



NAWL'S ANNUAL LUNCHEON IN NEW YORK CITY

At NAWL's Annual Luncheon in New York, New York, the Presidents gathered. From left to right, Past President Holly English, of Post, Polak, Goodsell, MacNeill & Strauchler, PA; President Lisa Gilford, of Alston + Bird LLP; and Immediate Past President Lisa Horowitz, of McDermott Will & Emery LLP, gathered to revel in the strength and depth of NAWL.

IN THIS ISSUE

8

Becoming a Trusted Business Advisor: Developing Client Relationships That Last

by Lorraine Koc and Edward Schechter

12

Starting Young Pays Big Dividends: Increasing Business Development for Women Attorney Associates

by Henry Keshet, Ph.D. and Janet Britcher, MBA

17

Winner—Selma Moidel Smith Law Student Writing Competition

A Call for Material Girls: Securing Property Rights for Women in Developing Countries
by Christine McIsaac

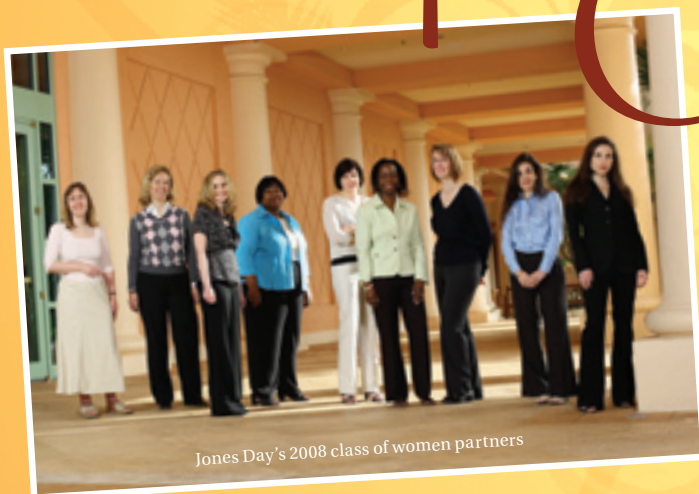


National Association of Women Lawyers®
the voice of women in the law®

From One To Many



Naoma Stewart
Jones Day's first female partner



Jones Day's 2008 class of women partners

We've come a long way since 1960 when Jones Day was the first major firm to hire a woman lawyer.

Today we have over 1000 women lawyers worldwide, including 145 partners.

Women lawyers at Jones Day serve in leadership positions in many ways, including on management committees, as office heads, and as practice group leaders. Our female colleagues are leaders in both the profession and in public service. For the women who compose almost fifty percent of our incoming fall associate class, the future looks good because at Jones Day, women lawyers have always excelled and succeeded.



One Firm WorldwideSM

2400 lawyers in 31 locations. www.jonesday.com

ABOUT WOMEN LAWYERS JOURNAL

EDITOR

Deborah S. Froling
Washington, DC
froling.deborah@arentfox.com

EDITORIAL POLICY

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

ARTICLES

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

TO ADVERTISE

Contact NAWL headquarters for rate information. Publication of an advertisement is not an endorsement of the product or company by NAWL.

TO SUBSCRIBE

Annual dues include a subscription to the Women Lawyers Journal.

Additional subscriptions or subscriptions by nonmembers are available for \$55 in the U.S. and \$75 international. Back issues are available for \$15 each.

CONTACT

National Association of Women Lawyers
American Bar Center, MS 15.2
321 North Clark Street
Chicago, IL 60654
t 312.988.6186 f 312.988.5491
nawl@nawl.org
www.nawl.org

©2009 National Association of Women Lawyers.
All Rights Reserved.

Women Lawyers Journal (ISSN 0043-7468) is published quarterly by the National Association of Women Lawyers (NAWL)®, 321 North Clark Street, MS 15.2, Chicago, IL 60654.

TABLE OF CONTENTS

About NAWL	3
Editor's Note	4
President's Letter	5
Event Highlights	6
Becoming a Trusted Business Advisor: Developing Client Relationships That Last	10
<i>by Lorraine Koc and Edward Schechter</i>	
Starting Young Pays Big Dividends: Increasing Business Development for Women Attorney Associates	14
<i>by Henry Keshef, Ph.D. and Janet Britcher, MBA</i>	
Winner—Selma Moidel Smith Law Student Writing Competition	17
<i>A Call for Material Girls: Securing Property Rights for Women in Developing Countries</i> <i>by Christine McIsaac</i>	
NAWL News	28
NAWL Recognition	35
NAWL Outstanding Law Students	36
New Member List	38
Networking Roster	44

Photography by Fifth Avenue Digital.

Designed by Caroline Caldwell Design.



