

REIMAGINING SUCCESS

I N T H E L E G A L P R O F E S S I O N

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Grit & Growth Mindset

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National Association of Women Lawyers Empowering Women in the Legal Profession Since 1899

About NAWL

The mission of the National Association of Women Lawyers is to provide leadership, a collective voice, and essential resources to advance women in the legal profession and advocate for the equality of women under the law. Since 1899, NAWL has been empowering women in the legal profession, cultivating a diverse membership dedicated to equality, mutual support, and collective success.

Benefits of Membership

- Access to career development and continuing legal education programs at reduced member rates. Programs include regional and national seminars designed to provide women lawyers with the skills and resources needed for long-term careers, including signature events like our Annual Meeting, Mid-Year Meeting, and General Counsel Institute.
- Opportunities to build a national network via programs that bring women together, from across the U.S., opening doors to an array of business development opportunities.
- Leadership development through NAWL committees, affinity groups, and strategic partnerships. There are ample opportunities for members to develop and exercise leadership skills.
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- Community outreach through Nights of Giving. Throughout each year NAWL hosts a series of philanthropic networking events across the country to support organizations whose mission is to empower women and children.
- Continued learning with the Women Lawyers Journal®. This national publication provides a forum for the exchange of information and presentation of articles about women in the law and society.

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Editors' Note

We've spent over two years adjusting our professional and personal lives to try and manage the havoc caused by the pandemic. We've attempted to bake sourdough; learned how to raise our digital hands in Zoom meetings; and virtually met the pets and children of our colleagues and clients.



Courtney Worcester
Co-Executive Editor



Kirtana Kalavapudi
Co-Executive Editor

The seismic changes that we've gone through have served as a catalyst for many of us to reevaluate both our professional and personal lives. **This issue of the *Women Lawyers Journal* (WLJ) highlights women who are redefining what it means to be a "success" and exploring what role mindfulness can play in helping one achieve that success.**

We're recognizing that instead of defining success myopically – I am successful because I was promoted or because I received a bonus – success should be seen as multi-dimensional. The WLJ spoke with Angela Han and Jenn Deal, two of the twenty-three authors of "*Women in the Law Discovering the True Meaning of Success*" about changing the narrative around what it means to be a successful woman attorney. Even pre-pandemic, women attorneys faced additional hurdles to achieving success. Lori Mihalich-Levin educates us about how to parlay parenting skills at work. We also know that being successful involves more than just hard work. To that end, Dr. Milana Hogan shares with us what role grit and a growth mindset play in our success.

The legal profession is also beginning to embrace the reality that success cannot be sustained, let alone achieved if an attorney is not mentally and emotionally healthy. The pandemic pushed many women attorneys to their breaking points with many having to step back at work or leave the profession entirely. Molly Ranns, the director of the Lawyers and Judges Assistance Program for the State Bar of Michigan, shares her observations on the impact of the pandemic on the well-being of women attorneys as well as practical advice to help women take care of their mental wellbeing. Finally, Amy Friederich shares how she pivoted from being an associate, taking a few yoga classes a week, to being a certified yoga instructor who provides CLEs to attorneys on incorporating self-care to improve one's well-being in an intentional and meaningful way.

We hope the latest issue of the WLJ inspires you to view success differently and encourages you to prioritize your mental health.

Happy Reading,
Kirtana & Courtney

“Grit and mindset are powerful and potentially critical traits, and if we want our lawyers to be successful practitioners, we need to make sure that they know as much about them as early in their careers as possible.”

– *Grit & Mindset*

Implications for Women Lawyers

by Milana Hogan & Katherine Larkin-Wong,
Women Lawyers Journal Vol. 98 No. 3, 2013

ACHIEVING SUCCESS IN LIFE AND LAW THROUGH GRIT AND GROWTH MINDSET

A CONVERSATION WITH
DR. MILANA HOGAN—PART ONE

Written By Nicole M. Smithson



DR. MILANA HOGAN, ED.D.
AUTHOR, *GRIT, THE SECRET
TO ADVANCEMENT*

The pandemic has radically affected nearly everyone's career and personal life. Grit and a growth mindset are keys to thriving as we each try to build our new normal. In order to learn more about cultivating a grit and growth mindset, I reached out to Dr. Milana Hogan, an expert on grit.

Dr. Hogan co-authored one of *WLJ*'s most popular articles, "Grit & Mindset Implications for Women Lawyers"; authored the book, *Grit, the Secret to Advancement*; and received her Doctor of Education from the University of Pennsylvania. She has co-chaired the ABA's Grit Project since its inception and is currently working on new research with the ABA that considers the impact of grit and growth mindset in the team context.

Dr. Hogan is also the Chief Legal Talent Officer for Sullivan & Cromwell LLP—a major global law firm. As Chief Legal Talent Officer, she oversees the firm's professional development and legal recruiting efforts. In addition to her many professional accomplishments, Dr. Hogan and her husband are raising four young children.



Dr. Hogan, please explain what "grit" and "mindset" mean.

Sure, I would be happy to. Grit is defined by Angela Duckworth as "passion and perseverance for long-term goals." Importantly, grit isn't just about hard work. It includes hard work, of course, but grit is really a marriage between sustained effort on the one hand and passionate pursuit of goals on the other. How gritty you are has an outsize influence on your success, not only in a professional context but in academic and athletic settings as well.

Mindset is really more of a continuum, the extremes of which are quite distinct and often result in very different outcomes. On one end of the continuum, you have what is called a fixed mindset, which is essentially the belief that your abilities and traits are fixed. People with a fixed mindset tend to believe that there are things they are good at, and things they are not very good at, and they cannot do much to influence their natural ability or aptitude. On the other end of the continuum, you have a growth mindset.

A growth mindset is a belief in the power of effort to improve your abilities. For example, instead of thinking about intelligence as fixed, someone with a growth mindset would think about it as an ability that is within their control to change. They might think about the brain as a muscle that can grow and gain strength and power over time. As has been demonstrated numerous times and in many different contexts, it turns out that those who operate with a growth mindset are far more likely to succeed in the long term than those who operate with a fixed mindset.


Are there other predictors of success besides grit and mindset?

Yes, definitely, there are a number of important predictors of success, and I can give you some specific examples.

Family and friends play a pivotal role when it comes to success. Parental involvement and support are huge factors when you look at whether or not somebody is able to achieve a high level of success. Is your family (either the one you were born into or the one who you ultimately choose) committed to helping you succeed? How many sacrifices are they willing to make to help you improve your skills? Will they wake up at 5 am every day to drive you to a freezing cold ice hockey rink in the dead of winter?

Friendships are similar. If you put yourself into a room with highly motivated and talented individuals, it sets a high bar and more often than not raises the performance level of everyone in the room. I've seen that firsthand at S&C. Work that might be considered great elsewhere is often seen as average here, and that's because everyone produces great work. Great work is the baseline, the minimum expectation, and that motivates people to achieve even better results. Moreover, if you are learning a new language or trying to commit to a new health and wellness routine, it's very helpful to do that alongside people who are engaged in a similar pursuit. The bottom line is that you want to surround yourself with people who are going to help you—either literally or simply by setting a great example—to achieve your goals.

In addition to family and friendships, environment and circumstance are also huge contributors to success.



That is a fancy way of saying good luck—being in the right place at the right time or having access to something—perhaps a resource or a mentor—that maybe others don't have. That's important to keep in mind because too often we compare ourselves to others or beat ourselves up about not having achieved enough, and it's worth pausing and acknowledging that sometimes, it just comes down to good luck.

The last predictor of success I want to mention is deliberate practice. And that is most closely tied to a grit and growth mindset, which can help you engage in deliberate practice. Grit helps you sustain the kind of effort needed to make meaningful improvements, and a growth mindset helps you stay focused on the idea that all of the effort you are putting in will eventually pay off.

Often people are confused about how deliberate practice differs from ordinary practice. Deliberate practice is not just repetition, it is practicing with the intent to improve a specific skill. In a deliberate practice context, you're trying very specifically to improve your performance, and so you need to understand what your particular deficiencies are. The ability to be laser-focused, to put forth that effort, to sustain it, and then repeat it again and again. That's really how you ultimately improve your performance.

Can you give an example of what deliberate practice looks like for attorneys?

Deliberate practice can be achieved in a number of different ways. The key, as I mentioned earlier, is that you focus on improving the skills that are challenging for you.

For example, let's say you are tasked with explaining a complex, thorny issue to a client. Although you are fully prepared, the call with the client does not go as well as it could have gone. You recognize there is room for improvement, but you struggle to pinpoint exactly what needs to be fixed. The partner or senior lawyer on that call is well-positioned to help you fill in those gaps. You need direct feedback from someone with more experience in order to improve.

At S&C, I have been the recipient of this kind of feedback, and I have also delivered it to my team. I have one mentor in particular who has an uncanny ability to identify little tweaks that will take something from good to great, and this invariably makes the work product stronger. It is also the most valuable kind of feedback because it provides me with the information I didn't have before, and then I am able to carry that learning forward. Luckily, regular feedback is a critical part of our practice because it is very hard to engage in deliberate practice without it.

Once you have received the feedback you need, it is your job to put that into action, and work hard—sometimes even pushing yourself outside your natural comfort zone—to make the necessary improvements. That's deliberate practice in action.

In my view, however, grit and a growth mindset are the most statistically significant predictors of success. Even without any sort of scientific evidence, it makes logical sense that those traits would be critically important because they are ultimately about bringing passion to the work you're doing, working incredibly hard, believing in yourself, and being resilient.

Given our current environment of uncertainty and remote work, what can women do to strengthen grit and cultivate a growth mindset?

One thing that's hard for some of us, myself included, is to regularly and consistently reward ourselves for effort and not just results. I have four children. I've had to deal with homeschooling and a myriad of other, new challenges introduced by the pandemic. There were days I didn't come close to accomplishing everything on my checklist, but I did manage to keep the kids alive and on school Zooms while also being present for my S&C family and fulfilling my professional obligations. And it may not have been perfect, but those days present a good opportunity to give yourself a figurative pat on the back.

