



NAWL CELEBRATES THE FIRST



Statue of Arabella Babb Mansfield, the first woman licensed to practice law in the U.S., on the campus of Iowa Wesleyan College. Pictured are Iowa attorneys Jane Lorentzen, Romonda Belcher Ford, Ruth Cooperrider, Kathleen Kennedy Townsend, the former lieutenant governor of Maryland, who gave the keynote speech at the dedication ceremony and Margaret Foster, executive board member of NAWL.

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national association of women lawyers®



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- *The opportunity to demonstrate your commitment and the commitment of your firm or company to support diversity in the legal profession.*

About NAWL

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

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Editor's Note

What a great time of year. We are heading into the wonderful season of summer which means that when I get home from work, it's not always pitch black and my three kids are still awake. Summertime means kids are out of school (and staying up late – see prior reference), vacations are being taken and NAWL is preparing for its Annual Luncheon in New York City. For the past year, I've had the pleasure of being editor of the *Journal*, serving on the NAWL Executive Board and working with Holly English as our president. It has been educational, fun and extremely rewarding. I couldn't have imagined last year, taking over as editor from Holly, that I would have enjoyed it as much as I have. It was a pretty intimidating task to contemplate but Holly has been nothing short of an inspiration as well as a huge supporter. She has done an incredible job as president and I look forward to working with our fantastic incoming president, Lisa Horowitz, as well.

This issue of the *Journal* is filled with great articles – some serious, a few that are a little more light-hearted. In each and every one of them, you can find something that will help you in your practice and your life. You can even find a book to enjoy on the beach this summer. One of NAWL's many strengths is the programming it runs throughout the year and all over the country. The pictures included in this issue are from some of the great events that NAWL has put on over the past few months – Backpack to Briefcase in Fayetteville, Arkansas and Ready to On-Ramp in Chicago, Illinois. The cover picture is from the dedication ceremony for the statue of Arabelle Babb Mansfield, the first woman licensed to practice law in the U.S., on the campus of Iowa Wesleyan College.

I encourage you to visit the website at www.nawl.org to see, among other things, the exciting programs NAWL is putting on and sponsoring over the coming months and how to become involved with NAWL.

I continue to enjoy the comments I receive about the *Journal*. I encourage you to let me know what you think about the *Journal*, this issue, its content, articles you would like to see in the future, what you like and don't like and any other thoughts you have on how the *Journal* can best serve your needs and interests. We are always looking for new authors. Anyone who is interested in submitting an article should feel free to drop me a line.

Warm wishes,

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President's Letter

It is very difficult to believe that nearly a whole year has gone by since I began my term as NAWL's President. Soon I will stand before many of you in the stately Waldorf=Astoria ballroom, at our Annual Luncheon on July 16th in New York City, and bid farewell to my one-year term. It has been an exciting year, and we have advanced in many directions.

We now have a thriving mentorship program, pairing law students and new lawyers with more seasoned practitioners. The NAWL Foundation is close to being launched, and will be the home of our much-lauded NAWL Survey, which is now heading into its third year. Our website has been redesigned to be more user-friendly and aesthetically pleasing. We held a ground-breaking program in the fall called the "NAWL National Leadership Summit," which featured managing partners, general counsels and other high-level practitioners coming together to share action tips on the best ways to attract, retain and advance women in law firms. As our General Counsel Institute heads into its fourth year, it is bigger, better and more impressive than ever. And we launched a diversity initiative, to enable NAWL to more readily advance a diverse membership. This is not everything we've done, but these are the highlights.

These accomplishments represent dauntingly hard work by many women all around the country, who have populated our committees and taken NAWL to the next level. Our committees are our life-force, allowing women lawyers to meet others from many different states, enjoy collaborating on major projects, and savor the knowledge that they are helping women lawyers thrive in more satisfying careers or supporting efforts to advance women's legal rights. If you have not joined a NAWL Committee, I strongly urge you to do so — it can help you with business, plug you into a nationwide network, and give you a platform beyond everyday legal work.

I will leave the presidency in very capable hands. Lisa Horowitz, of McDermott Will & Emery in Washington, D.C., who will take over as President this summer, has worked with me every step of the way this year, acting as a virtual co-president. Therefore I know first hand how capable, dedicated and supremely effective she will be as president. We are lucky to have her filling such a demanding role!

A word about the Board that I have had the privilege to lead: a finer group of women would be difficult to assemble. They have provided support, hard work, humor and lightning-quick responsiveness. I cannot thank them enough. Finally, my gratitude to all the wonderful people I have met in the past year. One of the major benefits of this position is the opportunity to make new acquaintances in all corners of this country, and I have enjoyed every minute. Let's all keep up the good work!

Warmest wishes,

Holly English
NAWL President, 2007-08
Post, Polak, Goodsell, MacNeill & Strauchler, P.A.
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Backpack to Briefcase

APRIL 3, 2008 – FAYETTEVILLE, ARKANSAS

On April 3, 2008, in the courtroom at the University of Arkansas School of Law, students gathered to learn about making the transition from law school to law

firm. The event was co-sponsored by the Arkansas Association of Women Lawyers.



One of the panel presentations at the Backpack to Briefcase program.



After the presentation, there was a networking reception where the attendees got to know each other.



A few of the participants make friends during the networking reception.



Participants mingling with their fellow attendees and having their picture taken.

Ready to On~Ramp

MAY 6, 2008 – CHICAGO, ILLINOIS

On May 6, 2008, a crowd gathered at the Chicago offices of Jenner & Block to learn their own personal strategy for re-entering the legal workplace and included panel presentations led by Carol Cohen, author of

Back on the Career Track: A Guide for Stay-at-Home Moms Who Want to Return to Work, and Deborah Epstein Henry, Founder and President of Flex-Time Lawyers, LLC.



Some of the panel participants pose for the camera at the networking reception after the program.



The participants, including NAWL President-elect Lisa Horowitz, listen intently to the panelists during the presentation.



The room was crowded for the program, which contained lots of good information for women who are interested in returning to the workplace.



Some of the panelists gather for a picture following their presentation.

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Second Generation Glass Ceiling Issues: Advancement, The Median Strip and Career Satisfaction

by Diane C. Yu

There are various issues, termed “second generation glass ceiling issues,” that still remain as persistent and pervasive problems for women lawyers, despite improved demographics, attention by leaders and the media, and a host of well-meaning initiatives and programs – why do these problems seem so tough to solve?

First, here is some context. When I attended law school, I did so because there was no math on the LSAT and I mistakenly thought lawyers didn’t have to work as hard as doctors, which was my parents’ profession. I was also blissfully unaware of reality of law practice, never having known a single lawyer personally, nor ever having met a law student.

I assumed I would eventually get married and have a family, and that somehow, those goals and a fulfilling, fascinating career were compatible and even quite likely. But what I found out were three unexpected things: First, it was harder than I thought and took longer than I ever imagined finding the perfect husband. Luckily, I did, but not until my late 30s. In fact, my mother used to advise me to not tell men I was a lawyer – “Just say you work at a law office.” When I said, “But how will they feel when they learn the truth?” she confidently replied, “No problem – by then, they’ll be in love with you!” Second, nature does not always cooperate when it comes to the decision to have a family. When you are finally ready, you may be out of luck and time. Third, when one aspires to demanding jobs, time management becomes one of the most underrated and critical personal skills.

Let’s fast forward to more recent times. By asserting that women lawyers are experiencing second generation glass ceiling issues, I am conceding that the glass ceiling is intact. One of my favorite depressing quotes is from Audrey Tayse Haynes, the head of the Business and Professional Women/USA, who once said, “There isn’t a single statistic that says women have achieved equality, in terms of money or power or opportunity. Not one.” In the 21st century, we continue to see not just an upward barrier – the classic glass ceiling, but also concrete walls and “sticky floors” that impede movement laterally across boundaries as well. Yes, the first generation problem – identification and recruitment of women lawyers – has been overcome. For instance:

- In 2007, women comprised 30.1% of the bar nationally, up from 23% in 1996 (out of a total of 1,143,358 lawyers in the US, according to the ABA) and only 3% in the 1960s.
- 46.9% of U.S. law students were women in 2006-07 – and at some schools, that figure is up to 60%. If these enrollment rates remain steady, on or before 2010, 40% of all lawyers will be women.

- In 2006, the National Association for Law Placement (NALP) reported that 17.9% of partners in law firms were women, 46.7% of summer associates in law firms were women, and 44.3% of first year associates hired were women.

“When one aspires to demanding jobs, time management becomes one of the most underrated and critical personal skills.”

In the second generation, the principal issues are retention, advancement, and ability to have both a satisfying career and family life. NALP has found that attrition of women is nearly always higher than for men from the same class and at the same point in time. Minority women associates departed at even higher rates than non-minority female associates. In 2003, while 9% of all associates left within 1 year of hire, 35.1% left within 3 years of hire, and 53.4% left within 5 years of hire, for women, the figures are 9.6%, 37.9%, and 54.9%. A 1-3% differential may not seem significant, but each percent equals many people in a profession our size. For women of color, the results were even more startling: 11% left after 1 year, 40.2% after 3 years, and a whopping 69.3% after 5 years. One 8-year NALP study showed that 100% of women of color left their firms – and the findings of the ABA Commission on Women’s Visible Invisibility research report on the status of women of color were similarly damning about the options and opportunities minority women lawyers felt were available to them.

The economic consequences are steep. Researchers like Professor Joan Williams at the Hastings College of the Law’s Project for Attorney Retention see a clear link between profitability and retention. Her research indicated that “regretted losses” could mean at least \$250,000 to a firm in terms of replacement costs; I have spoken to several managing partners, who estimated privately that the figure was probably closer to \$400,000 – 500,000 per premature departure. At the ABA’s Managing Partner and General Counsel Summit in 2004, which I chaired as chair of the Commission on Women in the Profession, several Fortune 500 General Counsel expressed amazement (and not in a good way) that their fellow panelists – all managing partners or firm chairs – did not really know what it cost their firms when talented women associates departed on their own accord. These General Counsels thought it was the height of management irresponsibility not to have measured and worked to reduce that kind of loss.

There is significant collateral damage from these developments. If women don’t stay to the same extent as men in law firms, they can

hardly be making their way up the leadership ladder. That helps explain why, for over 5 years, there has been virtually no movement upwards in terms of the percentage of women partners in major firms – we are still stuck at 17%. Now granted, the 17% figure is up from only 12.27% in 1993, but still disappointing in light of the sizable increase in the overall number of women who have joined the profession over the past 15 years. A mere 3-4% of the largest firms' managing partners or chairpersons are female. In other sectors, the statistics aren't much better: in 2006, only 20.9% of law school deans at ABA approved law schools were women, and only 16.6% of Fortune 500 corporations had a women general counsel. So demographic shifts have not had the leadership impact that some assumed would be the case once the critical mass arguments of the 1980's had been overcome, at least in terms of overall numbers.