SPRING FORWARD WITHOUT MISSING A STEP

Advance your career, or have a life? A lot of law firms expect lawyers to choose. But at DLA Piper, we're pushing hard to be different in principle and practice. So you can advance your career, yet enjoy your life. Have we reached the perfect balance? Of course not. But we're making steady progress. And we'll always keep focusing on the next step.

When it matters to our colleagues, it matters to us.

www.dlapiper.com | DLA Piper LLP (US)

EVERYTHING MATTERS



Heidi Levine, 1251 Avenue of the Americas, 27th Floor, New York, NY 10020
Stacy Snowman, 555 Mission Street, Suite 2400, San Francisco, CA 94105 | DLA Piper provides legal services globally through DLA Piper LLP (US) in the United States and through affiliated entities elsewhere. | Attorney Advertising

NATIONAL ASSOCIATION OF WOMEN LAWYERS



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

About NAWL

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

By joining NAWL, you join women throughout the United States and overseas to advocate for women in the legal profession and women's rights. We boast a history of more than 100 years of action on behalf of women lawyers. For more information about membership and the work of NAWL, visit www.nawl.org.

BENEFITS OF MEMBERSHIP

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

CONTACT NAWL

National Association of Women Lawyers
American Bar Center, MS 15.2
321 North Clark Street
Chicago, IL 60654
t 312.988.6186
f 312.988.5491
nawl@nawl.org
www.nawl.org

EXECUTIVE BOARD

President

Lisa Gilford
Los Angeles, CA

President-Elect

Dorian S. Denburg
Atlanta, GA

Vice President

Heather C. Giordanella
Philadelphia, PA

Treasurer

Beth L. Kaufman
New York, NY

Corresponding Secretary

Lisa M. Passante
Wilmington, DE

Treasurer-Elect

Deborah S. Froling
Washington, DC

Members-at-Large

DeAnna Allen
Washington, DC
Marsha Anastasia
Stamford, CT
Cathy Fleming
New York, NY
Lorraine K. Koc
Philadelphia, PA
Zoe Sanders Nettles
Columbia, SC
Carol Robles-Román
New York, NY
Wendy Schmidt
New York, NY
Anita Wallace Thomas
Atlanta, GA
Salila Yohn
New York, NY

Immediate Past President

Lisa Horowitz
Washington, DC

Past President

Holly English
Roseland, NJ

Executive Director

Vicky DiProva
Chicago, IL

EDITOR'S NOTE

Our last issue showed that, while overall women in law firms have come a long way, the obstacles faced by women of color are even higher. I hope you circulated those articles to your colleagues and began to implement steps to promote inclusion and diversity within your organization. In this issue there are articles regarding the importance of business development and generation, even in this down economy. The key to leadership and power in law firms remains business generation—men have it and women do not yet in the same proportion as our numbers would predict. The key is to learn these skills early and use them often. The articles contained in this issue have great tips for how to implement good business development skills and how to take your practice to the next level as a “trusted advisor.” I recommend these articles highly.



In addition, we have a competition winner here. For the fourth year, NAWL has sponsored the **Selma Moidel Smith Law Student Writing Competition**, which was established to encourage and reward original law student writing on issues concerning women and the law. The winning essay is entitled “A Call for Material Girls: Securing Property Rights for Women in Developing Countries” by Christine McIsaac of Georgetown University School of Law. Congratulations, Christine, on a job well done! Even more exciting was the fact that Selma Moidel Smith and Christine were able to attend the NAWL Annual Awards Luncheon in New York in July. There is a picture of them on page 8, together with outgoing NAWL President Lisa Horowitz.

As you can see in the President’s letter on the opposite page, NAWL continues to be engaged in the promotion and advancement of women in the law. The nomination process of Associate Justice Sonia Sotomayor was something special and NAWL was there. It was truly an exciting moment for me and for NAWL. We should be proud of our participation in the process.

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

Warm wishes,

Deborah S. Froling, Editor

Arent Fox LLP

Washington, D.C.

froling.deborah@arentfox.com

PRESIDENT'S LETTER

Last month, NAWL's 2009 Ashley Dickerson Award winner Holly Fujie asked me to speak on a panel at a Chapman University Law School Event entitled "You Can Do It! Women Lawyers Successfully Combine Family and Career." The program is meant to assure women law students that it is indeed possible to practice law while raising happy, healthy, well-adjusted children. During the program, Holly asked the panel of women litigators to recount our proudest achievements as lawyers. Instead of regaling the audience with trial war stories, my fellow panelists talked about how proud they felt of the example they set for their children or recalled moments when their parents had praised them for their professional achievements.