Sometimes you have to evaluate the day not by the number of items you crossed off your list but rather by the amount of effort that you put in. On those days I can put my head on the pillow and confidently say: "I left zero effort on the table today—I did all that I could, even if it wasn't everything I set out to accomplish." The legal profession is very results-oriented, but we can't forget to give credit for effort as well.

Additionally, we should never assume that we can't do what we're trying to do. Sometimes it's easy if you hit some sort of obstacle to think, "I just don't have what it takes to be successful here." Whenever we are struggling and we assume that we just don't have what it takes to get to the other side, we're operating in a classic, fixed mindset way. You have to switch gears and approach things through a growth mindset lens. And, sometimes the trick in these inevitable moments of self-doubt is just to act as if you had a growth mindset.

"What would I do differently? Would I keep trying if I had a growth mindset?" Just acting as if you did have a growth mindset is effective because you do the thing you would do if you truly believed that.


The women lawyers I work with at S&C have shown incredible strength and conviction in this respect—they are always willing to bet on themselves to find a creative solution to a challenge—whether it is a personal challenge or a challenge faced by a client.

Those are great tips. Changing gears, and grit can be bad when a person continues working under ridiculous conditions because they don't want to be a quitter. Can you talk about how to make sure that one's stick-to-it-iveness isn't being gritty in a bad way?

Absolutely. I give credit in talking about different forms of grit to Caroline Miller, who has written extensively on this topic. There are many behaviors and actions that may seem like grit, but are, in fact, quite different.

Miller describes "stubborn grit" as continuing on in a potentially dangerous situation just because you don't want to be a quitter.

Let's assume it is a life-long goal of yours to climb Mount Everest, and you are committed to getting up that mountain no matter what. Then, all of a sudden, a terrible storm comes in and everybody else says, "Today is not the day. We're turning around. It's not safe." At that point, if you decide to keep going on your own, without your team, indemonstrably unsafe conditions, that's stubborn grit. It's not the kind of grit I am advocating for, and in fact, it's ultimately a demonstration of poor judgment.



You want to make sure that you are engaging in what Miller defines as "authentic grit." In her terms, authentic grit is "the passionate pursuit of hard goals that awes and inspires others to become better people." It's good for your well-being to take positive risks, but not dangerous ones. If you see somebody engaging in authentic grit, chances are you will be drawn to rather, than repelled by, that person. Authentically gritty people are compelling people—they are really good at attracting others who want to work for and with them.

I'm really glad you asked this important question. We're absolutely not saying, "Don't quit at all costs even when you're putting yourself in harm's way." We're saying, "Engage in the passionate pursuit of something that you love, and that you're willing to work hard for, that's going to inspire the people around you."

Are there other kinds of false grits to be aware of?

There are two others I would like to mention. One is "faux grit," which Miller describes as taking shortcuts to get the trophy but not actually putting the time in or legitimately earning it. A faux gritty person is a person who tells you they stayed up all night studying for a test when they really didn't, or who lies about their mile time or the number of reps they did in the gym. They try to put those false accomplishments forth as true successes. While that's obviously very troubling, I don't think we need to worry too much about it because eventually, those people will be exposed.

The last kind of false grit I would mention is what Miller calls "selfie grit," which is where you are making it all about you.

Even the name, selfie grit, probably says it all. Borrowing from the example I just gave, someone engaging in selfie grit might actually stay up all night to study but would then need to make sure everyone knew about it and would seek credit for it at every turn. Those who engage in selfie grit often can't see how others have contributed and therefore do not give appropriate credit to those who have made their successes possible. If you're posting a picture of yourself being "gritty," that's probably not the kind of grit you want to be demonstrating.

What does a good grit practice look like?

There are lots of different ways that you can bring grit into play in your own practice—no one size fits all. When and how you exercise grit depends on what your specific challenges are and where effort and passion are most needed in your life. But a good grit practice begins by investing the time it takes to make sure you know what you are passionate about.

A lot of us are overwhelmed by the number of things that are asked of us on any given day, and this is especially true during the pandemic. We're just trying to get everything done. We're not really pausing to think: "What brings me joy? What excites me? What do I enjoy doing?" And so I would say as part of a good grit practice, everybody should be carving out some time where you really do a thorough inventory of what is inspiring to you and what you find motivating. If you don't know what those things are or you're not connected to that idea, this profession can be really challenging. All hyperbole aside, I work with some of the most amazing lawyers in the world at S&C, and they all work incredibly hard, but they are also deeply passionate about what they do.

You can tell in the first few minutes of speaking with them that they genuinely enjoy practicing and are highly motivated—even at the most senior levels—to continue honing and perfecting their craft.

The other thing I would say about a good grit practice is really making sure that you take breaks so that you can sustain your effort. If you tried to run a marathon with no training, it would be a very difficult task. You need to take breaks. You need to be healthy. You need to sleep. You need to do all those things because you're playing the long game. Set yourself up for success in a way that enables you to do just that.

Dr. Hogan's book, Grit, The Secret to Advancement, is available on Amazon and the American Bar Association's website. Her 2013 WLJ article, "Grit and Mindset Implications for Women Lawyers," is featured in the ABA's 21-Day Grit Challenge. The conclusion of this interview will be featured in the WLJ scheduled to publish in December 2022.



WRITTEN BY

NICOLE M. SMITHSON

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Interview with Molly Ranns on Women's Wellbeing

Written by Kirsten Silwanowicz

Molly Ranns, the Director of the State Bar of Michigan's Lawyers and Judges Assistance Program ("LJAP") has a B.A. in psychology and an M.A. in counseling from Michigan State University. As well as a fully licensed professional counselor, a national board-certified counselor, and an internationally certified advanced alcohol and drug counselor.

What is your background and experience, perhaps, aside from your work with LJAP?

I started out my career completing biopsychosocial evaluations and making treatment recommendations for those with substance use issues, as well as domestic violence offenders.

During that time, I was also working with the severely and the persistently mentally ill.

Then I transitioned into a position where I was the head clinician for an agency that treated opiate dependency, primarily IV heroin users.

I accepted a position with LJAP in 2011 and I have remained here ever since.

I also opened a small private practice about 10 years ago. Within the private practice, I focus on treating impaired non-lawyer professionals.

What does your role entail as the Director for LJAP?

I provide services to law students, bar applicants, lawyers, and judges who have mental health and substance use concerns. I also work with people looking to optimize their overall wellness.

The list goes on. LJAP provides free telephone consultations to legal professionals and their family members. I spend a lot of time talking with folks who have concerns about themselves or others. I provide referrals to appropriately trained, credentialed, and effective providers for individuals.

We also provide low-cost short-term counseling to law students. We run virtual support groups for law students and lawyers and monitoring services.

Over the last year, I've helped to get the SOLACE program implemented and overseen at the SBM, which has been very successful. SOLACE stands for the Support of Lawyers/Legal Personnel All Concern Encouraged. SOLACE helps folks who are in need because of a recent, sudden, catastrophic illness, injury, or event.

It was officially launched in July 2021. There are over 15,000 individuals who have voluntarily joined the SOLACE network. Anyone working in the scope of the legal profession or their immediate families can submit a request for assistance. That request goes out to the SOLACE Network or those who have said they are willing and able to help. It can be a lawyer, legal administrator, a paralegal, someone in a law school, faculty, staff, etc. One hundred percent of our requests have been filled, most of them within minutes.

All members of Michigan's legal community, without regard to income or assets, can participate. It's been amazing to witness, firsthand, the goodwill of the legal community.

That is truly amazing work that you are doing within the State Bar of Michigan and the SOLACE Program.

That is a great resource for lawyers to reach out to if they are in need.

Given the demands that women lawyers face in the legal industry and at home, what does women lawyers' well-being look like today?

We know from national reports that lawyers have statistically and significantly higher rates of mental health and substance use issues than the general population and other high-stress professions. Recent studies have really begun to examine gender disparities that exist between male and female lawyers with regard to these issues, as well as with regard to attrition. In particular, I reference a study by Anker and Krill.

Research has demonstrated that female attorneys tend to experience higher levels of anxiety and stress than male attorneys. They are also consuming alcohol more riskily than their male counterparts with regard to the amount and frequency of alcohol used.

25% of women lawyers contemplated leaving the profession due to mental health concerns in a recent survey versus just 17% of male lawyers. Women are naming work-family conflict as the number one predictor of attrition, which, as a working mother, I can certainly understand. Male lawyers are reporting over-commitment to work as the number one predictor for them leaving the practice.

While the likelihood for promotion lowers the risk for male lawyers to leave the field of law, it does not appear to have that same impact for women. 53% of women say that they have been passed over for a promotion or advancement, whereas just 7% of male lawyers endorse the same.

Some studies are estimating attrition rates for women to be 150% higher than for males.

We know that the legal profession suffers from regard to their mental health and substance use. But we're now taking a look at how these difficulties impact male and female lawyers differently. Studies are showing that stress, anxiety, and risky drinking are higher among women lawyers, and attrition rates among female lawyers are higher as well.

Those statistics, every time I hear them, it's surprising even in 2022, that women are still feeling that tug of work-family obligations and that it's one of the main reasons why they're leaving.

One of the studies I was reading that was really interesting indicated that male lawyers were more likely to be married with children than female lawyers, suggesting that female lawyers are acutely aware of what that work-family conflict brings about.

Given all of this information, how can women take better care of themselves? How can women lawyers try to not fall into one of those percentages?

That's a great question. I think that sometimes when individuals are overwhelmed or experiencing stress, it's hard to think about engaging in self-care. I think that women can take better care of themselves by implementing their ABCs, which is something that is easy to remember.

A stands for awareness, B stands for balance, and C stands for connection.

First, let's talk about increasing self-awareness. I encourage people to have a daily check-in. Cultivating an awareness of what your emotions are and what your needs are. Are you overwhelmed? Do you need to remove just one thing from a very overly full plate? Creating an awareness of what limits and boundaries need to be set.

We often can't set all the limits and all the boundaries, but setting just one limit or one boundary in either your personal or professional life can give you back minutes of valuable time each day and have such a profound impact.

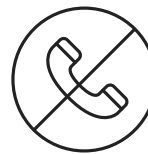
Some examples:



Set your do not disturb on your cell phone during dinner or other protected personal times.