"If women don't stay to the same extent as men in law firms, they can hardly be making their way up the leadership ladder."

Some women and people of color (especially women of color) report that it is still more difficult for them to build a book of business as opposed to men. I recall when I was the Managing Counsel for Monsanto Company, with key responsibility for managing outside counsel relationships, that none of my women lawyer partner friends ever contacted me about getting some work. I couldn't understand it, particularly in contrast to the conduct of many men, including ones I barely knew, who called me up and asked for the chance to pitch some business. One even made an unsolicited visit to St. Louis to try to convince me to hire his firm! So I called several of my women colleagues and bluntly asked why they hadn't approached me. The response from most was a variation of "not wanting to impose, not wanting to trade on our friendship." I was very surprised and told them that that attitude wasn't going to get them very far and that one of the things I looked forward to as in-house counsel was the opportunity to seek out greater diversity in our outside counsel (and Monsanto received an award while I was there for promoting diversity). A corollary to the failure to ask or demand one's fair share in the general compensation domain: since 2002, the Bureau of Labor Statistics reports a continuing, even growing, differential between the median weekly salaries of male and female lawyers: \$1891 for men in 2006 versus \$1333 for women; thus, women's salaries are only 70.5% of men's salaries. Many employers candidly say that men press harder in initial and subsequent salary negotiations, and if women did the same, they would likely respond to those requests as well.

Finally, virtually every survey of women lawyers over the past 2 decades has said that struggling with work/life balance is the greatest single obstacle to women's advancement, and only 20% are satisfied with the balance they have achieved. A 2005 study by the Catalyst Organization of Canadian lawyers found that 84% of women and 66% of men said the #1 reason they would work for a different firm was to find "an environment more supportive of my family and personal commitments." The ABA Commission on Women's Balanced Lives publication and a host of researchers agree these findings res-

onate with thousands of lawyers in America as well.

Why is this set of second generation issues still plaguing us at this point in time? For starters, law, especially private practice, is still overwhelmingly male in its institutional priorities and economic structures. It is a culture that prizes sacrifice and commitment – as demonstrated by physical presence ("face time") and loyalty and values informal, ad hoc, and entrepreneurial approaches that historically were designed by, and have tended to favor, white men. Perhaps spurred by client and competitive pressures, many firms retain an unyielding focus on time more than efficiency; they seem reluctant to inject meaningful objectivity and transparency into advancement processes (under which women and persons of color have repeatedly fared better) and instead have allowed the subjective and invisible "I know a partner when I see him" mentalities to thrive.

Moreover, the collision course of biological imperatives and the career-building years has not been eased by the existence of part-time schedules, which about 90% of legal employers have. As I said in the article, "The Work/Life Challenge: Not Just a Woman's Issue" in the July-August 2005 Diversity in the Bar magazine:

"Biological imperatives increase the likelihood that most attorneys will be raising children during their key career-building years. Technology has made it possible for more people to work in more flexible and varied ways. The irony is that many law firms seem ever more insistent that people be seen doing their work in the office, which, when coupled with a continued emphasis on billable hours, created tremendous pressure in terms of lawyers being able to achieve an acceptable work/life balance....[What concerns me is] there is a perception that attorneys with flexible schedules aren't pulling – or cannot pull – their own weight. There is still a significant risk that carries severe penalties for women or men [who are] trying to accommodate their work/life struggles through reduced hours or part-time work. What they report to us is that they feel they will be immediately marginalized, that their work assignments will suffer in terms of quality and content, the attention and mentoring they get will decrease, and their promotional opportunities will be jeopardized."

Another concern is the way in which attorneys are evaluated, which obviously has an effect on compensation, promotion, and advancement. I've asserted that women are forced onto the "median strip" of the highway – they are berated for being either too tough and unappealing, or too feminine and ineffective. There is a narrow band of acceptable behavior to which they must adhere without incurring penalties. They simply cannot win: if they show too much devotion to work, they are criticized as one-dimensional and callous for ignoring their families; conversely, if they show too much dedication to their families and seek reduced hours, they can be seen – consciously or unconsciously – as insufficiently committed to their firms.

Men, on the other hand, have both sides of the highway and the median strip to roam in terms of their conduct and priorities. They

can be tough and aggressive and viewed as successful, as well as soft-spoken and sympathetic, and still be well-rewarded. Moreover, they are wholly exempt from the “shame or blame” syndrome: thus, if a male partner or associate attends his child’s soccer game or ballet performance, he is applauded by both genders. But a woman is expected to show up regardless – and still crunch out the requisite number of hours at the firm.

“Despite substantial speed bumps in our path, I believe that focused, persistent, and collective efforts will lead to progress – and more satisfying choices for women lawyers.”

What are the results of this perfect storm of high billables and stigma from using flexible schedules, the median strip, and life stress? Because of the stigma, only 3-4% of lawyers actually take advantage of flexible schedule options. This is even lower than the national average of 10% take-up by all employees of flextime programs. The ones who have to cover for a colleague who is working part-time are often resentful that their workloads have now increased. And we are seeing more and more articles in the mainstream media documenting an apparent trend of young women from elite colleges and professional schools choosing to opt out altogether, putting the high-powered career in law, business, or other profession for which they have energetically trained on hold indefinitely. In rejecting the workforce altogether and “turning realistic,” they are saying they can’t or don’t want to try to combine full-time work with child rearing.

Young women associates are quick to point to a lack of positive role models as a reason for their position. They view their pioneering women attorney predecessors as having sacrificed everything for work. That may or may not be true in specific cases, but what is true is that these Generation Y (those born from 1977-1997) lawyers are accurately acknowledging the stunning absence of social support for the multi-tasking mother in our profession generally. So some are deciding they don’t want the corner offices at all, or if they do, they don’t want to do what it takes to get there – they identify with the spirit of what comedian Lily Tomlin once said: “The trouble with the rat race is that even if you win, you’re still a rat.” In law, this divide is illustrated starkly by a 2003 NALP study revealing that when asked if they see partnership as an incentive, only 60-63% of women (depending on the firm size) said “yes,” whereas between 80-83% of men said “yes.”

This is perplexing or disturbing news to many Baby Boomers, famous for trying to have it all by expanding the conventional role defined for women. Many express mixed reactions to such viewpoints and trends: some harbor resentment and conclude that these younger lawyers basically lack a strong work ethic, or feel their own choices are being rejected or dishonored when the fact was that in their day, they had no leverage and little choice. Still others, while agreeing with the concept of the “job pause,” worry that these younger women don’t

appreciate how hard it will be to get back on the onramp and restart their careers once they decide they want the intellectual stimulation and financial independence of their jobs again. Furthermore, one notes that many of these young women who take the “I’ll just wait until later” approach have one thing in common that is actually not all that common: a very wealthy partner or spouse who can support a family on one paycheck. These are some risks that may be unpopular to mention, but should be considered.

My continuing hope is that sustained efforts to ameliorate the consequences of the second generation of glass ceiling issues will eventually even the playing field and expand the choices for women lawyers. In that spirit, here are some recommendations for Generation Y women lawyers, gathered from many sources around the country:

- First, decide what is most important in your life – what are your life’s aims and hopes? Self-assessment is a critical component in taking control over the direction and development of your career.
- Create and nurture your own support network of family, friends, and colleagues.
- Master the arts of organization and time management, so you work hard and also work smart.
- Concentrate on being a quality lawyer – many opportunities and options arise because you are recognized as a valued, high-caliber performer.
- Learn to prioritize - cutting things out of your schedule and not being too proud to get help when you need it.
- Use technology – make it work for you, not against you. The first half hour in the morning and the last half hour before bedtime can yield high productivity.
- Take care of your health and personal well-being. It’s hard to do your best work when you are in poor health and spirals.
- Have reasonable expectations – become comfortable stretching things out in time and realize that the world isn’t likely to end by relaxing your personal and professional deadlines for success.

And vote with your feet:

- Look for workplaces where top management offers meaningful, often-used, alternative work schedules to help both men and women achieve better work/life balance, and where mentoring and networking opportunities are available to both genders. You’ll have to ask the right questions, do the requisite due diligence, and use good judgment to find this out. The good news: There really are some nurturing, supportive work environments – including some enlightened law firms, the public sector, or companies whose leaders prize their achievements in attaining truly diverse work forces and have many women in senior positions as proof of their sincerity and success.
- See if there is a way to trade-off career opportunities with your spouse – take turns as to whose career takes precedence in demands, geography, lifestyle.

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Attitude and Attrition

by Jennifer Guenther

At a recent luncheon, I spoke with a young associate who had joined my firm only a few months earlier. As we ate our salads and sandwiches, we talked about the challenges as well as the surprisingly supportive environment that we had found in our jobs. She commented that she had expected to face more challenges in coming to a firm with few women partners and limited diversity in the upper-ranks. Instead, she felt she had found a supportive environment where the majority of attorneys are more focused on the quality of the work product than on the individual attorney's personal life.

"Failing to raise the red flag makes change unlikely for either the person leaving, or for those coming afterwards. And sometimes simply asking the question is enough to make a difference."

I was also very surprised to learn from this new associate, who is also a mother herself, that she believed that I was held back a year on the partnership track because I took maternity leave. She, and apparently many others, assumed that I was held back a year because two other attorneys with whom I graduated are soon to be up for consideration (I mean we literally sat a couple of seats from each other during the graduation ceremony), and I was not. Although both of these attorneys had children of similar ages to mine, they were both men.

While I was able to set the record straight and let her know that I was not held back, but exactly where I should be given my start date with the firm (I worked elsewhere my first year out of law school), I also realized how critical such perceptions can be in looking at the long-term possibilities with an employer. Why would anyone want to sacrifice their limited personal time and resources for a firm that would then pay them less or punish them for occasionally choosing family first? If that had been the case for me, I would have thought hard about changing jobs.

And, it seems, so would many other women facing similar challenges at law firms. Since the mid-1980s, more than 40 percent of entering law students have been women. This number has increased to more than 50 percent since 2001. Yet, the number of women partners at firms has remained static for more than ten years at around 19 percent. This is true even though nearly half of all associates in law firms are women.

More telling is the fact that only about 18% of women are remaining with their first firm out of law school long enough to even be considered for partner.

Instead, women who are unhappy in their work situation are leaving those jobs—an average of three years before men do. It seems that, while once upon a time a woman had to put up with stereotyping or gender bias in the work place if they wanted to continue to work, a woman facing discrimination in her job can now move on to other opportunities. And, comparatively, women are now 32 percent more likely to have changed firms by their second year than their male counterparts.

It is this ability to move on from an uncomfortable situation that many are citing as the reason so few women are working their way up the partnership ladder. And it certainly may have some merit—starting over at a new firm or in a new area of law certainly places you at a disadvantage compared to those who have been at the firm from the start of their legal careers.