I related to these stories. It was truly an honor to assume the office of President of the National Association of Women Lawyers at the Waldorf=Astoria in New York City this July. It was wonderful to have so many of my partners, friends and colleagues present. But what made it especially meaningful for me was having my son and daughter there. Honoree Marsha Greenberger also remarked on how special it was to have her mother in the audience as she accepted NAWL's highest honor, the Arabella Babb Mansfield Award. The professional accomplishments of women lawyers are all the more special because they serve to inspire successive generations and reward the sacrifices of prior ones.

I once heard my son telling his pre-school classmates that his Mommy is a "warrior." Although I believe he mixed up the word "warrior" with "lawyer" because they sound so similar, he wasn't that far off. The word warrior brings to mind someone who is willing to stand up and fight for an important cause. NAWL is a collective of women warriors who have served the ends of equality and justice for 110 years. I was truly proud to address so many other women warriors at the NAWL Annual luncheon.

One woman willing to stand up and be heard is Supreme Court Justice Sonia Sotomayor. Recent news coverage noted that in the short time she has served she has asked more questions of the lawyers before the Court than Justice Clarence Thomas has during his entire Supreme Court tenure. She is making her presence felt and to that I say: "Way to go!" NAWL is extremely proud of its support of Justice Sotomayor (NAWL's 2000 Arabella Babb Mansfield Award winner) and the testimony of NAWL member Joanne Epps at her confirmation hearings. Increasing the representation of women on the bench is just part of our mission as women warriors.

Another part of our mission is measuring the progress of our advancement in private law firms. NAWL is engaged in a significant longitudinal study of women in law firms, tracking our representation in among equity partnerships, key leadership positions, and compensation relative to male colleagues. Please look for the results of the NAWL 2009 Survey of Women in Law Firms to be published in November. Whatever the data show, NAWL's 2008 Summit Report detailing best practices for promoting women lawyers can be used as a resource to help us advance in law firms. NAWL's Surveys and Summit Report are important tools for law firm practitioners that we hope you will use.

We are embarking on a very exciting and productive 2009-2010. We look forward to hearing from you.

Warmest regards,

Lisa Gilford

NAWL President 2009-2010

Alston + Bird LLP

lisa.gilford@alston.com

EVENT HIGHLIGHTS

NAWL Networking Reception benefiting: Women's Step Up Network

July 22, 2009, New York, New York

On July 22, 2009, at the offices of Alston + Bird LLP in New York City and sponsored by LexisNexis®, an overflowing room of people gathered to network and have a chance to show their philanthropic spirit. Participants enjoyed good food and the company of fellow NAWL colleagues while helping to give some of the brightest young women,



The girls of the Young Luminaries program pose for the camera.



Dorian Denburg, NAWL President-elect, Karen Kahn of KM Advisors and Holly Fujie, recipient of NAWL's M. Ashley Dickerson Award enjoy the reception.



The room was filled to capacity for noshing and networking.



Dorian Denburg, NAWL President-elect and Lisa Horowitz, Immediate Past President of NAWL smile for the camera.

EVENT HIGHLIGHTS

NAWL Networking Reception benefiting: Women's Step Up Network

July 22, 2009, New York, New York

those enrolled in the Step Up Women's Network Young Luminaries program, the ability to practice their speed networking skills. It's a lesson we can all use from time to time.



NAWL President Lisa Gilford, Dawn Conway of LexisNexis and some of the Young Luminaries speak during the reception.



NAWL Executive Director, Vicky DiProva, Sarah Canberg, Susie Jones, Lisa Cesare and Elicia Blackwell get their closeups.



Maureen Reid, Elicia Blackwell and Kristen Sostowski at the reception.



One of the Young Luminaries practices her networking skills on a receptive audience.

EVENT HIGHLIGHTS

NAWL's Annual Luncheon

July 23, 2009 – Waldorf=Astoria, New York, New York

Over 800 attendees enjoyed a spectacular Annual Luncheon at the Waldorf=Astoria Hotel in New York, where we celebrated NAWL's achievements and honored NAWL award recipients, including Sarretta C. McDonough and Nicole M. Liechty (in memoriam), recipients of the Virginia S. Mueller Outstanding Member Award; LexisNexis, recipient of the NAWL Public Service Award; Holly Fujie, President of the State Bar of California, recipient of the



NAWL Secretary Lisa Passante, Karen Morris, Allstate, Dorian Denburg, NAWL President-elect and NAWL Board member Marsha Anastasia hang out before the Annual Luncheon.



Selma Moidel Smith Writing Competition winner Christine McIsaac with Selma Moidel Smith and NAWL Immediate Past President Lisa Horowitz together at the Annual Luncheon.



NAWL President-elect Dorian Denburg presenting the Outstanding Member Award to Sarretta McDonough, Gibson, Dunn & Crutcher.