Check email maybe three times a day instead of 30 times a day.



Don't take calls past five or six o'clock and not returning calls or taking them on weekends and letting people know that they can expect that.



Go for a walk for 20 minutes a day and leaving your phone at home.



Set timers on social media apps.

We may not be able to set all of these boundaries, but we really need to have an awareness of how just one small adjustment could have a large impact. Set that boundary and stick with it.

B stands for balance. How do we create better balance in our lives? This is really hard for lawyers. Looking at wellness not just as the absence of illness or impairment, but really thriving in life's six dimensions and having a balance in those dimensions. The six dimensions are



Is there a balance within these dimensions? If not, how do we create that? Maybe your occupational dimension is thriving. You love your job. You're financially stable. You're challenged at work. But perhaps your physical dimension is lacking. You're not eating healthy, you're not drinking enough water, you live on coffee, you're not getting outside, you're not getting exercise. How do we create better balance in our lives?

C stands for connection. Connecting with yourself, connecting with others, connecting with people that have similar shared experiences.

This can be a connection on a spiritual or religious basis, but it doesn't have to be. It could be as simple as connecting with other women lawyers. Connecting with those who have been through something similar. This can mean if you're a new mom, connecting with another new mom.

If you can't find it within your friend group, reach out and seek it, as we all need it to thrive. Maybe it's through a book club or through your local women lawyers' association. How can you connect with other people to give you support and really validate your feelings and your experiences?

I think that if women can have greater self-awareness, create better balance in their lives, and connect with other women who have shared experiences, they tend to be much more resilient, and able to deal with the stressors of everyday life. We will never get rid of stressors. We learn to handle them better, and as a result, we tend to be more optimistic.

I know so many women lawyers have been affected by the pandemic. How has the pandemic impacted women lawyers' well-being in general?

The pandemic has certainly impacted the mental health of both men and women. Research is telling us that women tend to carry a significant burden during these really difficult times. If you look at statistics, we are seeing that between 2.3 and 3 million women left the workforce during the pandemic. This is four times the rate of men.

We also see that for those individuals who have said that the pandemic has caused an increase in drinking for them, women were seven times more likely than men to drink riskily than their male counterparts within that group.

Studies are showing that a third of women say that they had to work fewer hours during the pandemic because of childcare issues, and a fifth of women have said they had to move to part-time employment. That's pretty significant. I know that a lot of companies have offered more flexibility when it comes to work, whether that be working from home, or even flexibility with regard to what hours one can work.

But interestingly enough, women are saying that despite the flexibility, that has not helped them become more productive at work, and they're naming the number one reason as childcare responsibilities.

I think that hard work has long been associated with the field of law as a badge of honor. But at some point, workloads and over-commitment become unsustainable. At some point, it's going to impact mental health, which can lead to decreased work quality and performance. I think that mentally healthy lawyers are better lawyers. We see a direct correlation between chronic stress and lower cognitive function, for example, so we know that being mentally healthy helps us to be better and more productive.

That is disappointing to see how the pandemic has impacted women so disproportionately. Hopefully, as we are heading into the third year of this pandemic, we can see a light at the end of the tunnel.

In the meantime, the last topic I wanted to talk about is ways to assist women in taking better care of themselves.

What does self-care look like today, and what is the real definition of self-care? What does self-care look like today, and what is the real definition of self-care?

A lot of people, I think, think of self-care as escaping for that one massage or getaway. But while a massage or a vacation absolutely can be a piece of self-care, in my mind, true self-care is creating a life you don't have to escape from.

"True self-care is creating a life you don't have to escape from."

You need to have an awareness of your emotions and your needs. You have an awareness of what limits and boundaries you need to set, both personally and professionally.

It's great to identify as a lawyer, but there are also so many other things that women are. Women wear so many other hats. It is being able to define yourself in multiple ways and understanding that wellness is not just the absence of illness. Wellbeing is really thriving in those six dimensions that we talked about earlier.

"Wellness is not just the absence of illness."

I'm so grateful that we now have this spotlight on mental health. I think the pandemic has done that. That's been a big silver lining. But I think sometimes what that does is it tells us that if we're not okay, we're just not doing wellness well enough, and that is not true.

Sometimes we need help or support. Sometimes a massage or a vacation is not going to solve a much bigger problem. Sometimes we need assistance to establish a better self-care routine. If you're trying to implement your ABCs and it's not enough, that's okay. It doesn't mean you're doing something wrong. You just might need other support. Therapists are trained to help and have resources to assist.

I think lawyers have a very unique job in that they are constantly being asked to have all of the answers all of the time and never need anything themselves. Lawyers are humans and have needs. It's important to be able to acknowledge and understand that sometimes you need help too. You need support too.

I think about self-care as self-compassion. Self-compassion is essentially the opposite of self-criticism, and in my mind, self-compassion is simply extending that same grace and patience to yourself as you would others. Lawyers are so wonderful at extending grace and compassion to clients. Can you imagine how powerful that would be to extend the same grace to yourself?

We know that self-compassion is linked to lower levels of depression, and lower levels of anxiety. It's linked to higher emotional intelligence. It lowers the desire for constant perfectionism. It is important now, more than ever before, to give ourselves some compassion and to give ourselves some grace and to reach out for support if you need it. There are resources to help.

Well speaking of resources, what are some resources that women lawyers can use to assist them in taking care of themselves?

A great resource available to women lawyers is the ABA Commission on Lawyer Assistance Programs (CoLAP), which is devoted to the advancement of wellbeing in the legal profession and to assure that every judge, lawyer, and law student has access to support and assistance when confronting alcoholism, substance use disorders, or mental health issues so that lawyers are able to recover, families are preserved and clients and other members of the public are protected.

One of the resources that CoLAP provides is a Directory of Lawyer Assistance Programs. Almost every state has a lawyer's assistance program and there is so much information directed at women lawyers. Most times, they provide free telephone consultations to lawyers and their families. Those calls range from really severe cases all the way to feeling overstressed at work.

Another resource is the Anne Bradford's Wellbeing Toolkit for Lawyers and Legal Employers. She's a former big law equity partner who has created a tool kit for legal employers to maximize wellbeing within their firms.

In addition, the State Bar of Michigan [On-Balance Podcast](#) is a great resource. This podcast is about the intersection between the practice management side of the law and wellness within the field of law. I provide the wellness component and my co-host JoAnn Hathaway provides the practice management component. We have some great guests on the show that specifically talk about women's issues from anxiety to alcoholism. Lastly, the Institute For Wellbeing In Law is an excellent resource.

2022 NAWL RISING LIST

The **2022 NAWL Rising List** is made up of individuals who are advancing in their careers, helping others advance in their careers, and working to advance women under the law.



Nicole D. Allen
E-Discovery Of Counsel
Kilpatrick Townsend &
Stockton LLP



Patricia Astorga
Chief Legal Officer
Mintz Group



Avanti Bakane
Partner
Gordon Rees Scully
Mansukhani, LLP



Camille R. Bryant
Member
McGlinchey Stafford



Jacqueline Candella
3L
New York Law School



Kathleen Chen
Associate General Counsel
The Trustees of the
University of Pennsylvania



Anne M. Collart
*Director, Commercial
& Criminal Litigation*
Gibbons P.C.



Mallory Cooney
Associate
K&L Gates LLP



Anna R. Gressel
Senior Associate
 Debevoise & Plimpton LLP



Kimi Murphy Ide-Foster
Partner
 Chun Kerr LLP



Jennifer N. Jones
Managing Counsel
 Toyota North America



Summer H. Kaiawe
Partner
 Watanabe Ing LLP



Erica Kelley
*Vice President,
 Deputy General Counsel*
 Palo Alto Networks



Selena Kim
Partner
 Gowling WLG



Bonnie Lau
Antitrust Litigation Partner
 Morrison & Foerster LLP



Ashley Christina Lhérisson
Litigation Associate,
 Kirkland & Ellis LLP
Adjunct Professor, Fordham
University School of Law
Founder, Ivy Grad Services LLC



Sabria McElroy
Partner
 Boies Schiller Flexner LLP



Sepideh Mousakhani
Partner
 Cooley LLP



Shaila Lakhani Ohri
Assistant General Counsel
 Exelon



Marisa O'Sullivan
Partner
 Carrington, Coleman,
 Sloman & Blumenthal L.L.P.

2022 NAWL RISING LIST



Tanisha R. Reed
Counsel & Litigator
 McGuireWoods LLP



Samantha A. Sliney
Major
 U.S. Air Force JAG Corps



Jennifer Sta.Ana
Trial Attorney,
Office of the Solicitor
 U.S. Department of Labor



Yasmeean N. Tamoor
Assistant Corporation
Counsel
 New York City Law
 Department



Lauren N. Tuckey
Associate
 BatesCarey LLP



Crystal T. Williams
Assistant General Counsel,
Neuroscience Business Unit
 Eli Lilly and Company



Melanie Younger
Associate General Counsel,
Privacy Commerce
 Meta



Jennifer Yu
Director of Business
Development
 Synergy Settlement
 Services

2022 NAWL RISING LIST

Planning for A Mindful Return



Lori Mihalich-Levin,
CEO & Founder of Mindful Return;
Founding Principal, The GME Group, PLLC;
Author, Podcast Co-Host, & Keynote Speaker

A Conversation with Lori Mihalich-Levin

Written By Courtney Worcester

Becoming a parent is a time of joy, excitement and little sleep. But for many, the stress of navigating the transformation from being a working woman to being a working parent is overwhelming. How will they manage? What will they do when the baby is sick? Will they be relegated to less important projects? How will they cope with the guilt of missing all those “firsts” that happen while they are at work? The WLJ was honored to speak with Lori Mihalich-Levin, founder of Mindful Return⁽¹⁾ and author of “Back to Work After Baby: How to Plan and Navigate a Mindful Return from Maternity Leave,” about how new parents can develop strategies and tools to be present both with their children and their careers.

The Genesis of Mindful Return

As Lori prepared to return to work full time after the birth of each of her sons, she discovered that she could find endless information on the pros and cons of displaying pictures of her newborn on her desk or how to make baby food at home. However, what she could not find was practical information on how to transform into a “working mother.”