"When an employee has a vested interest in their firm, they are much more likely to stay and make it a better place, rather than simply move on."

On the other hand, discrimination still exists at all levels. A 2000 study by the University of Colorado showed that women attorneys made only 59 percent of what their male peers did. That same year, I turned down a job that offered me \$10,000 less annually than a male classmate of mine who was hired for a similar position with the same firm. Even more recent surveys found that women are only making an average of 80 percent of their male classmates salaries the first year out of law school, with that number dropping to 69 percent by their ten-year class reunion.

Stereotyping and bias also play a role in the success of any attorney. In one study, pregnant women were seen as too emotional to be good managers and mothers as less committed to their jobs than women who were not mothers. Another study found that fathers, in general, actually gained in stature from having kids and were more likely to receive higher salary offers than non-fathers—until they needed to take on care-giving responsibilities or tried to take paternity leave. Rather, men who took parental leave actually scored lower than mothers in job-commitment and performance ratings.

While it is certainly understandable that an associate would rather leave a work situation in which they feel they are not being treated fairly by either their peers or their employers, jumping ship has hidden consequences as well. Not only can their career be affected---future employers always consider whether a prospective associate is one who likes to “jump around,” but they are also unlikely to resolve the issues as they come up at any new firm they enter.

When an attorney perceives unfairness or prejudice at a firm, but never questions it, a firm is likely to take much longer to recognize the problem and to make a change. While some situations may result from misunderstandings that can be worked out, overt acts of discrimination must also be addressed. Failing to raise the red flag makes change unlikely for either the person leaving, or for those coming afterwards. And sometimes simply asking the question is enough to make a difference.

Even if nothing happens once the issue is raised, the option to leave is still there. On the other hand, raising an issue and working to address it can also lead to incredible opportunities to show that you are willing to work to make the firm a better and more productive setting.

Employers, however, should not sit idly by. More than 50 percent of all law school graduates are women, and more women and men seeking a balanced life outside of work, making law firms work harder to keep the best and the brightest. It is extremely costly to train a new associate (some estimates are upward of \$250,000), if only to lose them a year or two later. Firms must start taking an active role in addressing issues such as maternity leave, work-family balancing, mentoring, and the creation of a support structure that allows newer associates to be involved in the firm. When an employee has a vested interest in their firm, they are much more likely to stay and make it a better place, rather than simply move on.

There is a maxim that in order to get ahead, one must take risks. In the legal profession, we are paid to take risks by our clients, but we hedge those risks as best we can by creating a litigation plan or adding in protective language to contracts. And yet, often times, we are afraid to do the very same things for ourselves. We don't actively take control over our careers the same as we do our cases. Taking such risks may not always pay off, but they will never pay off if we don't at least try. •

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Second Generation Glass Ceiling Issues: Advancement, The Median Strip and Career Satisfaction

- Be creative: Some families have split homes – with four days away and three together. My husband and I commuted for 5 years between San Francisco and Los Angeles – and while it wasn't ideal, it added a dimension in terms of how much we prized our time together!
- Be sensitive to concerns your superiors and co-workers have to your flex schedule, and empathize with the inconveniences that they may have to encounter as a result.
- Or take matters in your own hands and become your own boss. This is an increasingly attractive path for many women in law and business.

You can probably tell that I am a hopeless optimist. Despite substantial speed bumps in our path, I believe that focused, persistent, and collective efforts will lead to progress – and more satisfying choices for women lawyers. Why do I believe that we can do it? I suggest that it's because we women have the brains, the heart, the humanity, the energy, the creativity, and the determination. And we are beginning to have the numbers to back up our interests, to make the climate change. Finally, we see more and more men also demanding a degree of personal fulfillment in conjunction with a busy work life. Galvanizing both men and women in the legal profession in response to these issues will make the critical difference and bring about the desired changes in the landscape for us all – and our profession will be much the better for it. •





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How to Kill a Law Firm in 10 Easy Steps: The Demise of Goode, Olde and Boyz, PC

by Nancy C. McDonald

This is the story of a fictional law firm, Goode, Olde and Boyz, PC (the “Firm”) which was founded in the 20th century. The Firm is having a great deal of trouble keeping its lawyers at every level, particularly women lawyers who are jumping ship daily, and is imminently heading for a disaster. “How can this be?” asks the head of the Firm, John Q. Lawyer, who is rapidly approaching retirement age. Upon investigation, it was learned that the Firm implemented the following ten steps to assure its 21st century demise.

1. **Create an Inner Circle.** The Inner Circle should consist of the lawyers who were there when the firm started 20, 30 or more years ago. Obviously, this should not include women. After all, these men were there at the beginning and should control the Firm forever.
2. **Exclude All Others.** Do NOT allow anyone to break into the Inner Circle, except for the hand-selected protégés of each individual member of the Inner Circle, consisting of younger lawyers who are astute enough to understand the political structure of the Firm and willingly carry the bags of the members of the Inner Circle (the “Wannabees”).
3. **Implement the Peter Principle.** Ensure that the members of the Inner Circle and their Wannabees control all meaningful management positions in the Firm, whether they have the necessary skill set for the position or not. After all, who better to control the destiny of the Firm than the Inner Circle and their Wannabees, even if they do not have the necessary management skills to get the job done properly.
4. **Shuffle the Deck.** From time to time, move the members of the Inner Circle from one committee to the other and back again. That way, the other partners in the Firm will not notice that the Inner Circle always hold the key management positions and even if they do notice, who cares?
5. **Award Compensation for the Wrong Reasons.** Be sure to compensate the members of the Inner Circle and their Wannabees just for being who they are, even if they don’t deserve it. After all, they are the key to the Firm and we need to keep them happy. Be sure that the partners who are actually bringing in the work and fulfilling all of their other obligations get thrown a bone so they won’t be too unhappy. After a while, do NOT let the other partners know what anyone else is earning. That way, they will never know about the financial rewards of being a member of the Inner Circle or a Wannabee and everyone will be happy.
6. **Stay the Course.** Keep doing whatever the Firm has been doing for the last 20 or 30 years. There is no need to change with the

times. The Firm has gotten where it is based on what it has done in the past, so why should anything change? In particular, this means do NOT implement part-time, flex-time or balanced hours programs. There is no shortage of male lawyers, so if the young women lawyers leave, you can simply replace them with men. Besides, everyone knows you can’t make money on any lawyer who does not work full time.

7. **Avoid Diversity.** No one, not even the key clients of the Firm, should be able to tell the Firm who to hire, how to retain those they choose to hire and how and when the lawyers they hire should be promoted. Anyway, isn’t this whole diversity thing actually reverse discrimination? And the Firm does NOT discriminate against anyone, especially older white males. However, for the sake of appearances, be sure to put a diversity page on your website so that the clients will think you are giving in to them.
8. **When Times Get Tough, Kill the Weak.** When the Firm has a lean year, as all firms do, be sure to let the oldest members of the staff go first and give them as little severance as possible. This will send the correct message to the remaining members of the staff, particularly those who have been there for too long, that they should leave the Firm as soon as they can before they get thrown out.
9. **Let Them Eat Cake.** The next step for dealing with a lean year is to be sure to protect the partners and hit the staff where they live. The easiest way to do this is to increase medical premiums, cut back on overtime (on which many of the staff rely to pay their bills) and reduce staff (see step 8 above). However, make sure that the partners continue to drive luxury cars and keep their other perks so that other firms will not know that the Firm is having a lean year. After all, appearances are everything and who cares what the staff thinks. They are fungible.
10. **Stifle New Ideas.** Most importantly, when new lawyers join the firm, be sure to let them know immediately that their new ideas are not welcome. They cannot possibly know what is in the best interest of the Firm because they are new. Make sure they are aware of the existence of the Inner Circle and that they are not part of it. To be on the safe side, make them feel irrelevant to keep them in line.

The fictional Firm of Goode, Olde and Boyz, PC followed these steps precisely and folded early in the 21st century. So, if you are looking to kill your firm, be sure to follow the above steps. They are proven to work.

Note: The Firm of Goode, Olde and Boyz, PC is purely fictional. Any resemblance to any existing firm is coincidental. •

Pro Bono Femineo

Women-Focused Pro Bono Efforts Can Be an Essential Component of a Law Firm's Women's Initiatives

by Karen E. Wagner, Kyoko Takahashi Lin and Kimberley D. Harris

The past several years have seen a dramatic rise in women's initiatives at major law firms throughout the country. Indeed, according to NAWL's 2007 *National Survey on Retention and Promotion of Women in Law Firms*, 95% of the nation's largest firms report supporting a women's initiative. These programs offer women opportunities across a number of different facets of law firm life, ranging from professional development to mentoring to social networking. The prevalence of these initiatives underscores the high priority that large U.S. firms are placing not only on attracting women lawyers, but also on retaining them and developing them into leaders at their firms and within the profession.

Along with affinity groups, targeted mentoring programs, and the variety of client-oriented activities that comprise most firms' women's initiatives, an increasing number of firms have discovered the vital role that women-focused pro bono can and should play in their broader programs. Davis Polk, like a number of major firms, such as Debevoise, Simpson Thacher and Skadden, point to their pro bono work on behalf of women as key components of their overall women's initiatives. These two areas are natural complements, as both ultimately support a common goal of advancing the causes of women. Women-focused pro bono matters provide all lawyers (women *and* men) with an excellent opportunity to apply their professional expertise and experience to serve women in need and to address broader women's issues in the community—even on a global scale. These matters can cross all practice areas, enabling all lawyers, no matter what their specialty, to make a difference.

Below is a description of Davis Polk's women-focused pro bono services and case studies in which lawyers from across our practice have worked with different legal services programs to serve impoverished and abused women. We also present a number of steps we have taken to more closely link the pro bono program with our women's initiatives.

Like many large U.S. law firms, Davis Polk views pro bono work as a central responsibility of the firm and our lawyers. Our longstanding commitment to pro bono dates back to the earliest stages of our firm's 158-year history. In recent years, our lawyers have devoted tens of thousands of hours annually to pro bono work, covering many different areas of law. Women-focused matters currently account for nearly 20% of our overall pro bono work. The majority of our gender-based work is made up of family law and asylum cases, primarily on behalf of victims of domestic violence and abuse. We also are seeing a rise in more corporate-related work on behalf of women, in such areas as microfinance.

Key to our lawyers' ability to serve women in need has been the firm's relationships with a number of women-focused pro bono legal service organizations, such as inMotion and Sanctuary for Families, as well as other not-for-profit organizations, such as MicroCredit Enterprises. Each of these organizations provides a vital link between our lawyers and women who desperately need legal services of varying types.

"An increasing number of firms have discovered the vital role that women-focused pro bono can and should play in their broader programs."