NAWL Past President Holly English presenting the NAWL Public Service Award to LexisNexis, accepted by Dawn Conway, Vice President, Global Licensing and Content Acquisition.

EVENT HIGHLIGHTS

NAWL's Annual Luncheon

July 23, 2009 – Waldorf=Astoria, New York, New York

M. Ashley Dickerson Award; Roderick Palmore, General Counsel, and General Mills, recipient of the NAWL President's Award; and Marcia Greenberger, Founder and Co-President of the National Women's Law Center, recipient of the Arabella Babb Mansfield Award. Nicole M. Liechty's award was accepted in her honor by her father, Brad McClain.



NAWL President Lisa Gilford presenting the M. Ashley Dickerson Award to Holly Fujie, President of the State Bar of California.



NAWL Immediate Past President Lisa Horowitz presenting the NAWL President's Award to General Mills and General Counsel Roderick Pallmore, accepted by Linda Soranno, Vice President and Deputy General Counsel.



NAWL Immediate Past President Lisa Horowitz presenting the Arabella Babb Mansfield Award to Marcia Greenberger, Founder and Co-President of the National Women's Center in Washington, D.C.



NAWL President Lisa Gilford addressing the Annual Luncheon.

Becoming a Trusted Business Advisor: Developing Client Relationships That Last

By Lorraine Koc and Edward Schechter



Lorraine Koc, a Past President of the National Association of Women Lawyers (NAWL) and a Director of the Association of Corporate Counsel (Delaware Valley Chapter) is Vice President and General Counsel for a national retail chain, Deb Shops, Inc., which has more than 3,000 employees in 43 states. Ms. Koc has a broad range of corporate legal responsibilities with an emphasis on employment matters.



Edward Schechter is the former Chief Marketing Officer for Duane Morris LLP. Under Mr. Schechter's leadership, Duane Morris has been named the best marketed law firm in the United States by American Lawyer Media. Additionally, he was recognized as "Marketing Director of the Year" in the 2007 Hubbard One Excellence in Legal Marketing Awards. He can be reached at emschechter@gmail.com.

"A trusted business advisor may not only advise a client on a breadth of business and legal issues; she also can develop and nurture a deep personal connection—whether that means knowing the names of her clients' children or how the client enjoys spending free time."

The economy is in the tank. Companies are closing branches and eliminating lines of business. Pressure is increasing at every level. But smart companies still find and choose outside legal counsel based on value. In this economy, outside counsel who "get it" stand to benefit as keenly as ever. The pressure is on law firms to offer competitive pricing. Winning or settling the trial, closing the deal and providing responsive and effective counsel are paramount. But to be successful and profitable in the long term, lawyers have to offer much more. They must become a client's trusted business advisor.

Many women lawyers, as we will demonstrate, already have the skills to succeed in this new era. The issue for these lawyers is their ability to communicate this type of value to clients.

What Is a Trusted Advisor?

In their seminal book, *The Trusted Advisor*, David H. Maister, Charles H. Green and Robert M. Galford (Free Press, 2000. ISBN-13 978-0-7432-1234-2) offer professional services providers a guide to earning the trust and confidence of their clients. A trusted advisor is valued beyond her core area of expertise. For example, a copyright lawyer acting within the scope of her expertise is likely to perform a certain task or service for a client. However, a copyright lawyer who understands

the industries in which her clients work, comprehends what keeps her clients up at night and can proactively put issues into context and provide a holistic perspective—she is a trusted advisor.

A trusted business advisor may not only advise a client on a breadth of business and legal issues; she also can develop and nurture a deep personal connection—whether that means knowing the names of her clients' children or how the client enjoys spending free time. Clients turn to these advisors for legal advice and industry perspective. Some clients may want to co-present or author a paper with their trusted advisors, have dinner while in the same city or get recommendations on everything from the economy to other business professionals and personal advice.

Women lawyers are arguably better positioned than men to leverage this concept. Historically, women have been raised to value and cultivate relationships. It is a generalization to say that all women lawyers are more skilled at doing this than their male counterparts, but the women partners that we know tend to place more emphasis on connecting, listening and communicating effectively with others. Women are widely seen as better than men at appreciating and working within the emotional and relationship realm. Now is the time to use these skills in client relationships.

Business Development As a Trusted Advisor

If you operate within the trusted advisor paradigm, selling your legal services is second to deepening your client relationships. Selling is simply a natural result of efforts that have very little directly to do with building your book of business. Your clients may call on you for projects within and beyond your scope of expertise because they trust you as a resource and confidante. People are more likely to trust a professional who displays an interest and knowledge about them beyond routine projects. And when they trust you, it becomes very natural to buy from you. Selling, then, is a byproduct, an outcome—not a goal *per se*.