While struggling with her own transformation, Lori stumbled across the Abundant Mama Project. Lori signed up for an online course that connected her with a group of one hundred mothers around the world. Lori credits this cohort and the lessons she learned about abundance with giving her a fresh mindset on being a working mother.

1. For more information about Mindful Return, and Lori’s E-Course on Mindful Return, please see: <https://www.mindfulreturn.com/>

After completing the course, Lori realized that new moms would benefit from a program that provided them with a community of others going through the same struggles and provided practical advice on how to tackle this new phase of their lives. After voicing the need for such a program to her husband, he asked “Well, what are you going to do about it?”

Lori started by blogging twenty minutes a night while working full-time. She then set out to design an online course that she wished was available when she was on maternity leave. Lori blocked off four months with the goal of designing a one-week course each month, tackling a variety of issues. In addition to using her own experiences, she also recruited experts to provide additional resources.

In January 2015, Mindful Return launched its first online cohort. Seven years later, Mindful Return has expanded its offerings. Now there are courses not only for new moms but also for dads, parents of special needs children, Spanish-speaking moms, and dads, and parents in the United Kingdom, India, and South Africa. Today, over eighty companies – including many leading law firms – offer Mindful Return as a parental leave benefit. The online courses include sessions on anxiety and how to return to work with confidence. The courses also connect those on parental leave with each other, so they have a community of similarly-situated individuals to interact with as they embark on their journey. For those who take the courses, the results are impressive, as 85% of Mindful Return participants have been found to return and stay with their employers, versus 64% nationally.⁽²⁾

Turning Leave into Leadership

One perception that Lori strives to change through Mindful Return is that the transition to being a working parent is not a professional negative, but a positive.

“Parenthood is actually an amazing training ground for so many of the leadership skills that are useful in our careers,” she says.

Employers often worry that a returning parent will not be as engaged as they once were now that they are a parent. How will everything get done now that the employee needs to leave at a set time to get to daycare or to get home for child-care duties?

Lori instead encourages returning parents “to focus on the skills they have gained by becoming a parent” and for employers to appreciate that they get the benefit of these skills for free! In becoming a parent, an employee learns:

- **Patience and adaptability;**
- **Creative problem solving;**
- **Prioritizing;**
- **Organizing and planning;**
- **Delegation skills;**
- **Perspective;**
- **Bravery;**
- **Empathy; and**
- **How to meet the needs of a very demanding (although tiny) client who can, at times, be irrational.**

2. <https://www.mindfulreturn.com/for-employers/>

These are all important leadership skills that make the employee more valuable, not less so. Having returning parents (and employers) view parental leave as a time where one gains and refines various leadership skills instead of viewing it as a time where one's skills diminish helps minimize the feeling that one has fallen behind because of taking parental leave.

Identifying Needs & Establishing Boundaries

Lori encourages new parents on leave to sit down and think about what they will need upon their return to work. Do they need to return on a reduced schedule at first? Do they need the ability to work in a hybrid way? Ideally this planning is done in a quiet space, preferably when one is only mildly sleep deprived. Returning to work with a plan – however imperfect – is better than winging it and then melting down a couple of months after returning. Returning parents (and employers) should recognize that this plan is not static. As circumstances change, so will it, but it can serve as a starting point for how the return to work will be handled.

While on leave, it is also important to start thinking about what your work and life boundaries are going to be. Do you need to stop working by 4 p.m. to pick-up a child? Do you need Saturday morning to be reserved for family errands? While setting work/life boundaries has never been easy, the past two years of “always-on” remote work has made boundary-setting even harder. Whatever your boundaries are, it is important to negotiate them with managers, team members and family members and then articulate them to all stakeholders.

Of course, just as important as setting boundaries is actually enforcing them. When working to make sure her own boundaries are respected, Lori keeps in mind a Brené Brown quote, “Choose discomfort over resentment.” While saying no can be hard, it is easier than saying yes and then resenting yourself and others because you said yes when you really wanted to say no.

Conquering Guilt

It is impossible to discuss navigating a mindful return to work without acknowledging the guilt that many returning parents – especially mothers – feel. This guilt can cause working mothers to feel miserable about their choices.

What working mom hasn't shut her computer off at 4:30 pm to race to daycare to pick up their child by 5:30 pm to avoid being charged \$10.00 a minute in late pick-up fees? And as she is leaving the office, she walks by colleagues who are still in the office and will be for hours yet. Even if she plans to log in after her child is in bed, it is hard not to feel guilty for leaving “early.”

According to Lori, it is critical for returning parents “to reframe their relationship with comparison.”

To quote Theodore Roosevelt – “Comparison is the thief of joy.” While it can be incredibly difficult to do, Lori encourages returning moms not to compare themselves to others – whether their colleagues or other mothers (which in the age of social media can be hard to do).

Returning moms need to recognize that they have made the best choices for their circumstances and family and based on this have identified certain priorities. They should embrace that this is their path for now and not worry about the paths of others.

Practical Tips for Returning Parents

Lori has worked with thousands of parents returning to the workforce. The WLJ asked her to share with our readers some of the most common concerns returning parents have that turn out to be non-issues. According to Lori, topping the list is some version of “My child will forget who I am!” Lori assures returning parents that the attachments they have formed with their child through pregnancy, birth, and those initial days/weeks at home are not easily erased. The reality is that there is no one like mom/dad and your child will remember you after you return to work – even if you work late or need to be away from home for a few nights.

It is also easy for returning parents to engage in negative thinking and create a parade of horrors that might happen in a certain situation. For example, Lori’s first son would not drink from a bottle. She immediately started worrying about what would happen when she returned to work and convinced herself that her son would starve. That of course did not happen – her son learned to feed while she was at work!

Instead of worrying about all the things that might go wrong, Lori suggests spending time preparing for the unexpected. While two years of living in a pandemic have given most of us a crash course on doing so, having a system and plan in place can help reduce the stress caused by unexpected events.

Lori and her husband set aside time every Saturday evening to not only deal with bills, birthday invitations, etc., but also to identify which of them will be responsible that week if there is an issue at daycare, or if one of their sons is sick. That way if the unexpected happens, they already know who will be staying home or leaving work early. Identifying who owns a task from beginning to an end reduces the stress that unexpected events can cause.



Written By

Courtney Worcester
Holland & Knight LLP

LAW SCHOOL TALKS

The Social Justice Warriors of HBCUs



Co-Authored By



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Niara Houston, a Florida native and first-generation law school graduate is the epitome of hard work, determination, and perseverance. As a Spring 2022 graduate of the University of DC School of Law, Houston's resume is nothing short of impressive: VP of the Student Bar Assoc., President of the Student Senate, President of the Black Law Students Assoc., and numerous prestigious internships to name just a few. Niara was gracious enough to provide us with a first-hand look into what it was like to be a law student at an HBCU located in our Nation's capital during one of the most turbulent times in history.

Making a Difference While Still Learning How to

Niara was adamant about attending law school somewhere she could showcase her passion and drive for helping those in the public sector. After applying to both traditional and HBCU law schools, Niara ultimately chose UDC Law in Washington, D.C.

To Niara, it was clear that UDC Law stood out amongst the rest due to its recognition for being one of the top clinical programs in the nation and its focus on being a public interest law school. Niara emphasized how invaluable the extensive practical experience at UDC has been and noted how the culture at UDC is unmatched. UDC has a public service-focused curriculum and requires its full-time students to take two clinics and participate in pro bono legal services. In addition to UDC's service-focused curriculum, the law school offers over 15 active student organizations for students to join at the local and national levels.

Niara, along with her colleagues, are die-hard social justice warriors and actively participate in local protests, walks, and sit-ins in the D.C area. Niara indicated that the law school advocates for its students to attend these events and that they welcome real-world class discussions relating to the law as opposed to focusing on the black letter law. In fact, many of UDC's faculty members are working lawyers in the public sector and too, actively participate in the community alongside their students.

Being a Law Student During One of the Most Progressive Social Justice Initiatives in History

As one could imagine, being a woman of color in a law school located in our nation's capital from 2019 to 2022 came with its own set of additional adversities.

While current events often had an extremely heavy impact on lectures, mental health, and life overall, Niara is proud to now call herself a UDC alumna because the law school never turned a blind eye to what was happening just outside their front door. Even though that sometimes meant she needed to go home at night to teach herself the black letter law and the meaning behind why certain cases were included in the casebook, she always felt like her opinion and concerns were valued, welcomed, and discussed.

Professors at the law school often encouraged candid discussions about how events such as the Black Lives Matter movement, the deaths of George Floyd, Breonna Taylor, and many others, and the nomination of Kentanji Brown Jackson—to name a few—affected each student individually; and more importantly, what each student could do to enact change. Niara especially appreciated the fact that these conversations with classmates and professors alike were never fictitious discussions of "what we should do"; rather, they were conversations that resulted in tangible actions often having a lasting impact on campus and their community. However, these positive impacts Niara and her classmates were able to effectuate still took a major toll on mental health as many of these events frequently hit close to home for many.

The Silent Impact

Given Niara's constant involvement with outside practical volunteer work amidst the rising Black Lives Matter movement response, exposure to prejudicial tokenism began to take many forms. It was undeniably noticeable that HBCU law students were becoming "token" interns and summer associates to a degree begging for social acceptance. Niara recalled "I was always asked [in interviews] questions that referenced my background in some respect, or how my ethnicity would affect my work. Of course, my qualifications and education were also a point of topic, but it often seemed that interview objectives were focused more on my skin color rather than what my intelligence and person could bring to the prospective job." It was often disheartening to Niara that she already had to work 3x harder just to get into some of these rooms and once she was there, she felt like she was there only to "check a diversity box".

It was towards the end of her law school journey when soon-to-be Justice Ketanji Brown Jackson's appointment was announced and Niara drew great inspiration from her. "Look at KBJ- she is overwhelmingly qualified to sit on the Supreme Court bench and she is still being questioned about her ability to carry out the position by people that look nothing like her with careers unparallel to hers." While she is still trying to find the most effective way for her to deal with the underlying biases and tokenism she encounters daily, Niara always ensures she gives her full 100% effort in all she does while respectfully correcting ignorance that she feels would benefit from correction.