MicroCredit Enterprises ("MCE") is a microfinance intermediary, with which Davis Polk has worked since mid-2007. Microfinance provides financial services to impoverished individuals considered too poor to qualify for traditional bank services. Most commonly, it takes the form of tiny loans, often less than \$100, made by locally run microfinance institutions ("MFIs"). Microfinance starts with the conviction that, given access to capital and an obligation to repay, an impoverished person can lift him or herself out of poverty by investing in income-generating enterprises.

Supporting the work of MFIs are microfinance intermediaries like MCE. The key to MCE's approach to microlending is its guarantors—benefactors primarily located in the United States who provide personal guarantees of MCE's borrowing from banks and foundations. The proceeds of those guarantor-supported borrowings are then on-lent to MFIs to fund small loans to individuals in countries such as Armenia, Azerbaijan, Bolivia, Cambodia, Ecuador, Georgia, Indonesia, Nicaragua, Nigeria, Peru and Tajikistan. Approximately 88% of loans made by MFIs financed by MCE are to women, who make up 70% of the world's poor. Women use their profits to feed, clothe and educate their children and themselves and are a community force for change. Furthermore, microfinance is a key to women's empowerment, often giving women independence from abusive or exploitative situations.

A typical beneficiary of MCE is an Indonesian woman named "Nurhayati," who with her family, lived on just 43 cents per person per day. They survived in a one-room bamboo shelter without running water or electricity. She is just one of the approximately 3 billion people worldwide who live below the poverty line. Thanks to

the efforts of MCE, Nurhayati was able to obtain capital to invest in craft and pedi-cab businesses, increasing her monthly net income to \$100 per month, enough to lift the family from abject poverty and, importantly, enable her children to attend school.

MCE relies on a team of pro bono lawyers to provide advice with respect to its complex international banking, lending and other financing transactions, taxation and other general corporate matters. Davis Polk's assistance to MCE has included developing (and negotiating) a structured letter of credit facility that allows MCE to provide credit to MFIs in their local currency without taking all of the associated currency risk. Davis Polk also represents MCE in drafting and negotiating documentation for loans to MFIs and has assisted in revising and updating its standard forms. Davis Polk is currently assisting MCE in its attempt to obtain comprehensive financing from a domestic financial institution, and we are actively exploring other engagements in the field. This year, the firm took on a second microfinance client, Shared Interest, which focuses its efforts on South Africa.

The unmet demand in the microfinance field is immense—more than 2.5 billion people, or 84% of the world's poor, do not have access to banking services. Servicing such an immense population requires “scaling-up” and accessing a broader pool of capital. Some progress is being made. MFIs and microfinance intermediaries are beginning to access the equity markets through IPOs and debt markets through Internet platforms such as Microplace.com. All of this suggests that the need for sophisticated legal advice will only increase, providing a rare opportunity for Davis Polk and other law firms to leverage their understanding of complex financing transactions and markets, and the legal issues they raise, for the benefit of women like Nurhayati.

A pro bono legal services organization that Davis Polk works closely with is inMotion, which provides free legal and social services to low-income women in New York City, most of whom are victims of domestic violence. Davis Polk became one of inMotion's first corporate partners in 1993, and since then has worked with the organization on many complex cases on behalf of women in need.

Working with inMotion, our lawyers have assisted victims of domestic violence with contested and uncontested divorce proceedings, orders of protection, child and spousal support claims, and custody matters. These matters offer our corporate and litigation lawyers a wide range of pro bono opportunities, including trial and motion work, client and witness interviews, and completing and filing divorce forms.

In the fall of 2007, we initiated a program with inMotion in which partners and junior associates paired-up to assist victims of domestic violence in attaining uncontested divorces. Through this program, corporate and litigation lawyers worked with 12 women to complete and file their divorce papers. The majority of these women attained judgments of divorce within three months.

One of the cases is still pending because it is no longer uncontested. After we served our initial divorce papers, we learned that the hus-

band was going to contest custody of the couple's child. In response, we added a litigator experienced in family law proceedings to the team and are representing our client in her custody proceeding. We hope to resolve the custody matter and attain the client's divorce in the next several months.

“The presentations highlight the opportunities available to all lawyers to get involved and make a difference in the life of women who might otherwise be stuck in a cycle of abuse and despair.”

Another one of our recent inMotion clients is “Marie,” who was severely abused by her husband and seeking divorce and custody of her two young children. Marie's husband, from whom she was already separated when we took on her case, made unfounded child abuse claims against Marie and contested the divorce despite being delinquent on more than \$20,000 in support payments. The Davis Polk lawyer representing Marie arranged with the court to have a law guardian and a forensic psychiatrist appointed to evaluate Marie as a parent and debunk her husband's abuse claims. Ultimately, the lawyer logged more than 200 hours on the case, including five court hearings and multiple meetings with Marie and the legal guardian and psychiatrist. On the eve of the custody trial, Marie's husband agreed to the divorce and custody of their children was granted to Marie. Marie said it was the happiest day of her life. In addition to performing a wonderful service for women in need, these cases are very gratifying for our lawyers.

Another legal services program with which we work by representing women in need is Sanctuary for Families, which is committed to helping low-income women escape domestic abuse by providing them with legal services, housing and counseling. Like inMotion, we have a longstanding relationship with Sanctuary and our lawyers have volunteered to assist many battered women on a wide array of matters.

One new area in which Davis Polk works closely with Sanctuary is representing victims of crime in their applications for U-Visas. The U-Visa, which provides eligible immigrants with an authorized stay in the United States, is available to non-citizens who have been victims of substantial physical or psychological harm as a result of criminal acts and who have subsequently been helpful with the investigation or prosecution of the crime.

Like many clients that Davis Polk assists with U-Visas, “Laura” was the victim of substantial abuse at the hands of her husband “Bill.” After moving to the U.S. from South America, Laura was periodically assaulted by Bill. After one brutal occasion, neighbors

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Is Your Website Working for You?

by Natalya Faden

The Internet is not only here to stay, but it is growing and maturing; people are understanding how they want to use it, businesses realize that this is no longer an optional aspect to marketing, but potentially one of the most fundamental and important – regardless of business size.

“I use the Internet to retrieve phone numbers of local firms in order to call them.”

There is a steady increase in users reaching for the computer or cell phone in order to find local business information, rather than a telephone book. With today’s cell phones and PDAs being “internet-ready,” and a growing trend to make the Internet more and more accessible on every level, it is clear that this is not a technology to be ignored.

And yet many businesses are guilty of doing exactly that. Too many businesses ignore the Internet altogether, establish a lack luster presence, or simply fail to achieve the most from an existing site.

“A website is not enough on its own; it must be a true representation of your business, your branding, your credentials, and your professionalism.”

Your site is a natural projection of your business and the first impression to new clients, so it is essential that it creates the most professional and thorough impression possible.

The Internet has spawned a whole culture of “website designers” and a profitable market in software boasting various website features “so easy, anyone can do it!” But the ease with which we can create a website is also an Achilles Heel, because not everyone can do it well. Therefore, invest in having a professional design your site.

A website is not enough on its own; it must be a true representation of your business, your branding, your credentials, and your professionalism. It is your unspoken voice, the Maître d’ at the door, and it must be impeccable.

Well Placed, Relevant Site Content

An overlooked aspect of many websites is the relevance and accessibility of the content. Burying relevant and sought after information will not only cause frustration, but also risks losing prospective clients as they search elsewhere.

Your site’s content should be relevant to your target customers, and be easy to find. If your site includes a lot of content for multiple client types, then it is worth considering consultation with a website usability expert.

Site Loading Speeds

With ever increasing Internet browsing speeds, it can be easy to forget just how fundamental it is to ensure that your website loads quickly and efficiently.

Make sure that your homepage loads quickly and avoid using “splash pages;” they are an extra hurdle to your prospective clients to get to where they really need to be.

“Your site’s content should be relevant to your target customers, and be easy to find.”

Do not over use large image or flash files, especially on your homepage; they can have a great visual effect, but, if they take too long to load, you will lose your client before they are ever seen.

Visibility and Search Engines

So your site is built, it looks great, you have spent many precious hours working on content, and yet you suspect no one is visiting your site. You perform a search for “mycity attorneys” and to your dismay, you are not listed anywhere.

The subject of search engine optimization – or “The art of being found” as I like to call it – is an entire business all to itself. Unfortunately, this has resulted in an over saturated market of “Search Optimization Consultants.”

The most important advice I can give is not to rush out and hire a one of these consultants. There are many who truly know their craft, but there are more who do not, and it is all too easy to find yourself investing and getting little or no return on your investment.

That said, having your site found is important and there are some basic rules that you can employ:

- Make sure every page on your site has relevant content. Search engines “read” your pages, so if the copy is pertinent to your business, search engines will know this and rank you appropriately.
- Contact your webmaster and make sure that every page has a different “Title,” “Description” and “Keywords.” They will know what these are, and while their significance has dimin-

ished over the years, they are still an important part of the search engine process.

- Ensure that your phone number is prominent on every page and exists in a form that is not an image. A prospective client may call the first number that they see on a search page without ever clicking through to the site, and judicious placement of your phone number can ensure that it is seen even before the site is.

Driving Traffic

There are ways to help clients find your web-site aside from search engines, but many of these are overused and ineffective. Many of these solutions require more discussion than this space permits, but one of the easiest to adopt is “cross-site linking.” This is simply having another related site link to yours.

It is always beneficial to ensure that you are being linked to by web-sites of a similar subject matter (i.e., law) and that you avoid the practice of linking to your own site from a multitude of other irrelevant sources (a practice that can have a detrimental effect on your search rankings).

Good sources to be linked from are online law magazines, directories, law-specific search engines and so forth; each one raises your site's prominence in the “eyes” of a search engine.

Local Traffic

Business registration with services such as Google Maps is an absolute must. This ensures that your site is found within a given locale – such as your city or state. Best of all – it is free.

Hosting: *The Foundation For Your Website*

Unfortunately, the hosting of a web-site is often misunderstood and therefore overlooked. It is imperative that your website is stable and available 24/7. There is little point in a great website if the hosting service is unavailable during random times of the day.

“Free Hosting” rarely comes without some form of cost, and this can mean visitors are also shown advertising that you do not control. So, even with a great website and wonderful content, take another look at your hosting service and ensure that it is a stable foundation for this fundamental part of your business. •

Pro Bono Femineo

Women-Focused Pro Bono Efforts

Can Be an Essential Component of a Law Firm's Women's Initiatives

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contacted the police and Laura was taken to a hospital emergency room, where she spent the night. While there, she spoke to a counselor who provided Laura with legal and social services options. She filed charges against Bill and assisted in his prosecution. With the assistance of Sanctuary, she applied for and obtained Deferred Action Status, allowing her to stay in the U.S.; and she also obtained a work permit. Working with Davis Polk lawyers, she has renewed her Deferred Status, renewed her work permit and has applied for a U-Visa. Laura has since left a shelter and made a safer life for herself and her children.