This requires an investment of time and focus but more pointedly, requires a heightened awareness of the personal side of business relationships.

According to *The Trusted Advisor*:

Often, the advisor will make a substantial investment in the client (without a guarantee of return) before the relationship does, in fact, generate any income, let alone any profit.

It's also true that behaving in trustworthy ways can rapidly accelerate buying moments. So how do we begin to work as trusted business advisors? In his follow-up book, *Trust-Based Selling*, Charles Green (McGraw Hill, 2006. ISBN 978-0-07-146194-8) identified four major tenets of selling within the trust-based model, paraphrased below:

- Focus on the client's perspective
- Collaborate with the client
- Look to the long term
- Be transparent

Focus on the Client's Perspective

The client wants to know what you think—not just about the new regulations or legislation his company needs to decipher, but about how those new rules apply to him. Do you know what issues are keeping your client awake at night? Make a list and ask your client if you are on target. Pay attention to the client's interests. Do you know what your client reads? Find out and read it yourself, or email the client a related article or blog on that topic. Do you understand the industry in which your client works? The lawyer who focuses narrowly

on the legal work at hand without this perspective is merely a vendor of legal services, not a trusted business advisor. If you do not understand these greater issues, ask yourself if you have been listening closely to your client. Have you been asking the right questions?

And so far that's just about data. There is also context. Consider joining or learning about the client's trade groups. And do not be timid about groups that are more personal to the client. Attending an event of mutual interest or having dinner together may naturally lead to closer client relationships. Some women are afraid to encourage these shifts in relationships, but they are in fact opportunities to explore.

Understanding a client's passion can lead to better outcomes for both parties. Duane Morris LLP has represented national retail chain Deb Shops, Inc. for the past 20 years on intellectual property matters. About 10 years ago, relationship partner Lewis F. Gould, Jr., reached out to general counsel Lorraine Koc when he realized that the National Association of Women Lawyers (NAWL), clearly a group she was and is passionate about, needed IP pro bono counsel. For the past decade, Duane Morris has represented NAWL in IP matters regarding everything from filing and maintaining trademark and copyright applications/registrations to drafting license agreements, accessing potential infringement claims and counseling on enforcement of NAWL's valuable trademark and copyright rights.

In particular, Duane Morris counseled NAWL on copyright protection for the 2006 Report: NAWL's First National Survey on Retention and Promotion of Women in Law Firms. In 2008, the firm obtained trademark registration for the tagline "The Voice of Women in the Law" and the name "From Backpack to Briefcase" for NAWL's revolutionary transition program for law students.

Says Gould: "Not only have we been able to strengthen our relationship with Lorraine and Deb Shops by doing work for an organization clearly important to Lorraine, but we have also made valuable connections at NAWL for our firm's Women's Initiative. In addition, the NAWL work has contributed to our overall pro bono program at Duane Morris. It is a win-win situation for all."

Finally, there is how you actually "do" listening. The greatest difficulty many encounter in reaching this new awareness is finding the right starting point. Try listening more acutely during your conversations to find a natural point where you can probe deeper into an issue your client raises. Do you truly understand them? If not, gently ask more questions. Here are some general

"If you operate within the trusted advisor paradigm, selling your legal services is second to deepening your client relationships. Selling is simply a natural result of efforts that have very little directly to do with building your book of business."

rules that can help: Talk less. Listen more. Focus on what is being said, not on how you will respond. Don't be a slave to the agenda. Don't talk for more than 60 seconds. Let silences last a bit longer. Be curious and express your curiosity. Treat the client like a new friend you want to get to know better.

One outside counsel, who was handling an employment matter for her client, skillfully obtained general information about how the client's business operated. The outside counsel listened attentively over a period of months, ultimately identifying a major legal-risk area for the executive to consider. The in-house counsel was able to broaden her perspective and stature within her company—and she was never billed for her informal questions. The outside counsel gained a sense of the internal politics of the company. A year later, in-house counsel sent a larger and regular piece of business to this outside counsel, who was now well-steeped in the company's business and culture. "They didn't hard-sell it," says the executive. "It was very low-key. I would go back to these folks, even though they had not been a major player in this area of the law." This is a real-world, practical example of how clients often value relationships over expertise—and it happens more often than most lawyers think.

For example, as a former partner at Pepper Hamilton LLP, Steve Feder deepened an existing relationship by volunteering to attend board and management meetings at no charge to his client. At the meeting, he took minutes, freeing up the general counsel to focus on the business, and prior to the meeting, had a preparation session with the CEO or CFO. Despite the significant time commitment, this strategy helped foster a long-term relationship with the client, increased his knowledge of the client's business and industry challenges, and ultimately increased the amount of billable projects without any express marketing. "A lot of in-house counsel wouldn't let an outside counsel into board meetings," says Feder, who now provides outsourced general counsel client services in his own business. "But by spending this time, I was really able to get a sense of the business and the internal politics—which turned out to be invaluable."