She notes that she has met some tremendous people along the way that continue to help shape and mold the person she strives to become, and that guidance will always hold near and dear to her heart.

Impressions that Molded the Purpose

From a young age, Niara knew her purpose in life was to give back to others. Following a tragic first encounter with the criminal justice system at the age of 8, an unwavering passion for advocating for others was born and she hasn't looked back.

Through the course of Niara's many impressive internships, her original pursuit of juvenile defense advocacy shifted to prosecution while maintaining 100% commitment to public interest. Niara credits this shift to a plethora of reasons, yet mainly one particular relationship she built while interning at the Brooklyn District Attorney's Office. Having such a lasting impact on her both professionally and personally, upon graduation Niara will begin her post-graduate legal career as an ADA at the Brooklyn DA's office.

She is thrilled for the opportunity to continue working closely with the Senior ADA, a fellow exceptional black woman, who embodies everything Niara plans to soon become. Niara aims to "leave a stamp everywhere [she] go[es], not credited to [her] color or educational background, yet to the much-needed systematic change in the pursuit of true equality" and we have absolutely no doubt that she will accomplish just that.

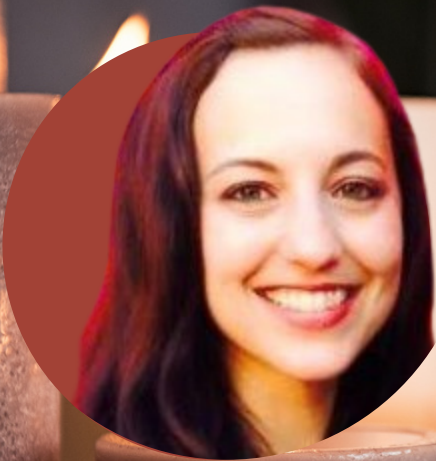
NAWL

Outstanding Law Student Awards

Presented to one student in each graduating class of participating ABA-approved law schools who demonstrated high academic achievement; contributed to the advancement of women in society; promoted issues and concerns of women in the legal profession; exhibited motivation, tenacity, and enthusiasm; and earned the respect of the dean and law faculty.

2022 Recipients

Abigail Mason	Quinnipiac University School of Law
Alessandra Albano	Touro Law Center
Alexandra Reyna	Loyola Law School
Anastasia Mitchell	The University of Richmond School of Law
Anna Edwards	Regent University School of Law
Brianna Schmid	Duquesne University School of Law
Caitlyn Pesavento	The University of Connecticut School of Law
Callan Foran	Case Western Reserve University School of Law
Catherine Sims	St. John's University School of Law
Diarra Raymond	Vermont Law School
Emily Burgess	Vanderbilt University Law School
Emily Gorrivan	University of Maine School of Law
Gabrielle Murphy	The University of Maryland Francis King Carey School of Law
Ida Abhari	The University of Virginia School of Law
Kaitlyn E. Akers	West Virginia University College of Law
Kate Doyle	Rutgers Law School
Kathrine Maldonado	Southern Methodist University Dedman School of Law
Laura Dempsey	Stetson University College of Law
Lisa Bourgeois	The University of New Mexico School of Law
Majesta-Doré Legnini	William & Mary Law School
Maren Hope Lowrey	Campbell University School of Law
Nicole C. Scott	Drexel University Thomas R. Kline School of Law
Olivia Jackson	Mercer University School of Law
River Heide	University of Wyoming College of Law
Samantha Earls	Southern Illinois University School of Law
Sarah Castle	The University of Iowa College of Law
Sarah Pierson	The University of Massachusetts School of Law
Sarani Millican	The University of Minnesota Law School
Sophie Lee	University of Pittsburgh School of Law
Tai Williams	The George Washington University Law School
Zoe Buzinkai	Fordham University School of Law



Amy Friederich, JD, CYT

Tapping Into A More Mindful You

By Kirtana Kalavapudi

Law school. **Check.**

Summer internships. **Check.**

Law firm associate. **Check.**

Senior associate. **Check.**

Partner/In-House Counsel. **Check.**

Sound familiar?

If you're reading this, then you most likely recognize this traditional career path—a path that many of us have embarked on, either because it is what we envisioned for ourselves in law school, or it was recommended to us by a well-intentioned mentor. As a result, we now may define success as a lawyer to include a career path like this. What if we took a step back and asked ourselves whether we can redefine success as something more than this traditional career path? What if we pursued a life that gave us the freedom to find our true purpose?

If you're curious about redefining success, then I invite you to take a few deep breaths before you continue reading. Ground yourself in the present moment.

Next, ask yourself if you would like to set an intention. Setting an intention means choosing something that you want to cultivate or initiate in your life. It could be a word, phrase, or idea that you can keep coming back to when your mind wanders. If nothing comes to mind, perhaps consider asking yourself what inspired you to pursue a legal career or what encourages you to show up every day to do what you do? Now, I encourage you to reflect for a minute or two on your intention or your answer to either of these questions. How does it feel to take a few moments out of your day to practice mindfulness? What if you pursued this practice on a more regular basis? Would you notice any changes in how you show up for yourself and for those around you?

To learn more about the practice of mindfulness and how it changed her definition of success as a lawyer, I recently sat down with Amy Friederich, JD, CYT. Amy is a licensed attorney and a certified yoga teacher who has merged her legal expertise with mindfulness and yoga offerings specifically designed for lawyers.

Being in the legal industry for nearly 16 years, Amy has worked in pretty much every position at a law firm. Starting off as a receptionist and then a paralegal, Amy decided to pursue law school. As a newly minted lawyer, Amy embarked on a traditional career path.

“After law school, I went straight into Big Law. I was working in civil defense litigation and had to meet a certain minimum of billable hours. I was quickly exposed to litigation and what it means to be a trial attorney. I was very lucky in that I was able to get a lot of experience right away. I was doing depositions, arguing motions, and being the second chair on trials.”

Jumping right into Big Law meant that, like many associates, Amy was working long hours; soon, she started to experience burnout. Amy recognized the need for a shift in her life and enrolled in yoga classes to relieve stress.

After cultivating her personal yoga practice, Amy chose to begin training as a yoga teacher in 2016. Even though she was enrolled in this training while working long hours as a trial attorney, she learned more about how she could incorporate mindfulness and yoga into her life.

After obtaining her yoga teacher certification, Amy chose to pursue a less demanding practice of law and transitioned to Estate Planning. Even though she was working long hours, Amy did not feel the pressure of billable hour requirements and was able to “weave in teaching a couple of yoga classes each week” in her schedule.

After a few years of practicing Estate Planning, Amy then was approached by a staffing firm to join their business as a Legal Recruiter. She “jumped at the chance to try” a non-traditional legal role and leave behind the law firm culture. Transitioning to this new role opened up Amy’s schedule, even more, enabling her to teach weekly yoga classes and find a greater sense of life-work balance.

As a yoga practitioner, Amy recognizes and reminds herself and her participants that the only constant in life is change and our sense of balance, both personally and professionally, will be tested by such change on a regular basis.

Of course, many of us experienced a sudden change in March 2020 when the country shut down as a result of the COVID-19 pandemic.

While many of us had to shift to working from home on a full-time basis and caring for family members or children with little to no support, there were others who experienced an unanticipated loss of employment, including Amy, who was let go from her role as a Legal Recruiter.

At this critical moment, Amy recognized that it was the right time to “move forward with [her] vision for Amy Lynn Yoga, LLC,” and offer “private yoga sessions to legal professionals [and law firms].” From the time that she had obtained her yoga teacher certification and started teaching classes, Amy was curious about how she could combine her experience and knowledge as a lawyer with her passion for yoga and mindfulness.

Given her unique skill set, Amy recognized that she could “market [her] services to individual lawyers as well as law firms, bringing virtual sessions into their workplaces and homes.” To support lawyers during the COVID-19 pandemic, Amy “created a CLE program called Self-Care for Legal Professionals and [has] presented it to various organizations and law firms,” over the last two years.

A year after she started her own business, Amy was offered a position as a Legal Recruiter at a law firm. Given the success of her own business, Amy “was adamant [she] keep [her] yoga business running”; so, Amy splits her time “working as a Legal Recruiter for Adams & Martin Group while teaching yoga and running [her] business.” Amy shares that she loves her dual roles because her “mission is the same: increasing workplace well-being for legal professionals.” These dual roles offer Amy an incredible opportunity to practice yoga and mindfulness on a daily basis.

When asked to describe mindfulness, Amy shared: “Mindfulness to me is a tool for cultivating self-awareness and self-discovery. More specifically, mindfulness is taking the moment to pause and be present. It allows you to reflect on how you are feeling physically and emotionally and ask yourself if you can make any adjustments.” In cultivating self-awareness and self-discovery, Amy agrees that the mindfulness journey is individual and unique. There isn’t a one-size-fits-all approach to mindfulness. Instead, Amy reminds us that mindfulness is more than just a buzzword.

It is about “being in tune with what feels right for you,” as a human.

For someone new to mindfulness, Amy suggests to “break down it in a practical sense on how to implement it on a daily basis. Mindfulness doesn’t have to be sitting still for 10 minutes. It can be walking outside or cooking. It can look like pausing and taking a moment to practice breathing techniques.” In her personal practice, Amy notes that she starts her day off by practicing a few yoga poses (e.g., Child’s Pose, Side Body Bend, and Seated Twist) in bed to warm up before starting her day.

During the day, she will leave her phone behind and go outside at least three times a day. At the end of the day, she likes to quiet her mind with breathing techniques such as box breathing (Inhale for four counts, hold for four counts, exhale for four counts, and hold for four counts. Repeat four times) or breathing in through the nose and out through the mouth.

Even though Amy has her daily practice of “Morning stretches. Getting outside. Breathing exercises,” she does acknowledge that creating habits is “hard,” as she is “still trying to cultivate good habits [herself].” Like with any new skill or lesson, Amy suggests focusing on what works best for you, giving yourself grace every day, and reminding yourself that tomorrow offers the opportunity to start again with your mindfulness practice. Your practice should not feel stressed or be hyper-focused on a particular goal or outcome.