Currently, more than 50 lawyers from across Davis Polk's practice and a dozen or so legal and administrative assistants are working with more than 80 domestic violence victims with their U-Visa applications. If successful, this will directly benefit over 120 individuals, including children and parents of these women. The work on a typical U-Visa case requires approximately 50 hours of time.

As mentioned, Davis Polk actively seeks to integrate these and other pro bono efforts into our broader women's initiatives. A primary component of this effort is to encourage even greater participation by our lawyers. For example, the firm has coordinated a number of joint CLE presentations with organizations, including inMotion and Sanctuary for Families for our women's affinity group (known as DPWomen). The presentations highlight the opportunities

available to all lawyers to get involved and make a difference in the life of women who might otherwise be stuck in a cycle of abuse and despair.

We have also made efforts to align our women-focused pro bono work with our client-focused women's initiatives. For example, in conjunction with a recent women client reception, Davis Polk created an annual summer fellowship, in which it sponsors the placement of a New York-area female law student at inMotion. While providing inMotion with an additional staffing resource, the fellowship has enabled the firm to promote inMotion and its vital mission among the broad and dynamic network of Davis Polk's women corporate and investment banking clients.

Finally, Davis Polk has incorporated descriptions of its pro bono work as a permanent component of our external communications about women's initiatives. Doing so helps raise awareness among clients and the legal community of important programs such as MCE, inMotion and Sanctuary for Families. The overriding objective of all of these efforts is to increase the already substantial pro bono commitment of Davis Polk's lawyers across the firm and at every level of seniority. In addition, these communications demonstrate to legal recruits the tangible opportunities that exist as a Davis Polk lawyer to apply their skills and experience on behalf of women who desperately need their assistance. •

Backwards in Heels, A Case Study of Balance for Women in Law:

Dancing circles around your competition as you originate business in a New York MINUTE

by Trish Rubin

She trusted her partner. As good as he was, she made him look better. She did everything he could do. She did it with style. And she did it “Backwards and in Heels” as she proudly told the world she entertained with her grace and skill.

Ginger Rogers as an icon for women lawyers? Legal Marketing achieved with savvy style and power. Why not?

In my work with law firms as a business development consultant, I’ve acquired a new respect for this legendary fearless female, and present her as a mentor for my female law clients. Casting a new light on her spin, I see a supremely multifaceted professional woman. Hold the blonde jokes. This power house can be the new legal brick house for marketing.

Yet, in spite of the impression of excellence, Ginger was only part “winning technician.” In truth, Fred Astaire, who literally held Ginger in the highest regard, said that Ginger’s skills were not her leading strength, “She couldn’t tap,” Astaire pointed out, “and do this and that, but she had style and talent...and she always set the bar to steady improvement.” Her strength was as a siren of balance as she presented herself to the world. Her dance technique was competent, but her ability to partner and to sell herself, created one heck of a memorable image, a power woman. So, it begs the question...who was leading whom?

Ginger was completely unique and sought after as a partner. She made her colleague look good and complemented his level of excellence. Meanwhile she stole the attention and the show. As a role model, she can help any woman lawyer crack the glass ceiling with her risk taking attitude. “She faked it a lot,” Astaire said. And you’d never know it watching the silver screen. In the “sweat sport” that Fred Astaire dominated, she never ever let them see her sweat.

And she did all this as legend suggests, Backwards and in Heels.

Ginger’s vintage brand of success is a timeless beacon for woman in law in 2008. She is as an elegant inspiration. Her sense of style. Impeccable. Her technique. Solid. What paid the bills was the style she created around her image. Her technique was a close second, and she was always about improving her steps. It’s a business development model. The dance of client origination. Lawyering is the

skill set that got you to the dance floor. Now that you’re here, what’s going to set you apart?

Ginger not only changed the way women were perceived as partners on the dance floor with her elegant yet athletic style, but years later, she can provide direction for how female attorneys make partner today. The tenets of her craft can inspire female lawyers to their own greatness. Litigating or consulting, private or public organization, entrepreneur or partner, you can dance circles around your competition as you build business development and marketing skill. These are the soft skills they didn’t teach you in dancing school, or rather— law school.

“The dance of client origination. Lawyering is the skill set that got you to the dance floor. Now that you’re here, what’s going to set you apart?”

IMAGE

As a student, an associate or a partner, the image you embody as a professional woman in the law is rooted in your communication skill, verbal and nonverbal. Like Ginger, you may be competent, but you need to invest in systemic, continual improvement. Balance your lawyering skills with a patina of style. It is worth your time since it will translate into billable hours with the right partners, your new clients. Backwards and in Heels as a philosophy of business development means you are comfortable and confident in your interpersonal skin. As Fred Astaire said, you may have to fake this to start. What you say as you communicate verbally and what you don’t say as you send messages non-verbally is foundational to creating a compelling unique image. Be willing to start somewhere. Just start.

First, believe in yourself as something more than an everyday capable lawyer. If you don’t, you will forever be dancing as fast as you can to someone else’s tune of business development, not yours. No balance in that. And you’ll be the “Ten Cents a Dance” type of professional — someone who is just there to fill a need rather than someone who is continually sought after and relied upon. Stop

waiting for someone to brand you professionally in-house. Take charge. Do the hard work yourself, or suffer from the way people will categorize you. We teach people how to love us in our personal relationships. In business, we teach people how to regard us. So invest in the balance of developing yourself as someone who demands attention, and you'll get it. Right now, own the fact that you are special. In my work, I've created my own image around business development in a New York MINUTE. Use a few of my New York MINUTE tenets to establish a new lawyering image.

"If you want to get to the partner level, start early as an associate, create your strategy for building a book that makes you look as effortless as Ginger."

THE POWER OF WHAT YOU WEAR IN YOUR NEW YORK MINUTE

It doesn't take an amazing dance dress to be a dancer, but it helps. Have the courage to outfit yourself with tools to be a stand-out. Lose the little voice that has been in your head from childhood. Start making noise without making a sound. Choose a wardrobe that makes you memorable to those around you. You don't have to push too far beyond the uniform if you need to suit up in one. But consider getting help from online sources or stylists. Something like Suzanne Sommers' DressingZing.com is an option. Create an impact with the things that work for you, fabric, color, and accessories. Promote yourself by making executive style decisions that create what business calls a USP, a Unique Selling Proposition. Your USP includes a visual message that you are to be remembered. Without getting too far afield from the other members of your tribe, you can sell yourself through the image you create. Be the CIO, *chief innovation officer*, for yourself and brand yourself nonverbally through the choices you make as you outfit yourself. Treat yourself to a personal shopper or a stylist. It is money well spent.

THE POWER OF HOW YOU SPEAK IN YOUR NEW YORK MINUTE

Ginger did not say a word as she danced but she communicated power. You've got the luxury of using your voice to impress listeners. How you communicate to clients, to prospects, or to a jury is part of your developing image. Think about your voice quality, your tone and your pace of speaking. Every Broadway performer knows that you have to be a triple threat. Your voice presentation is of prime importance in the legal profession and can make you that type of triple threat. Ginger Rogers herself had some thoughts on the art of speaking, "Part of the joy of dance is conversation," she said, "[u]nfortunately, some men can't talk and dance at the same time." So use that to your advantage. Conversation, the power of your voice, can set you apart as you dance Backwards in Heels. Hire a voice coach for presentation. As Ingrid Saxon, a sought after New York City vocal and presentational coach, will attest, you need to distinguish yourself through your breathing. Breath must be developed as you go Backwards in Heels because you are working

harder than your male counterparts. Learning simple and basic ways to support your power through your voice creates an image of confidence in any room, one on one with clients or prospects or in front of a courtroom. Learn a few techniques that will help you speak effortlessly. Check yourself. Do you lose your voice often? Speak too nasally? Too softly? Those are possible stumbling blocks to power. When you meet people for business try the simple trick of getting in synch with breathing to their rhythm. It is a subtle way of developing rapport with prospects. Breathing in synch builds trust!

AND ONE, TWO, A ONE, TWO, THREE ...

Your backwards dance is built on sure footed choreography. Have a plan to market yourself. That means timing and rhythm for getting yourself out there in front of people. Do it in a measured way so that client development isn't an exhausting dance marathon. If you want to get to the partner level, start early as an associate, create your strategy for building a book that makes you look as effortless as Ginger. And look like you are enjoying yourself as you dance. Build your plan with a smile on your face that comes from your image that says you are confident and connected. If you are looking for your first job, changing jobs, or trying to dance your way into a partnership, you'll need a strategic plan. A marketing plan. That's your unique choreography! And it is flexible to accommodate changing partners and changes of scenes. Those who move from one firm to another are sought after because of with whom they dance. Granted, Ginger had one famous partner and his energy was an inspiration to her. But her ability to dance with others was part of her allure.

"Where you go to meet prospects, how you use the online techniques of networking and how you create a brand around yourself on a daily basis with others is part of the dance of client origination."

THE POWER OF HOW YOU PLAN IN YOUR NEW YORK MINUTE

Balance your work by considering another investment in yourself. Hire a business development coach who can help you personally. It's the Dancing with the Stars model. Take a raw beginner and partner them with an expert, lots of intensely personal hard work between two people who trust in one another, and you have an improved product that can compete on a national stage. A good coach will offer you the science of building a marketing plan that you live each day, not something you do only on occasion. In my practice, I share strategies for ACE-ing your networking ability. A meaning **A**ssociate, **C** meaning **C**reate and **E** meaning **E**ngage. You need to **Associate**, **Create** and **Engage** to flesh out your scripted dance of meeting and connecting quickly to your market. Where you go to meet prospects, how you use the online techniques of networking and how you create a brand around yourself on a daily

basis with others is part of the dance of client origination. You will need a plan. If you want to create interest in your dance of branding that means you must be like Ginger, be a risk taker. For an attorney taking risks is reasonable. Simply write articles, even short pieces for online article directories like www.goarticles.com, get you noticed. With your new speaking skills give a CLE. Then think big and create events that draw people in and get them to dance to your beat!

THE POWER OF YOUR DANCE CARD IN A NEW YORK MINUTE

In the old days, a dance card was every lady's key to social success. Think of the effort that was linked to developing that card. To be without the right partner was troublesome. To be without a partner at all was disastrous. Today's equivalent is found in strategic networks that are dancer tight and flexible. A power networker builds a combined process of online and face to face contact with connectors, people who have well-developed networks of their own. Get into synch and dance with connectors. They will refer you to your next partner. Connectors help you fill your dance card for business and referrals. My clients build a Fast Fifty™, a framework of 50 connectors who can support their marketing efforts in very simple and scripted ways. These connectors are part of the choreography of business development. I purposefully don't load my network with hundreds of contacts, and I routinely waltz people in and out of my Fast Fifty, but I keep in very close contact with those select connectors. Talk about dancing cheek to cheek, your Fast Fifty is that kind of system for business development connection.