Always Collaborate

A key element to any relationship built on trust is collaboration, where opinions are shared freely and openly. As Green says, "When you have a client relationship problem, the first call you [should] make is to the client." Lawyers can help foster this collaboration by routinely checking in with clients to make sure they are satisfied with their legal services. Within a trusted

advisor relationship, this type of communication happens naturally in meetings, phone calls and emails.

One outside counsel says, "I live and breathe cases with my clients." In a large matter in Chicago, this outside counsel helped her client identify key depositions that she felt the executive should attend. Says the executive, "Typically outside counsel take the reins of the depositions and don't involve in-house counsel. But she was very encouraging in letting me in to the process. When we were trying to make a settlement offer, they actively involved me in brainstorming and crafting our options. We created a road map together."

Marguerite Walsh, a shareholder with Littler Mendelson, P.C., explains, "I work hard at becoming a team member, asking myself how I have made a positive difference and how I can be passionate about the client's success. I always visit with key client representatives at the end of a matter, at no charge, to discuss 'lessons learned' and suggest proactive steps to help reduce future problems."

Consider the power of these examples of in-house vs. external relationships going forward.

Look to the Long Term

The successful woman lawyer recognizes that the client's interests are always paramount over the attorney's interests. The client will appreciate efficient handling of various matters, and this will enhance and solidify the relationship. Longer-term relationships are more fruitful for both the attorney and the client than "one-offs"—episodic transactions that are more about the transaction than about developing the relationship.

An in-house lawyer we know has this type of relationship with her insurance agent. "Business ebbed and flowed, but she always stayed in touch, checking in every four months or so. She'd even call me for advice sometimes and we have dinner together occasionally. She came back to me with an opportunity about three years ago. Lawyers don't do that. Lawyers think, 'well, nobody contacted me from that conference I attended six months ago, so I'm never going to speak at that conference again.'" Most lawyers think that way. And perhaps men are more likely to think that way. You don't have to.

Matt Taylor, chair of the Trial Practice Group at Duane Morris, stresses the importance of building relationships in the long term. "You have to create value for the client, and this takes time," he says. When Matt learned that a Pennsylvania-based client was looking for a business partner, he began putting the client in touch with investors from around the country. Although

the matter clearly wasn't billable, Matt was happy to help out a client who was also a friend. Eventually, Matt learned that another Duane Morris client, based in Massachusetts, was looking to invest in the same industry, and he was able to connect them for a series of meetings. "I knew enough about my client's needs to find him what he needed, and in doing so I was able to help not only one client, but two clients of Duane Morris," says Matt. Neither client will likely forget that a partner at Duane Morris provided a potential solution to their business needs, completely free of charge. And they will tell others as well.

Be Transparent

Transparency is key to a client relationship based on trust, in everything from fees to the competition to offering helpful information. Always answer direct questions directly, says Green. And discuss fees early on, even if the client does not bring them up. Staying transparent allows both parties to be assured that they are dealing honestly and without unpleasant surprises.

"The truth doesn't go away. If there's bad news for the client, it's best to let them know up front and then work together to constructively deal with it," explains Stephanie Scharf, a partner in Schoeman Updike & Kaufman LLP, a boutique firm that stresses its corporate client relationships. A lack of transparency calls everything into question—starting with motives. Leading with transparency increases trust because it enhances clients' belief in your motives and your credibility.

Conclusion

The onus is on you to take the first steps toward becoming a trusted advisor. Have lunch with your client and limit your discussion of past work or your narrow area of expertise. Focus instead on what the client is thinking and learning about. Find out their worries. Discover their interests. You will learn much more by asking the client questions rather than by reciting war stories about how wonderful your legal work is. After that lunch, assess where you can help them beyond the basic legal work on which you typically focus. Showcasing a broader knowledge and resourcefulness over the long term in an honest and authentic manner will make you more intuitively in tune with your client, and a better lawyer, i.e., someone your clients can trust. It is hard to overstate the power of these simple-sounding suggestions, and women are generally more attuned to hearing them. They work.

Become a Trusted Advisor Today

- Listen to your client.
- Learn about your client's business and industry (and read what they read).
- Let your client know that you value the relationship. For example, write a personal check to their charities or causes.
- Respond quickly to calls and emails, even if just to indicate that additional time is needed in order to fully respond.
- Think long term: Do not charge your client for every phone call or interaction. In fact, spend a couple of hours of your own time helping them make connections to other people in their industry, finding relevant research about a problem they're facing or ask a colleague at your firm to offer some non-billable advice.
- Invest time in your client on a personal level: Do not be afraid to turn a client into a friend. For example, offer to write a letter of recommendation for your client's child or invite them to your home for dinner.