Amy notes that over the past few years, mindfulness has been “marketed to employers as a way to make employees more productive and marketed to employees as a way to being less stressed and more productive.” How and why we show up to work is incredibly impactful on the work we do and how we serve our clients. Tapping in the “how and why” is asking yourself questions like “How am I feeling today? Why am I feeling that way? What impact do I want to have on others? Am I inspired to create and implement improvements in this workplace? If so, why am I doing what I am doing?”

Rather than focusing on an outcome, Amy asks participants in her yoga classes and webinars to focus on identifying their unique strengths, gifts, or talents; determining how they can share them with others; and taking action to benefit others in a meaningful way. She also reminds her participants that lawyers are meant to be counselors and advocates for their clients and encourages participants to ask themselves how well they have served their clients, whether they have contributed to impactful changes in their practice area, and whether they have helped their community in a meaningful and uplifting manner.

As a result of shifting the narrative, Amy finds, “it is more rewarding for both employers and employees to look at mindfulness in this manner as we encourage people to use their unique talents and skills and improve company culture rather than [a focus on] increasing work output.”

Even though it may seem like there isn’t a tangible result from offering yoga classes or webinars on mindfulness and well-being, Amy emphasizes that companies in the legal industry demonstrate a true commitment to their employees’ well-being by “offering yoga or mindfulness sessions to employees during the work day, which is important as it shows the company is supporting taking a break during the day.” By doing so, companies are saying to their employees: “We value you and your well-being over how many hours you are billing.”

Amy further recognizes the importance of normalizing conversations on how we can become more attuned to ourselves and asking or offering support to one another in the workplace. By being more in tune with ourselves, we discover our true purpose, guiding principles, and values, all of which tend to play a significant role in redefining our success as lawyers.



Written By

Kirtana Kalavapudi

Social Security Administration

Women in the Law Discovering the True Meaning of Success

A Q&A with Angela Han and Jenn Deal



Angela Han is a lawyer, mom, and life coach. She is Senior Corporate Counsel at HealthPRO Heritage and the owner of Angela Han Coaching, LLC. She also hosts the Fit to Practice podcast. Angela believes that whatever we desire, we deserve and will help make overcoming the odds easier. For more, visit www.angela-han.com.



Jenn Deal is a lawyer and a certified life coach. As a brand protection attorney, she is a partner at Kilpatrick Townsend & Stockton LLP. As the owner of Jenn Deal Coaching, LLC, she helps high-achieving women who feel unfulfilled and stuck ditch the perfectionism, people-pleasing, overwhelm, and self-judgment to create the big, bold, satisfying lives they know they were meant to live. For more, visit www.jenndealcoaching.com.

"Women in the Law: Discovering the True Meaning of Success chronicles the stories of 23 women lawyers as each one embarks on her own personal journey of self-love, self-reflection, and self-awareness to define for herself what success means in law—and in life."

I sat down with Angela Han, the book's creator, and Jenn Deal, one of the contributors, to learn more about the book and their stories.



Written By

Jennifer Thibodaux

Thomson Reuters Practical Law

Angela, this book is your brainchild. Back in mid-2021, you decided to gather the stories of women lawyers who forged their own path and publish them in a book. Why?

AH: Women have been told that the most treasured way of finding success is by pursuing the same kind of success that has been the kind that men pursued, i.e., climbing the corporate ladder. I wanted to change that narrative by listing all the ways that women are defining their own successful careers.

How did you find the contributors and who were you looking for?

AH: I posted the message above once and solicited stories. I told women to not be afraid that their story was not interesting enough to be in the book.

Who is the audience for this book?

AH: Anybody who wants to be part of the movement promoting the narrative that women are more powerful than we have been told—which should be everybody.

The forward by Heidi K. Brown is called "We All Belong Here." How does this book help convey that message to women lawyers and law students?

AH: This book contains stories of women from all walks of life all over the world. So often we feel like we do not belong because we think that some part of us does not fit the mold. We need to dispel that myth. This book sets the example that we are the sole determinants of our own success and belonging.

JD: Each of our stories is different. We often enter and leave law school with a myopic idea of what being a lawyer looks like. I know I did. In reality, there are so many ways to be a lawyer and so many ways to be successful—even if you choose not to practice law.

I think the book emphasizes that there is no one right way to do life after law school. It also tells the story of a bunch of different women from different backgrounds doing very different things and thriving.

One of the aims of the book is to "empower others to design a life in the law infused with meaning, purpose, and zest." What does empowerment mean to each of you?

AH: Fully manifesting the power we already have within ourselves.

JD: For me, personally, empowerment is about recognizing my own agency and helping others recognize their own agency. It's asking questions like, *"What can't I control? What can I? With respect to the things I can control, how am I showing up? What am I choosing? Why? Do I like my reasons?"*

I think we underestimate how much control we have over the way we experience this world. There are plenty of things that I cannot control, but empowerment is getting crystal clear on how much agency I have and how I exercise it and help others recognize and exercise their own agency.

How do women empower each other by telling stories?

AH: We become the example we did not think was possible.

JD: We only have our own lens through which we view things. Seeing the world through other people's lenses can open our brains up to possibilities that we are not currently considering and change our perspective in ways that we may not have reached on our own.

Why does this empowerment matter?

AH: Empowerment matters because every major change in the history of the world started from someone deciding that they wanted to be the first example for others to follow.

JD: The more women step into their own individual power and make changes in their own lives, the more the legal industry changes for the better. The power of individuals and changes made on an individual basis have collective strength.

Jenn, your chapter is "Fulfillment Through Compassion," which I read to mean self-compassion. You write about being an overachiever and checking all the boxes up through Big Law Partner before becoming a certified life coach.

How do you define success?

JD: Right now, creating as much awareness as possible about why my life looks the way it looks; what I want to keep; what I want to change; and becoming progressively more intentional about how I am showing up and what I am creating in my life.

What does this definition have to do with your decision to become a certified life coach?

JD: That definition is exactly what a life coach helps you do. When I saw how much of an impact having a coach and learning coaching tools had on my life, I felt compelled to share it with others.

What is the main takeaway from your chapter?

JD: The "rules" about how we should live our lives are all made up. You get to make your own rules.

JD: For most women, doing that is going to require more self-compassion and self-love than they have ever shown themselves before. It is a scary and messy process, but on the other side of it is true freedom.

Angela, your chapter is "Out of Love." You write about taking action and making decisions out of love instead of fear and how this approach changed your life and career.

What are some examples of how you act out of love instead of fear?

AH: For almost every decision we make, we act out of both fear and love. Even for something mundane like showing up to our kids' baseball games, we can show up out of love for our kids or we can show up out of fear that if we miss a game, we will be a bad parent. We can show up with both emotions. But in the end, we get to choose love and be okay with the fact that we can show up with conflicting feelings.

How do you define success?

AH: Success is certainty in our decision.

What is the main takeaway from your chapter?

AH: To have compassion for yourself because you are the only person that can be you.

What was the easiest part of writing your story?

AH: I just had to write as if I was speaking to a friend.

JD: I found the whole process easier than I expected. I have done a lot of thinking about this particular topic and my journey throughout the pandemic, so putting words to paper came naturally.

What was the hardest part of writing your story?

AH: The hardest part was actually sitting down and getting it done!

JD: Writing was easy. The harder part has been allowing myself to feel the vulnerability that has come now that the book has been published.

Why did you decide to donate all proceeds of the book?

AH: There is nowhere else the money would belong.

JD: I was not a part of the decision-making process, but donating the proceeds is in perfect alignment with our mission in publishing this book.

Why did you select Ms. JD as the recipient of all proceeds?

AH: Ms. JD is a non-profit that actively promotes gender equality and meaningful diversity in the profession.

JD: This recipient certainly made it easier for me to say yes! It is such a great organization and again, perfectly aligned with our mission in publishing this book: to support women.

Women in the Law: Discovering the True Meaning of Success is available at www.amazon.com.

“The global beauty of the law, then, is not found in its adversarial process but in its ability to be responsive to the continuous growth of knowledge levels regarding human behavior offered by the social sciences.

When the law is most clearly reflective of the society within which it exists, it maintains an open and continuous involvement with the social sciences describing behavior within that society.”

– *THE DOMESTIC VIOLENCE CONTINUUM: A PRESSING NEED FOR LEGAL INTERVENTION*,
REMARKS DELIVERED BY F. G. BOLTON, JR., PH.D AT
THE 1980 NOVEMBER NAWL REGIONAL MEETING

NAWL Supreme Court Committee Statement of Qualification

Judge Ketanji Brown Jackson

March 19, 2022

The National Association of Women Lawyers (“NAWL”)¹ Committee for the Evaluation of Supreme Court Nominees (“Committee”)² has completed an extensive review of the qualifications and background of the Honorable Ketanji Brown Jackson, the Presidential nominee for the United States Supreme Court to fill the seat currently held by Associate Justice Stephen G. Breyer.

Consistent with the stated mission of the Committee, our assessment focused on Judge Jackson’s personal integrity, professional competence, and judicial temperament, “with a specific focus on laws and decisions that impact or relate to NAWL’s mission to advance women in the legal profession and advocate for the equality of women under the law.” Our review of Judge Jackson’s nearly 500 published and unpublished opinions as a federal judge led the Committee to conclude that Judge Jackson has outstanding legal ability, respect for the rule of law, and commitment to the judicial process, consistent with service on the United States Supreme Court. Likewise, our interviews of several dozen litigants, former law clerks, former and current colleagues, and others who have had meaningful interactions with Judge Jackson during her legal career and have knowledge of her treatment of litigants, attorneys, employees, and colleagues, persuaded the Committee that she has the highest reputation for integrity and consistently demonstrates a sound judicial temperament. Accordingly, the Committee unanimously concludes that Judge Jackson is “well qualified” for the position of Associate Justice of the United States Supreme Court.