TAKE THE LEAD

Ginger said a good dance partner not only looks you in the eye, but helps you set your sights in the right direction. A shared lead when thinking about business development is important. If you are in a firm, knowing every nuance about your firm is key so that when you dance with a prospect you can set the prospect's sights in the right direction. Partnering is a dance of influence where the lead can be extremely subtle. If you're going Backwards in Heels, you can still subtly use the Astaire method of dazzling them with your style and talent. That is what leaves the impression. Of course, you are a skilled technician of the law, but being more than that is

what creates a coveted book of clients. Take the lead, but do it with elegance.

BECOME A LEADING LADY LAWYER IN YOUR NEW YORK MINUTE

Begin to balance your skills and style, the result leads to influence, which is what you want as an attorney. To leave a lasting impression is the goal. To reach out each day electronically or face to face and hear from a prospect or client, "I have been thinking of you," is the test of your image. To attend an event and meet people who seem to know you already because of the impression you have left on others is proof that you are becoming a leading lady. Your influence is built around the image and the plan for marketing yourself that comes from confidence. Avail yourself of help, especially if you are new on the scene or returning to the job market. Create your style according to this case study of balance, and the result will be a genuine winner. Your ability to synchronize yourself with ever-changing partners on the business development dance floor makes you appear open, communicative and sincere. These are qualities that build client books. Your ability to communicate through the verbal and non-verbal choreography of doing business is built through three P's: patterning, practice and pacing. Learn the techniques of observing and communicating one to one with partners. This will build your confidence and take you to bigger rooms filled with people who you will influence. Use your honed "soft skills" of communication and the science of systems for follow-up and maintenance. Your client list will grow. The more talented and confident you look, the more confident is your partner. You'll be sought after for sure since people want to do business with people who make them feel connected.

When you finally get your chance to lead, do it subtly and with style as Ginger would. When your prospect becomes a client, you'll know that client is following you because of your strength as a lawyer, and your style as a unique professional. Even when the going gets tough and on some days you feel as if you are dancing around a mine field, choose your partners wisely and take the lead. No longer "Ten Cents a Dance", you will be dancing Backwards in Heels to your own tune, one of business development strength, flexibility and style. And remember, not only does opportunity knock, opportunity dances—but only with those who are already on the dance floor! •



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Limitations on Career Judicial Clerks: A Good Cost Cutting Measure or a Restriction on Judicial Independence?

by Kirsten Small

On September 18, 2007, the Judicial Conference of the United States adopted recommendations of the Judicial Resources Committee that are directed toward controlling salary costs in the federal judiciary. Although the Committee made a number of recommendations, by far the most controversial was its advice to cut salary costs by limiting the number of “career” law clerks (i.e., law clerks who serve for more than four years, generally with no specified time for the termination of the clerkship). Although some judges welcomed the changes, a great many opposed them, viewing the limitations as a restriction on judicial independence and an example of “penny wise, pound foolish” thinking.¹

“Every time a judge employs a new law clerk, she and her permanent staff must train that clerk, a task that takes a great deal of time and which generally is completed only a short time before the clerk’s term is over.”

The traditional clerkship model is a recent law school graduate who works for a judge for a term of one or two years. The relatively low pay of such positions, particularly in contrast to ever-escalating associate salaries, is off-set by the value of the experience and the ability of the law clerk to trade on the prestige of the position to obtain a bonus or higher salary upon entering private practice. Increasingly, however, federal judges are striking a different bargain with their law clerks, inviting them to forego private practice altogether, or at least for a very long time, in favor of a career in chambers. In 1997, there were 769 career law clerks. Today, that number has more than doubled, to 1,650.²

Employment costs have escalated as the number of career clerks has grown. The doubling of the number of career clerks has nearly tripled employment costs, from an annual cost of \$55 million to \$159 million.³ This increase reflects the higher salaries earned by career clerks as they ascend the judicial pay scale, as well as the cost of benefits such as payouts of accrued annual leave upon separation from federal service.

The new rules seek to limit these costs by limiting each judge to only one full-time career law clerk⁴ and by limiting the length of term clerkships to a maximum of four years. Current career clerks are unaffected by the change unless they seek to work for another judge.

Such a clerk may retain career status only if he or she is changing judges because her current judge has died, retired, or has otherwise become ineligible to employ the career clerk.

The Committee observed that the changes would have the salutary effect of promoting diversity and providing more “opportunities for new lawyers to experience service in the judiciary early in their careers.” It is without question, however, that the Committee’s primary aim was the reduction of costs. And, all other considerations aside, as a purely fiscal matter, the cost of career law clerks justifies limiting their use. The Committee estimated that the limitations would result in savings of up to \$280 million over the next ten years.

As those who opposed the changes would argue, however, cost is not the only consideration. Every time a judge employs a new law clerk, she and her permanent staff must train that clerk, a task that takes a great deal of time and which generally is completed only a short time before the clerk’s term is over. There will always be judges who value the periodic replacement of some or all of their clerks for a variety of reasons, just as there will always be “feeder judges” who routinely send their clerks onto positions with the Supreme Court.

Those judges who prefer to employ career clerks, however, find greater value in the efficiency that comes from a staff that is a known quantity. In the view of these judges, it makes no more sense to periodically replace a law clerk every year or two than it would to replace a secretary every year or two.

“At bottom, the debate is as much a philosophical one as it is a fiscal one, centering on the question of what the purpose of a federal judicial clerkship is.”

Career clerks offer numerous benefits to a federal judiciary that is often overwhelmed with work. For example, many career clerks develop expertise in complex areas of law such as habeas corpus or bankruptcy, helping their judges resolve such cases more efficiently; often, such clerks also serve as a resource to less-experienced law clerks in other chambers. A career clerk can be a boon to litigants in long-running cases, who might otherwise have to contend with

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Eat, Pray, Love¹

Reviewed by Jennifer S. Martin

“To find the balance that you want, . . . this is what you must become. You must keep your feet grounded so firmly on the earth that it’s like you have four legs, instead of two. That way, you can stay in the world. But you must stop looking at the world through your head. You must look through your heart, instead. That way, you will know God.”

Elizabeth Gilbert received this advice from a ninth-generation Balinese medicine man prior to embarking on the trip that inspired this book. *Eat Pray Love*, now out in paperback, makes the perfect summer read, if you’ve not already had the fortune to read it. Gilbert’s emotional memoir of her trip to Italy, India and Indonesia provides the perfect blend of humor, insight and human experience. Her goal: “to explore the art of pleasure in Italy, the art of devotion in India, and, in Indonesia, the art of balancing the two.” Gilbert’s book is about herself after a contentious divorce, emotional rebound romance and a bout with depression. Yet, it is not depressing. She gives you just enough of the details so that you can understand how hard it was for her, but she approaches her struggles with hope and wit. Her successes and failures both make her human and likeable. *Eat Pray Love* is split into three sections, one for each country with each country having a total of thirty-six tales, just like the traditional Indian *japa malas*. The three sections with shorter tales makes this a pretty accessible read for anyone who has to squeeze in reading time.

Gilbert herself makes a pretty unexpected world traveler. She doesn’t speak several languages, doesn’t blend in easily, doesn’t plan travel well and gets sick often when travelling. Despite these obvious challenges, she loves to travel and sets off on this adventure armed with her best talent, she “can make friends with *anybody*,” even the “dead” and “a four-foot-tall pile of Sheetrock.” This skill has made her quite fearless when travelling to other countries, even remote ones. So, armed with this important talent and a few letters of introduction, Gilbert sets off for the first stop on her quest, Italy.

The first stop of four months in Italy clearly took place when she was still reeling from the emotional upheaval that she had just left. She enrolls herself in school to learn Italian, meets new Italian friends and finds a “tandem exchange partner” to practice her language with over fine Italian meals. Sounds blissful to me, thinking perhaps I should go myself! Yet, the same unresolved, emotional problems that she left behind in New York follow her to Italy. “Depression and Loneliness track me down after about ten days in Italy . . . [t]hey come upon me all silent and menacing like Pinkerton Detectives.” Gilbert’s early experiments with spirituality through journal writing help her scrape by in this period, though perhaps just barely. But even with the emotional turmoil, Italy is good to Gilbert. She confronts the pleasure of Italy through eating plenty of gelato, pastries and pizza. Though she remarks that the “men in Rome are ridiculously, hurtfully, stupidly beautiful,” I found myself thankful that she did not attempt a romance in Italy after

having left such a difficult time behind her. Gilbert ends her time in Italy deciding that the word for Rome is “sex,” the word for the Vatican is “power,” the word for New York City is “achieve.” Yet, Gilbert does not know what word matches her and admits that she cannot live her life just to find the next lovely meal or to speak Italian. With the realization that her tragedies are personal and largely self-created, it is time for her to move onto India.

Gilbert’s artfully describes her leaving behind the fine cuisine of Italy to head off on her “pursuit of devotion” at an Ashram in India. Arriving at 3:30 a.m., the first morning prayers are already beginning. Life at the Ashram is quite the opposite of the indulgence Gilbert experienced in Italy. Gilbert’s initial work assignment at the Ashram is scrubbing floors, though she is eventually assigned to be a hostess of sorts. Her days start with a 4:00 a.m. meditation. Despite an environment created to facilitate focus and self-awareness, Gilbert struggles in her attempts to meditate. For a good part of the time, she is clearly still dogged by the troubles of the past. She reflects “I’m so ashamed of my rage that I go hide in (yet another!) bathroom and cry, and then I’m so mad at myself for crying as I remember my Guru’s counsel not to fall apart all the time or else it becomes a habit . . .” Moreover, it is easy to understand her distractions during meditation about where she wants to live when she returns to the United States, whether she might have an extra bedroom for meditation, and what color she might paint the room. As you read on, you are sure this trauma must end and it does. Ultimately, Gilbert is able to resolve her guilt over her troubled relationships and “could feel all this old pain of lost love and past mistakes attenuating before [her] eyes, diminishing at last through the famous healing power of time, patience and the grace of God.” It is at the Ashram that Gilbert finds her word “antevasin,” which means one who lives at the border. It is inspiring to see a woman come to the Ashram with such struggle and leave for Indonesia with a greater sense of peace.