Start small, building relationships gradually and developing a comfortable rapport over time. It is an investment that pays enormous dividends for lawyers both personally and professionally. Says one in-house counsel, "Look, we're all earning a living, but if you love what you're doing, in the end, that's what will be satisfying. I want to enjoy my life. I spend a great deal of time working with people. So I'm going to invest in them." That passion and curiosity deepens relationships and can result in higher revenue and profitability.

Now that's a powerful business model.

Starting Young Pays Big Dividends: Increasing Business Development for Women Attorney Associates

By Harry Keshet, Ph.D. and Janet Britcher, MBA



Harry Keshet, Ph.D. is the director of Keshet Consulting offering business development training and coaching, client research and retreat facilitation services. Harry served as the research director of the 2007 Women Attorneys' Business Development Study.



Janet Britcher, MBA is president of Transformation Management, a consulting company providing coaching and training. Previously, she was head of human resources for a large Boston law firm.

"Given that many women are often natural relationship builders, training and coaching using these skills can be integrated naturally."

Women associates who learn business development skills can become significant business generators as they hone their legal skills. Based on a study of 426 women attorneys, we find that 53% of survey participants report that one of the biggest obstacles for generating new business is their lack business development knowledge and skills. Their law firms failed to provide business development training for associates and for many partners.

The LSSO "women attorney business development study" conducted has 426 women lawyer participants. This sample includes mostly (85%) full time attorneys working in firms ranging in size from very small to large global/national. Most (74%) are employed in global and/or national/regional firms. Slightly more respondents (53%) are equity and non-equity partners. The study includes senior and junior associates (47%). A broad range of practice areas is represented. Over half (55%) of the sample were married women who have children.

Learning From Women Partners

Women with many years of legal experience are the big producers. There is a positive correlation between years of legal experience and high origination. These women also do specific "high yield" business development activities. :

Having many years of legal experience is correlated with the following specific business development activities:

- Business development planning

- Spending many hours each month pursuing business development
- Understanding many aspects of their clients' business
- Holding leadership positions in community organizations
- Holding leadership positions within the firm
- Requesting referrals for clients and referral sources
- Asking referral sources for introductions to other companies
- Asking contacts for introductions to prospects
- Cross selling
- Participating on pitch teams

Relationship Selling Skills

Although the survey revealed that law firms have a lot of We found that many of women's business activities are relationship based. The study shows 67% of new business is generated from existing clients. The next highest source of new business is from referral sources. Many women gain access to new business opportunities by asking clients, colleagues, friends and others referral sources for introductions to people who may need their expertise. They also have relationships with other firm attorneys and participate in cross-selling initiatives and team selling groups, which by their nature are based on forming strong and positive relationships with colleagues, and trusted relationships with existing clients.

Given that many women are often natural relationship builders, training and coaching using these skills can be integrated naturally. There are specific steps, activities, and perceptions that need to be offered, fostered, and developed. As with other skills, such as athletic excellence or musical talents, improvements at the beginning of the process provide more years of doing small things right, more years for effective habits to be developed, and less need to unlearn bad habits.

Law firms can deliberately teach younger associates these and other business development activities so they can apply their efforts to those which yield the best results.

More Business

With 85% of law firm governance being male, why should law firms care about women's business development skills? Because women generally comprise at least half of the associates in law firms today, and they are motivated to excel.

While this is nominally a women's issue, successful business development is an issue of business success and competitive advantage for law firms.

While law school graduating classes average over 50% women (NAWL 2006 study of the 200 largest national firms), and women represent on average 45% of associates, they represent only 16% of equity partners. Because business development success is one of the factors in become an equity partner and a leader, supporting women's business development efforts is even more important.

The Obstacles

Our findings indicate that 47% of women report having few mentors, gender barriers that are allowed to persist within the firm, and being excluded from male-oriented events, all of which diminish the ability to excel with business development.

The study provides direct quotes about women attorneys' experience of business development obstacles they face:

"Lack of emphasis in training associates in how to conduct business development."

"The firm does not assist in market development."

"The star system favors certain lawyers who have greater support than the rest of us."

"We tend, like most other Americans, to focus upon short-term returns rather than on the long term."

"One is to recognize the need to tailor business development activities and networking to the particular needs and interests of women clients and women lawyers. Sporting events and old boy networks don't work for everyone."

"Too many male partners who refer [business] to each other."

"Not enough people give consideration to diversity—especially when participating in beauty contests."