The Committee conducted a detailed review of Judge Jackson’s opinions. Although the Committee endeavored to focus on cases that might be of particular importance to women, the review included a wide range of civil and criminal cases involving a broad spectrum of litigants, including government entities, corporate parties, pro se, and indigent parties. Judge Jackson’s opinions exhibit an exemplary track record of fairness and impartiality, thoroughness and preparation, respect for the rule of law and stare decisis, and empathy for the parties before her. Judge Jackson’s opinions demonstrate that she is committed to the legal process and to ensuring that each litigant receives a fair hearing. The Committee discerned no evidence of ideology or politics in Judge Jackson’s opinions; rather her writings reveal a commitment to rigor, fairness, and equity in applying the law that is driven by the facts and precedent before her.

¹ Founded in 1899, NAWL is the nation’s oldest professional organization devoted to the interests and progress of women lawyers and women’s legal rights.

² NAWL’s Committee for the Evaluation of Supreme Court Nominees is comprised of distinguished law professors, partners at top law firms, general counsels, former federal law clerks, seasoned federal litigators, and other experienced lawyers.

Judge Jackson's opinions demonstrate an unwavering pattern of impartiality and fairness. Rather than indicating any preference for one side of an issue versus another, Judge Jackson's rulings reflect impeccable preparation and thoroughness. The Committee found her vast body of federal district court opinions followed a familiar and rigorous pattern: first, the opinions explain the legal and factual context in an accessible style; next, the opinions set forth the applicable law and precedent in detail; and finally, the opinions apply the facts of the individual cases to the law with exactness and care. Judge Jackson uses this same approach regardless of the issue involved, or the parties' gender, racial, economic, or ethnic background. This resolute adherence to fair process results in all litigants – including those traditionally underserved by the justice system – receiving a fair hearing before Judge Jackson. Examples of this approach can be found in the cases of *Kiakombua v. Wolf*, 498 F. Supp. 3d 1 (D.D.C. 2020), and *Azadeh v. Government of the Islamic Republic of Iran*, 318 F. Supp. 3d 90 (D.D.C. 2018). Judge Jackson's fairness and impartiality were emphasized by an overwhelming number of those interviewed. Counsel who prevailed and counsel who did not uniformly stated that Judge Jackson is an outstanding jurist and noted that she was unfailingly prepared, asked tough and open-ended questions of all parties, and provided ample opportunity for parties to be heard.

Judge Jackson was described in our interviews as a steward of the law, not an advocate. Consistent with this characterization, the Committee found multiple instances in which Judge Jackson ruled against plaintiffs seeking relief for alleged discrimination in the workplace and conversely, identified several other cases in which she ruled in plaintiffs' favor. For example, in *Lattisaw v. District of Columbia*, 118 F. Supp. 3d 142 (D.D.C. 2015), *aff'd*, 672 Fed. Appx. 22 (D.C. Cir. 2016), a former police officer alleged that defendants retaliated against him after he complained that a supervisor made a sexually explicit comment to him. Judge Jackson recognized that the "allegations (if true) are serious and substantial," but nevertheless, dismissed the plaintiff's claims, finding they were time-barred and failed to meet jurisdictional requirements. In *Ross v. United States Capitol Police*, 195 F. Supp. 3d 180 (D.D.C. 2016), a Black plaintiff alleged race-based discrimination against the U.S. Capitol Police. Here, Judge Jackson denied the government's motion to dismiss some of the plaintiff's race discrimination and retaliation claims in the suit after carefully considering each of his allegations, noting the importance of giving the plaintiff an opportunity to conduct discovery.

The Committee reviewed numerous cases in which Judge Jackson upheld the decisions of federal agencies against challenges by aggrieved plaintiffs, and many others in which she carefully scrutinized and ultimately invalidated agency actions. Compare *Las Americas Immigrant Advocacy Center v. Wolf*, 507 F. Supp. 3d 1 (D.D.C. 2020) (upholding Department of Homeland Security's policies for initial screening of asylum requests) and *Rothe Development v. Department of Defense*, 107 F. Supp. 3d 183 (D.D.C. 2015), *aff'd*, 836 F.3d 57 (D.C. Cir. 2016) (upholding provision of the Small Business Act aimed at supporting socially and economically disadvantaged small businesses), with *American Federation of Government Employees, AFL-CIO v. Federal Labor Relations Authority*, 25 F.4th 1 (D.C. Cir. 2022) (vacating FLRA's policy statement regarding when collective bargaining is required as arbitrary and capricious), *Policy and Research, LLC v. United*

States Department of Health and Human Services, 313 F. Supp. 3d 62 (D.D.C. 2018) (setting aside decision to terminate grant funding for teen pregnancy prevention program two years early based on agency's failure to provide reasoned explanation and failure to act consistent with agency's own regulations), and *Huff v. Vilsack*, 195 F. Supp. 3d 343 (D.D.C. 2016) (finding USDA acted arbitrarily and capriciously when it denied application of real estate developer to transfer one of its properties to a new business entity in order to access low income housing tax credits).

As a judge on the D.C. District Court, Judge Jackson evidenced an adherence to, and deep respect for, the role of our courts in our Constitutional system. For example, in *Committee on the Judiciary v. McGahn*, 415 F. Supp. 3d 148 (D.D.C. 2019), Judge Jackson relied on precedent and her commitment to the judicial process in ruling in this controversial and highly politicized subpoena dispute. Judge Jackson maintained an even demeanor and employed sound judgment independent of the political implications of the matter.

While applying the law and procedure with equal force and rigor against all parties, Judge Jackson simultaneously shows an understanding and empathy for the parties who come before her. Interviewees repeatedly noted that Judge Jackson treats everyone with respect, dignity, and professionalism. Judge Jackson's opinions demonstrate these same traits. For example, the Committee noted the humanity with which Judge Jackson recounted the stories of the five litigants seeking asylum in *Kiakombua v. Wolf*, 498 F. Supp. 3d 1 (D.D.C. 2020) (finding in their favor). In related proceedings in that case, Judge Jackson also granted the asylum seekers' request to use pseudonyms in their pleadings, recognizing the "grave physical or mental harm or death" they faced if their names were revealed. See *Kiakombua v. McAleenan*, 2019 WL 11322784 (D.D.C. Jul. 3, 2019). In *Azadeh v. Government of the Islamic Republic of Iran*, 318 F. Supp. 3d 90 (D.D.C. 2018), however, Judge Jackson denied immediate relief to the plaintiff, who had been tortured, as the plaintiff had failed to properly serve the defendant. In delivering her opinion, Judge Jackson began, "Judges are sometimes called upon to set aside heart-wrenching and terrible facts about a claimant's treatment at the hands of a defendant and enforce seemingly draconian, technical mandates of law." Judge Jackson's opinions demonstrate that she consistently, but humanely, makes difficult decisions that are dictated by law and procedure.

Finally, the Committee set out to determine whether and to what extent Judge Jackson evidenced support for issues of concern to marginalized people, including women. The Committee found no evidence in Judge Jackson's voluminous body of work as a judge indicating one way or the other how she might rule on issues of particular importance to women, such as reproductive rights or employment discrimination.

In our exhaustive review of Judge Jackson's record, we found her to be a balanced and fair jurist who is deeply committed to the rule of law, to the challenging work of being a judge, and to respecting the process and the parties before her. We believe this is precisely what will make Judge Jackson a superb Supreme Court Justice for women and other litigants. We find her to be "well qualified."



NAWL Resolution Against Gender-Based Violence

April 29, 2022

The following resolution was approved by the Board of Directors of the National Association of Women Lawyers on the 29th day of April 2022.

WHEREAS the mission of the National Association of Women Lawyers (“NAWL”) is to provide leadership, a collective voice, and essential resources to advance women in the legal profession and advocate for the equality of women under the law;

WHEREAS NAWL was established in 1899, and, as an organization that is over one hundred and twenty years old, has the power of the law and advocacy experience to advance efforts and initiatives to end gender-based violence under the law;

WHEREAS NAWL recognizes gender-based violence as acts of violence perpetrated in personal and professional environments by means of physical, sexual, psychological, domestic, financial, and online violence and abuse directed at an individual based, in whole or in part, on their gender;

WHEREAS NAWL recognizes that gender-based violence is a rampant human rights violation that causes long-term and life-threatening injury and trauma to victims and survivors, and is perpetuated by systemic gender inequality;

WHEREAS NAWL recognizes that gender-based violence has been used as a predominant tactic by oppressors and perpetrators of national and international humanitarian crises like war and civil unrest, and that the effects of gender-based violence during times of humanitarian crises are far-reaching and continual in nature;

WHEREAS NAWL has long supported gender equality and advocated against gender-based violence through amicus briefs, programming, collaborations with partner organizations, policy advocacy, and thought leadership as indicated in past issues of the *Women Lawyers Journal*;

WHEREAS continuing this legacy, on March 6, 2020, NAWL adopted a resolution in support of the Equal Rights Amendment acknowledging that, “the people of the United States continue to experience the negative effects of the lack of political parity between men and women, including unequal opportunity and pay, health care inequities, and disparate rates of poverty, rape, and domestic violence assaults”;

WHEREAS further continuing this legacy, on October 6, 2020, NAWL adopted a resolution that “commits to actively oppose structural racism and combat the impact of systematic racism by reiterating and

reinforcing NAWL's commitment to racial equity and justice," and recognizes that gender-based violence often disproportionately affects women of color, trans women of color, and individuals belonging to the LGBTQIA+ community;

WHEREAS further continuing this legacy, on September 13, 2021, NAWL adopted a Resolution in Support of Reproductive Justice recognizing that reproductive justice is fundamental for the dignity, equality, health, and well-being of every person and that women cannot be fully equal under the law—or professionally, as lawyers—without bodily autonomy, that includes freedom from gender-based violence and abuse based on an individual's biological sex and gender identity; and

NOW, THEREFORE, BE IT RESOLVED, NAWL recognizes gender equality cannot be achieved without freedom from gender-based violence and therefore will not relent in our advocacy to end gender-based violence by supporting survivors seeking justice, supporting those seeking justice for victims and survivors, and advocating for legal and systemic reform efforts aimed to protect individuals from gender-based violence; and

NOW BE IT FURTHER RESOLVED, NAWL commits its collective voice and the power of law to advance efforts and initiatives to end gender-based violence around the world, and to actively support, promote, and advocate for these efforts and initiatives under the law by partnering with and supporting the efforts of international, national, and local organizations to further public policy, values, and practices by encouraging lawmakers to take legislative action to protect individuals and ensure freedom from gender-based violence, by supporting pro bono opportunities and projects in furtherance of this mission, and by engaging the NAWL Amicus and Supreme Court Committees on this subject.