Having made great strides in resolving her personal difficulties, Gilbert’s stay in Indonesia takes on the feeling of a much lighter, friendlier story. She travels to meet the Balinese medicine man that inspired her journey only to find that he does not initially even remember her! Gilbert renews her acquaintance with the medicine man, Ketut, and rents a home for herself. She remarks “I am so free here in Bali, it’s almost ridiculous.” Even getting hit by a bus doesn’t get her down as it leads to a new friendship with Wayan, a divorced Balinese herbal healer with a daughter who Gilbert later helps to buy a home. Gilbert even finds love with an older Brazilian

man, Felipe, who adores her, calls her “darling” and thinks she is young and beautiful. The haunts of the past are now forgotten and she dreams instead that her Guru is telling her that she should “go out in the world and live a happy life.” She ends her stay in Indonesia with a vacation on Gili Meno, a tiny island off the coast of Lombok where she finds herself “happy and healthy and balanced.” The goals of her journey are complete with (as Gilbert herself admits) an “almost ludicrously fairy-tale ending.”

“I was not rescued by a prince; I was the administrator of my own rescue.”

Elizabeth Gilbert's *Eat Pray Love* is an inspiring tale of a woman who finds a way to be the type of person she wants to become. She is happy and balanced. Surely, there must be much in her struggles that she has left out, perhaps to spare the reader from some of the most painful moments in her journey. She makes the case that one can wallow in guilt and despair over failures of the past, but still be-

come the person you want to be. Some might find this book a little bit too much of a “fairy tale.” After all, life is never perfect even when we have those that love us. Struggles rarely end completely and a reader might be left with longing for the things that were left out or left over. Perhaps I wanted to believe in the message of the power of spirituality, redemption and balance that Gilbert sets forth. I found the book an enjoyable, fun read just for the message of hope. If you like a book that you know will have a happy ending, pull this one out of your beach-bag, put on your sunglasses and take a journey through the one hundred and eight tales that Gilbert spins. You will not be disappointed in her ability to interest and inspire you. •

¹ Elizabeth Gilbert, *Eat, Pray, Love: One Woman's Search for Everything Across Italy, India and Indonesia* (2006).

Limitations on Career Judicial Clerks: A Good Cost Cutting Measure or a Restriction on Judicial Independence?

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inconsistencies resulting from staffing changes. At the most basic level, a career clerk who is familiar with her judge's writing style and who has amassed a substantial knowledge of local case law and procedure will be able to help her judge render decisions more quickly, to the benefit of the litigants. Viewed from this perspective, career clerks are a bargain the federal judiciary, and the legal system as a whole, cannot afford to forego.

At bottom, the debate is as much a philosophical one as it is a fiscal one, centering on the question of what the purpose of a federal judicial clerkship is. Is it, as United States District Judge Charles Breyer suggested, an opportunity for the judge to receive fresh ideas from recent law school graduates, who will then go on to be “ambassadors for the judiciary”?³ Or, is the essential function of a law clerk to help the judge decide cases? How one views the actions of the Judicial Conference is likely to depend, in large part, on how one answers the underlying philosophical question. •

¹ The author was a career clerk to the Honorable William W. Wilkins, United States Court of Appeals for the Fourth Circuit, from 1996 until 2007, and served two, one-year term clerkships (one for Judge Wilkins, and one for the Honorable Karen J. Williams, Chief Judge, United States Court of Appeals for the Fourth Circuit. Chief Judge Williams is a member of the Judicial Resources Committee). In her capacity as then-Chief Judge Wilkins' clerk, the author assisted in drafting a letter opposing the limitations on career clerkships.

² Pamela A. MacLean, “Law Clerk Cost Cutting Has Judges Up in Arms,” *The National Law Journal* Sep. 4, 2007.

³ *Id.*

⁴ The new rule restricts a judge to one “full-time equivalent” career law clerk. Presumably, a judge could have two part-time career law clerks, provided the total hours worked by those two clerks do not exceed the hours of one full-time position.

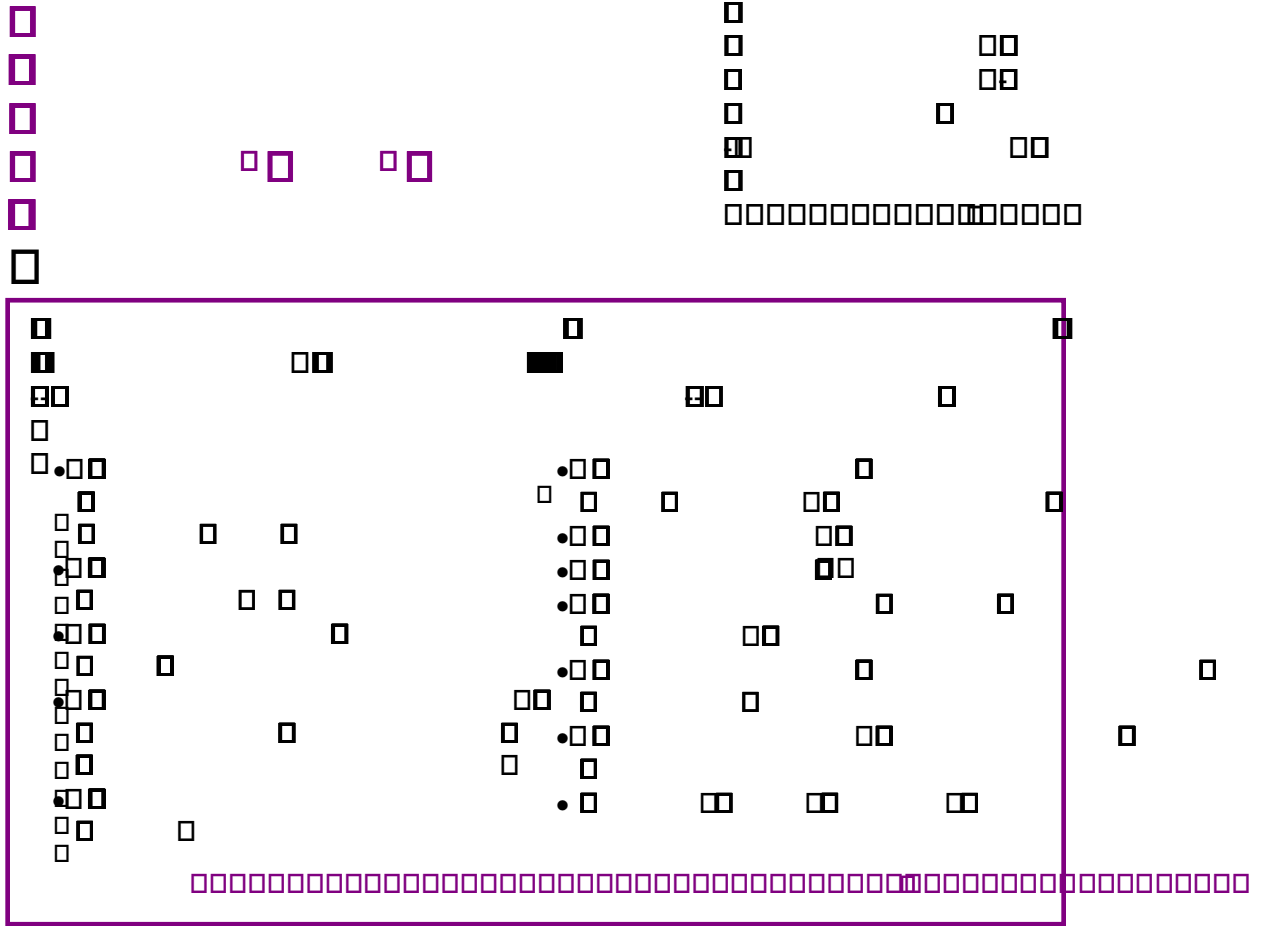
⁵ Maclean, *supra* note 2.



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NAWL News

Upcoming NAWL Programs

NAWL Annual Luncheon, July 16, 2008

Waldorf=Astoria Hotel, New York, New York

Over 1,100 attendees enjoyed the spectacular 2007 Annual Luncheon at the Waldorf=Astoria Hotel in New York, where we celebrated NAWL's achievements and honored NAWL award recipients! The 2008 will be even bigger and better! This gala luncheon will take place in the grand ballroom at the historic Waldorf=Astoria in New York City on Wednesday, July 16, 2008. We will honor Dean Elena Kagan of Harvard Law School; the DuPont Legal Department; Helaine M. Barnett, President of the Legal Services Corporation; the Hon. Deborah A. Batts of the Southern District of New York; and Professor Suzanne B. Goldberg of Columbia Law School. NAWL is also offering a number of dynamic programs in conjunction with the Annual Luncheon, including a CLE. To register, please go to www.nawl.org.

Tuesday, July 15, 2008

NAWL Networking Reception benefiting: The Bottomless Closet

Start NAWL's Annual festivities by making a difference! Join old friends and make new ones at NAWL's Networking Reception on July 15 from 5:00-7:00 at McDermott Will & Emery, 340 Madison Avenue (between 43rd & 44th), benefiting The Bottomless Closet. Simply put a few gently used fashion accessories—business appropriate shoes, scarves, jewelry, purses—in your suitcase. Then bring them to the event and use them to accessorize suits provided by LexisNexis. Enjoy the company of your fellow NAWL colleagues while helping to give women returning to work a fashionable “leg up.” Questions? Contact Salila Yohn at syohn@axiomlaw.com. To register, please go to www.nawl.org.

Wednesday, July 16, 2008

Ethical Issues in Inside/Outside Counsel Relationships

9:00 – 11:15 a.m. • \$75 • 1.5 Ethics/.5 Substantive Credits applied for Nixon Peabody LLP, 437 Madison Avenue, New York, NY
Sponsored by: LexisNexis®Mealey's™

Before heading to the NAWL Annual Luncheon, join your colleagues for a stimulating CLE program on building a strong in-house/outside counsel relationship consistent with ethical obligations. This program will review, among other things, the factors considered by corporate counsel when engaging outside counsel; conflict of interest issues; the duty of confidentiality; and the arbitration of client-attorney disputes. To register, please go to www.nawl.org.

Wednesday, July 16, 2008

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

3:00-5:00 p.m. • \$25

Davis Polk & Wardwell, 450 Lexington Avenue, New York, NY 10017

Complete your day at this exciting, interactive roundtable moderated by Lisa Belkin, “Life’s Work” columnist of the New York Times and contributing writer to the New York Times Magazine.

Learn how to win the war for talent by rethinking the way work gets done. Find out how the FACTS and Mass Career Customization frameworks can help you facilitate work/life balance, increase loyalty and productivity and enhance flexibility while maintaining billable hours and meeting economic demands. To register, please go to www.nawl.org.

Connect, Listen & Learn Series

Connect, Listen & Learn (formerly *Read, Learn and Connect*), is a dynamic teleconference, book discussion group for NAWL Members and guests. NAWL offers this program in collaboration with Karen Kahn, leadership and business development coach and principal of KM Advisors. Each month Karen introduces us to a book that she believes will spark our interest and facilitates a dynamic teleconference in which she interviews the author and then opens the lines for members to engage in a thorough Q&A.

To register for this event, please send an email to nawl@nawl.org, with Connect, Listen & Learn in the subject line.

