John Mitchell, of the national consulting and coaching firm KM Advisors. The meeting concluded with the creation of a list of the critical next steps needed to support each leader's efforts in accelerating their *agendas for success*.

Member News

Sharon Bridges, will serve as the Deputy Chief of Staff to newly installed National Bar Association President Rodney G. Moore. Attorney Bridges will work closely with President Moore on association issues and initiatives. Attorney Bridges also serves the NBA as Board Member At Large, Chair-Healthcare Law Section and Advisory Board Member for the Commercial Law Section. Founded in 1925, the National Bar Association is the oldest and largest association of African American attorneys and judges in the country.

Beth Kaufman, of Schoeman, Updike & Kaufman LLP, was appointed by New York City Mayor Michael R. Bloomberg to serve on the Mayor's Advisory Committee on the Judiciary. The Committee's mission is to recruit, evaluate and nominate highly qualified judicial candidates for appointment and to evaluate incumbent judges for reappointment to the New York City Criminal Court and Family Court and, for interim appointments, to the New York City Civil Court.

Stephanie Scharf, of Schoeman, Updike & Kaufman LLP, recently participated on a panel entitled "Impact of Attrition of Women in Large Firms on Judicial Diversity and Judicial Independence" at the National Association of Women Judges MidWest Regional Conference.

Dr. Sunwolf, Associate Professor of Communication and Visiting Professor of Law, Santa Clara University, California, has recently published two books: "Practical Jury Dynamics2: From One Juror's Trial Perceptions to the Group's Decision Making Processes" (LexisNexis) and "Peer Groups: Expanding Our Study of Small Group Communication" (Sage Publishing). Dr. Sunwolf was a featured speaker on jury dynamics at the Florida Bar Association Annual Convention and the National Association of Criminal Defense Attorneys, Las Vegas.

Law Firm News

McDonald Law Group, LLC (MLG) located in Florham Park, New Jersey, announces that Kirsten Scheurer Branigan joined MLG as a member of the firm serving as Chair of the firm's Employment Law group. Kirsten is the recipient of numerous awards, including the Alice Paul Equality Award, NJ BIZ FORTY under 40 Award, Professional Lawyer of the Year Award, and the Kirsten Scheurer Branigan Presidential Leadership Award, created in her name by the New Jersey Women Lawyers Association (NJWLA). She was recently recognized by NJ BIZ as a "Mover and Shaker" in the legal industry due to her efforts in steering the revitalization of NJWLA.

Schoeman, Updike & Kaufman, LLP announced that Mary L. Smith and Sarah R. Marmor have joined the firm in its Chicago office. **Mary L. Smith** joins the Firm as Partner in the Litigation and Corporate Governance, SEC Defense and Investigations Law Practices. Ms. Smith specializes in securities enforcement and compliance; corporate governance; complex litigation; class action litigation; and securities litigation. She is one of thirteen members of the American Bar Association's Commission on Women in the Profession. She is also a member of the Chicago Bar Association's Board of Managers. Ms. Smith received her J.D. from the University of Chicago School of Law, *cum laude*, where she was a member of the Law Review and her B.S. from Loyola University of Chicago, *magna cum laude*. Sarah R. Marmor joins the Firm as Counsel in the Litigation, Pharmaceutical, Biotech, Device and Chemical, and Employment Law Practices. Ms. Marmor has extensive experience in mass tort and product liability litigation, having participated in national trial teams for breast implant, tobacco, asbestos and "toxic mold" litigation. Other areas of specialty include private equity, commercial, employment and consumer fraud litigation. Ms. Marmor also has substantial experience in entertainment law, business ethics and corporate governance matters. She received her J.D. from Northwestern University School of Law, *magna cum laude*, where she received the Order of the Coif and her B.A. from Princeton University, *magna cum laude*.

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NAWL Recognizes

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The NAWL Networking Roster is a service for NAWL members to provide career and business networking opportunities within the Association. Inclusion in the roster 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.

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

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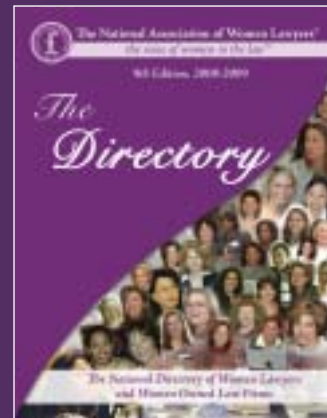
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