Organizations of Women Lawyers' Joint Statement Condemning the U.S. Supreme Court Decision and Underlying Reasoning in *Dobbs v. Jackson Women's Health*

June 24, 2022 Women Lawyers On Guard Inc., National Association of Women Lawyers, and Women's Bar Association of the District of Columbia submitted an amicus brief on behalf of women's legal organizations in the U.S. Supreme Court case of *Dobbs v. Jackson Women's Health Organization*.¹ Our brief challenged Mississippi's unconstitutional 15-week ban on abortion as a violation of the right established by *Roe v. Wade* and its progeny to end a non-viable pregnancy without state interference. Thirty women's bar associations and women's law student organizations joined the brief.

Amici argued that application of the foundational legal principle of *stare decisis* requires Mississippi's 15-week abortion ban to be struck down as unconstitutional under the reasoning of *Roe* and *Planned Parenthood v. Casey*. While *stare decisis* does not favor preserving misguided, erroneous, and outdated precedents such as *Plessy v. Ferguson* (which upheld racial segregation under the "separate but equal" doctrine), the opposite is true when it comes to cases that recognize new or expanded liberty interests that afford additional rights to individuals. Those cases, such as *Roe*, *Brown v. Board of Education*, and *Lawrence v. Texas*, should be upheld. The Court itself observed in *Casey* that changing the law simply due to a change in the Court's membership would make the Court appear to be a political institution. The brief also argued that, for 50 years, women, including women attorneys, have relied on the rights guaranteed by *Roe* and *Casey* to advance their careers and achieve greater gender parity. Despite these gains, inequality and inequity persist, and the gap will assuredly grow rather than shrink if these constitutional rights are restricted or extinguished.

We are extraordinarily disappointed, but not surprised, in the ruling of the Court. We are, however, shocked by the reasoning used to support this decision. With the stroke of a pen, this tragic decision creates a generation of women that have less agency over their own bodies than their grandmothers, and abrogates constitutional rights that we have relied on for nearly 50 years. This decision will have monumental consequences for individuals and their families in this country. As we have seen in other scenarios, pregnant people will not stop seeking abortions, but they will now have to go to much greater lengths, with predictable dire consequences, to exercise their rights to choose when and whether to have a child. People of color and those struggling to make ends meet, who currently have inequitable

¹ As in our brief, the term "women" is intended to include all persons capable of becoming pregnant, regardless of gender identity, sexual orientation, or any other characteristic, except where used in proper nouns or to describe case holdings, quotations, or statistics,

access to abortion care, will be even more disproportionately affected as their options become more elusive. Additionally, we do not need a crystal ball to foresee other significant personal liberty rights – birth control, marriage equality, and even interracial marriage – that may be challenged on this basis. The public’s trust in and respect for the Court has now been severely damaged. People perceive that a handful of Justices’ personal, religious, or political beliefs have prevailed over precedent and stability of the law. Whether individuals will be forced to bear children will now devolve in a chaotic manner in each state, and more than half the states are expected to make abortion illegal immediately upon issuance of the *Dobbs* decision. We will never stop fighting for the right of every person to make this highly personal decision in private, without being subject to state control over their body.

“Whatever the exact scope of the coming laws, one result of today’s decision is certain: the curtailment of women’s rights, and of their status as free and equal citizens.”

- JUSTICE BREYER, JUSTICE SOTOMAYOR, and JUSTICE KAGAN, dissenting.

Women Lawyers On Guard Inc. (WLG) is a national non-profit organization that seeks to harness the power of lawyers and the law to preserve, protect, and defend the democratic values of equality, justice and opportunity for all. WLG focuses on securing the equal treatment of women by challenging laws and practices that discriminate against women, including gender-based violence and harassment and attempts to curtail women’s reproductive rights. <https://womenlawyersonguard.org/>

The mission of the **National Association of Women Lawyers (NAWL)** is to provide leadership, a collective voice, and essential resources to advance women in the legal profession and advocate for the equality of women under the law. Since 1899, NAWL has been empowering women in the legal profession, cultivating a diverse membership dedicated to equality, mutual support, and collective success. To advance its mission, NAWL participates as amicus curiae before the United States Supreme Court and other federal courts in cases pertaining to women’s equal treatment under the law. <https://www.nawl.org/>

The **Women’s Bar Association of the District of Columbia (WBADC)** is one of the oldest women’s bar associations in the country. Since 1917, it has advocated for the advancement of women in the profession and upheld its mission to maintain the honor and integrity of the legal profession, promote the administration of justice, advance and protect the interests of women lawyers, promote their mutual improvement, and encourage a spirit of friendship. As an organization, WBADC is a catalyst for women helping women, and in support of its mission, it participates as amicus curiae before the Supreme Court of the United States and other courts throughout the nation to advocate for women in the legal profession and women’s rights more broadly. <https://wbadc.org/>



Let's Grow Our Membership!

This fall, NAWL will launch a
membership drive

with a goal of reaching more
women lawyers across the country.

Now more than ever, we need to strengthen our voice
and protect our rights. Become a member and
encourage others to join!

Rewards for 5 winners:

**THE INDIVIDUAL
NAWL MEMBER**

who recruits the
most new
members.

**THE 2 SPONSOR
LAW FIRMS**

who add the most
new members to
their rosters.

**THE 2 SPONSOR
CORPORATIONS**

who add the most
new members to
their rosters.

Winners will be announced at NAWL's General Counsel Institute in November.

More information coming soon!
Check www.nawl.org for updates.

NAWL Welcomes New Members

Membership in the National Association of Women Lawyers has many advantages, among them, opportunities for continuing legal education, a subscription to the *Women Lawyers Journal*, leadership development, and professional networking with other members. NAWL welcomes over seven hundred new members as of December 2021 who joined to take advantage of these and many other member benefits.

Aarthi Anand Perkins Coie LLP New York, NY	Alex Bonomo Boston University School of Law Allston, MA	Alice Hayes Manatt, Phelps & Phillips, LLP	Amanda E. Carrizales Penn State Law Laveen, AZ	Amenah Khalil Ogletree, Deakins, Nash, Smoak & Stewart, P.C. Houston, TX
Abby M. Blankenship Burr & Forman LLP Birmingham, AL	Alexa Gamble Kutak Rock LLP Minneapolis, MN	Alice L. Kessler Greenberg Traurig LLP Sacramento, CA	Amanda Mullane Ogletree, Deakins, Nash, Smoak & Stewart, P.C. San Diego, CA	Amy E. Tecu Polsinelli PC Chicago, IL
Abigail Dos Santos New England Law Warren, RI	Alexander Mahoney Seton Hall Law School New York, NY	Alice M. Shanahan Duane Morris LLP Newark, NJ	Amanda Norcross Polsinelli PC Atlanta, GA	Amy F. Moe Seattle University School of Law Camano Island, WA
Abigail Friedman Latham & Watkins LLP Bristow, VA	Alexandra DiFusco McCarter & English, LLP Jersey City, NJ	Alicia Jovais Latham & Watkins LLP San Rafael, CA	Amanda Norman George Mason University Arlington, VA	Amy Gustafson Mitchell Hamline School of Law Bloomington, MN
Abigail Wiggins UCLA School of Law Los Angeles, CA	Alexandra J. Newton Holland & Knight LLP Boston, MA	Alicia Thompson Burr & Forman LLP Myrtle Beach, SC	Amanda R. Goodman Ogletree, Deakins, Nash, Smoak & Stewart, P.C. Austin, TX	Amy Hargreaves Latham & Watkins LLP San Diego, CA
Adesola Adegbesan Greenberg Traurig LLP Philadelphia, PA	Alexandra M. Gersdorf Latham & Watkins LLP Brooklyn, NY	Alisha D. Tarin-Herman Perkins Coie LLP Phoenix, AZ	Amanda Riggio Schwabe, Williamson & Wyatt Seattle, WA	Amy J. Wilkes Burr & Forman LLP Birmingham, AL
Adriana A. Perez Hunton Andrews Kurth Miami, FL	Alexis McKechnie University of Maine School of Law Levant, ME	Alison E. Franklin Greenberg Traurig LLP Atlanta, GA	Amanda R. Stanzione Latham & Watkins LLP New York, NY	Amy M. Lutfi Latham & Watkins LLP Yorba Linda, CA
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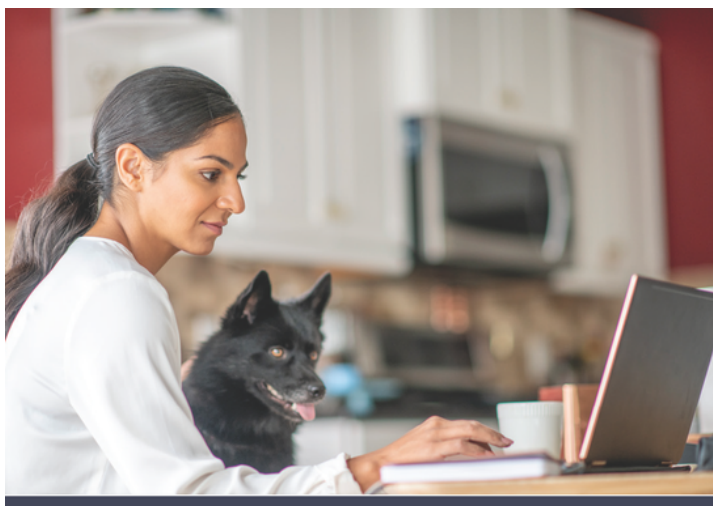
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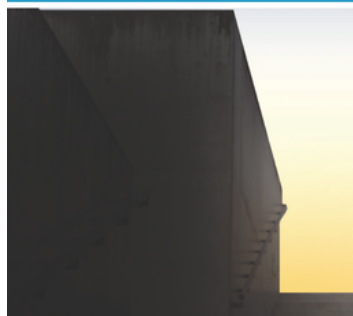
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