NAWL Fourth Annual General Counsel Institute

Thursday and Friday, November 6 -7, 2008

The Westin New York at Times Square — New York, New York

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

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

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

Upcoming Co-Sponsored Programs

Equalitea Tea/Rally/Reception

Thursday, August 7, 5:30 - 7:00 pm at *the ABA Annual Meeting*
Hilton New York, West Ballroom, 3rd Floor

Ticketed: No charge

Sponsored by the ABA Commission on Women in the Profession and co-sponsored by NAWL

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

For more information on the ABA Day of Equality programs, please see the Commission's website at <http://www.abanet.org/women/dayofequality.html>.

The Conversation – Co-Sponsored by NCWBA and NAWL

August 8, 2008 – New York

NAWL and the National Conference of Women's Bar Associations will gather women leaders from firms and women's bar associations from all over the country to discuss the successes, challenges and future efforts to drive the advancement of women lawyers forward. Designed as a combination of small group and full group discussions, *The Conversation* will be facilitated by Karen Kahn and John Mitchell, of the national consulting and coaching firm KM Advisors. The meeting will conclude with the creation of a list of the critical next steps needed to support each leader's efforts in accelerating their *agendas for success*. This is an invitation only event. There is space for one woman per firm/organization. **If you would like to be considered for an invitation, please contact NAWL at nawl@nawl.org.**

Recent NAWL Programs

Backpack to Briefcase

Make the transition from school to law firm much, much easier with advice from the best!

April 3—Los Angeles at the law firm of Weston, Benshoof, Rochefort, Rubalcava & MacCuish, LLP, 333 North Hope Street, Los Angeles.

April 3—Fayetteville, Arkansas at the courtroom at the University of Arkansas School of Law. A cocktail reception was held at the office of Kutak Rock. The program was a joint effort between NAWL and the Arkansas Association of Women Lawyers.

April 10—Miami/Ft. Lauderdale at the Nove Southern University Shepard Broad Law Center.

Ready to On-Ramp May 6—Chicago

Jenner & Block 330 N. Wabash Avenue, Chicago, Illinois
NAWL's program designed specifically to help lawyers develop their own personal strategy for re-entering the legal workplace, with panels led by:

- **Carol Cohen**, author of *Back on the Career Track: A Guide for Stay-at-Home Moms Who Want to Return to Work* presents "*The Seven Steps to Relaunch Success*"
- **Deborah Epstein Henry**, Founder and President of Flex-Time Lawyers LLC, a national consulting firm advising law firms, corporations and lawyers on work/life balance and the retention and promotion of women attorneys presents "*Comeback Lawyers: The Path for Lawyers to Return to Practice*."

The Program also featured panel discussions about "lessons learned" from individuals who have re-entered the legal professions, the employer's perspective on the re-entry process, and the needs of the marketplace.

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April 29, 2008

*Take Charge of Your Career: Best Practices for Women Attorneys**
Minneapolis, MN

The National Association of Women Lawyers (NAWL) and Minnesota Women Lawyers (MWL), together with Dorsey & Whitney LLP, presented NAWL's hallmark professional development seminar which is designed to advance women attorneys within the legal field by developing the skills critical to sustaining the long term practice of law. This seminar is uniquely designed to guide, grow, and encourage women in law, as well as provide a wonderful networking opportunity.

With the success of past "Take Charge" seminars, MWL incorporated member suggestions into a new half-day seminar, complete with fresh insights and tools that are ready to apply directly to your own career, your leadership potential, and your life.

Recent Co-Sponsored Program

April 16, 2008

"Women of Color in the Legal Profession: Why It Means Success for Everyone"

Washington, D.C.

Hyatt on Capitol Hill in Washington, D.C.

Hiring and retaining women of color in the legal profession is not simply an issue for women of color not is it simply a "Women's" issue. It is an issue that speaks to the success of the entire profession. With the increasing globalization of the economy, it makes good business-sense for both in-house legal departments and for outside law firms to craft strategies to ensure that women of color not only survive but thrive. The panelists discussed concrete steps that can be taken to ensure that women of color succeed.

Member News

Margaret Drew, Associate Professor of Clinical Law at the University of Cincinnati College of Law, received the 2008 Goldman Prize for Excellence in Teaching awarded by the University of Cincinnati College of Law. The prize is awarded based upon student nominations.

Jennifer Coberly, formerly a partner at Zuckerman Spaeder LLP in Miami, Florida, has been named General Counsel for Point Blank Solutions Inc., which is a global leader in the design, manufacture and distribution of high performance, protective technologies.

Peninna Oren, a graduate of Brooklyn Law School, has joined the law firm of Gabay-Rafiy and Bowler LLP, as an associate. The law firm was formed by Sari Gabay-Rafiy and Anne Marie Bowler, both former litigators at Proskauer Rose LLP, and Ms. Bowler was also a law clerk to Chief Judge Judith S. Kaye.

Barbara George Barton was selected for inclusion in Super Lawyers 2008, which names only 5% of the attorneys in South Carolina. Ms. Barton has been further recognized as one of the top 25 attorneys in the state in the Super Lawyers selection process.

Law Firm News

Cooper & Walinski, LPA has been selected to receive the Ohio Women's Bar Association's Family Friendly Award. This award was presented at the Ohio Women's Bar Association's annual meeting on Wednesday, May 14, 2008, in Columbus, Ohio.

Cooper & Walinski, LPA of Toledo, Ohio announces the opening of a Cleveland office. With the addition of three female shareholders in Cleveland and three in the Toledo office, the firm is now women-owned. The firm has applied to W.B.E.N.C. for certification as a women-owned business.

NAWL Recognizes Law Firm Members

As of June 25, 2008

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Beery, Elsner & Hammond, LLP
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Brune & Richard LLP
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NAWL Recognizes Bar Association Members

Arizona Women Lawyers Association
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Florida Association of Women Lawyers
Georgia Association of Black Women Attorneys
Georgia Association of Women Lawyers, Inc.
Minnesota Women Lawyers
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Women's Bar Association of the State of New York

NAWL Recognizes Corporate Legal Department Members

AT&T Southeast Legal Department
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2008 Outstanding Law Student Award Recipients

NAWL congratulates the 2008 Outstanding Law Students. Selected by their law schools as the outstanding law students of their class, these talented and dedicated awardees are among the best and brightest.

Honored not only for academic achievements, these students were also chosen for the impact they made in areas beyond the classroom. The men and women listed below have worked to further the advancement of women in society and promoted issues and concerns of women in the legal profession with motivation, tenacity and enthusiasm that inspired both their fellow students and law professors.

NAWL is for women and men who want to change the world. We salute these individuals who have begun working early in their careers to promote justice for women, and we encourage them to continue making a difference as their careers blossom.

Amy Clanton
Southwestern University School of Law

Susan D. Landrum
*The Ohio State University
Moritz College of Law*

Keating S. Coleman
*Mississippi College
School of Law*

Katharyn I. Christian
University of Alabama School of Law

Nancy L. Combs
*University of the District of Columbia
David A. Clarke School of Law*

Carla D. Riner
The University of Georgia School of Law

Tiffanie Clausewitz
St. Mary's University School of Law

Meredith L. Riggs
Georgia State University College of Law

Elizabeth Jablonski-Diehl
Emory University School of Law

Lauren Anne Standlee
University of Missouri-Columbia School of Law

Carolyn V. Williams
*Arizona State University
Sandra Day O'Connor College of Law*

Katie Burnazaki
*Penn State University
Dickinson School of Law*

Dina Marie Randazzo
*University of California, Davis
School of Law*

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*University of the Pacific
McGeorge School of Law*

Lauren M. Hill
University of Richmond School of Law

Elizabeth Brodeen
Lewis and Clark College School of Law

Alexandra Duchesne
*The University of Connecticut
School of Law*

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Thomas Jefferson School of Law

Brooke M. Whitely
Quinnipac University School of Law

Amber L. Hahn
University of Wisconsin Law School

Anita P. Gupta
*Touro College
Jacob D. Fuchsberg Law Center*

Valerie Denise Nation
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William H. Bowen School of Law*

Leslie Smith
*University of Oklahoma
College of Law*

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Gonzaga University School of Law

Candace Curtis Kenyon
*University of Louisville
Louis D. Brandeis School of Law*

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University of Oregon School of Law

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Valparaiso University School of Law

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Loyola Law School, Los Angeles

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University of Virginia School of Law

Lindsay P. Brewer
*Mercer University
Walter F. George School of Law*

Melissa Kidder
*Ohio Northern University
College of Law*

Lindsey A. Hutchinson
Capital University Law School

Jennifer Lee Kerrigan
*Campbell University
Norman Adrian Wiggins School of Law*

Lara K. Hoffman
UCLA School of Law

Patricia Eberwine
*University of Southern California
Law School*

Cicely Ott Parseghian
Boston University School of Law

Elizabeth A. Howard
*American University
Washington College of Law*

Moira Dillaway
Rutgers University, Newark School of Law

Nicole Leet
*Samford University
Cumberland School of Law*

Alisha L. Riedl
Thomas M. Cooley Law School

Courtney Lewis
*University of Cincinnati
College of Law*

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*The George Washington University
Law School*

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Vermont Law School

Erin Walker
Golden Gate University School of Law

Julie Vanneman
University of Pittsburgh School of Law

Amy Smith
*University of Wyoming
College of Law*

Melissa K. Deem
Regent University School of Law

Malinda Ellwood
*The University of Michigan
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University of Colorado School of Law

Nancee Alexa Barth
The John Marshall Law School

Laura Perez
City University of New York School of Law

Lisa Chmielecki
University of Maine School of Law

Geraldine M. Doetzer
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School of Law*

Olatkunbo B. Olaniyan
*Syracuse University
College of Law*

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Rebecca Lynn Mroz
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Sara Zafar
University of Kansas School of Law

Angie Elizabeth Cecil
Wake Forest University School of Law

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Salmon P. Chase College of Law*

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Texas Tech University School of Law

Meredith Elaine Woods
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School of Law*

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Suzan M. Pritchett
University of Iowa College of Law

Nina Schichor
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Michelle Antoinette Busuito
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Stetson University College of Law

Angela Avis Holland
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New Member List

From January 1 to May 27, 2008, the following people have become NAWL members.

Thanks for your support of NAWL.

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Rock William H. Bowen School of
Law
Little Rock AK

Amy Wilbourne

Kutack Rock LLP
Fayetteville AK

Tammy Baker

Jackson Lewis LLP
Birmingham AL

Lindsey Druhan

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Boston MA

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Strickler, Sachitano &
Hatfield, P.A.
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University of Detroit Mercy
Troy MI

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Ann Arbor MI

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Saint Paul MN

Lucia J.W. McLaren
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St. Louis MO

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Jackson MS

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Asheville NC

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NAWL Networking Roster

PRACTICE AREA KEY

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

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

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