The Solution

- Empowering and educating women about how to develop business from early in their careers, rather than when associates become partners.
- Encouraging and teaching associates to develop business.
- Having more women leadership positions. While we have female partners, few are in leadership roles.

There is a demonstrated return on investment. More seasoned attorneys tend to get more support, and they generate more new business. Rarely does a business investment generate such high financial returns, while also satisfying an improved culture, enhanced "good citizen" standing, improved morale, and loyalty.

Like other commitments which yield results, business development is a commitment to a *process* augmented by skills. Commitment to an outcome does not, by itself, produce the necessary results because it does not establish, reinforce or strengthen the skills needed. The desired outcome is a result of the skill development and culture change. Astonishingly, only 56% report that their firms offer resource to improve their business development efforts.

The Plan

To accelerate the process of becoming more effective with new business generation, support should be started earlier in women associates' professional life. Women attorneys report that they simply do not receive the resources they need to improve their business development efforts.

"Because business development success is one of the factors in becoming an equity partner and a leader, supporting women's business development efforts is even more important."

Associates years 1 – 3

Provide a deliberate focus on how to maintain existing relationships with colleagues and classmates, as well as associates who leave the firm. Provide more sophisticated communication skill development. To augment the needed skills of advocacy and competition, offer training on inquiry skills. To support developing relationships with male clients, provide pointers on how to socialize without being misconstrued as unprofessional or flirtatious.

While it is important to have events which are inclusive of men and women, and there is a danger to presuming the solution lies in separate events, it is possible to use stereotypes for fun and profit. Recently, a NY law firm initiated a creative event—sponsoring a shoe shopping and fashion show for women associates, clients and client prospects.

Associates years 4 – 6

Training focused on more deliberate communication expertise, bridging style differences, hosting events, and volunteering for leadership positions with alumni, community and bar associations. Encourage participation in committees and other firm leadership opportunities to enhance relationships and visibility within the firm. Create opportunities for natural mentor relationships to flourish, or modify firm culture and incentives to reward natural mentors among the partnership.

Specifically address issues of power and influence.

Associates years 7 – 8

This training builds on the skills which have been developed over the first six years in the job. If business development skills have been neglected, it's a steep curve to leap over in year seven. When consistent habits of relationship building, community and professional involvement, and planning have been fostered, seasoned associates can apply those skills to business development.

Have associates join "pitch groups" to learn marketing research skills, how to cross sell, team selling and creating and giving a "pitch." In "pitch groups," the rubber hits the road. What was learned previously is applied in "real" selling situation where more experienced attorneys participate.

At this time, more focus is placed on the components of a successful beauty contest, identifying prospects where you have little competition, responsible follow-up, and client satisfaction.

Culture

Firm culture can foster or damage these efforts. For example, a firm which regularly ensures that partners include women attorneys at client meetings, increases their visibility and exposure to success.

Firm practices regarding sexual harassment within the firm and with big clients can help or hinder the efforts, especially in quasi-social settings.

Attitudes, such as a pejorative interpretation of assertive women, assuming women will not be available for firm events after hours or for travel, failure to accommodate child care related conflicts, or the absence of women in firm management, limit women's success and therefore firm revenue.

The barrier here may be attitudes and firm culture, which may focus on billable hours to the exclusion of skill development and related investments.

It may provide some relief to know that just including more business development activities is not correlated with high originations. It is the specific nature of the activities which yields the results.

Younger associates who don't yet have their own business origination may be developing new business and not be compensated or recognized, depending on the firm and even sometimes the partner. This also suggests that as business grows, it keeps growing—another argument for starting the process early.

A Call For Material Girls: Securing Property Rights For Women In Developing Countries

by Christine McIsaac



NAWL has established the annual Selma Moidel Smith Law Student Writing Competition to encourage and reward original law student writing on issues concerning women and the law. This is the fourth year of the competition and we were gratified to receive many superb entries. The winning essay is by Christine McIsaac, of Georgetown University Law School. Christine McIsaac earned her B.A. from the University of Michigan in 2004, her J.D. from Chicago-Kent College of Law in 2009, and expects to earn her L.L.M. from Georgetown University Law Center in 2010. She is currently with the Environment and Natural Resources Division at the United States Trade Representative in Washington, DC.

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

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

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

In addition to the winner of the competition published below, Lauren Worssek, a 2009 graduate of Washington University, St. Louis Law School, received an Honorable Mention for her essay entitled "*The GI Jane Myth: Gendered Combat Exclusion and the U.S. Military*." Congratulations, Lauren.

1. Introduction

Only in the last 15 years has the economic analysis concerning the impoverished condition of women in the developing world shifted from a focus on employment opportunities¹ to a focus on the ownership and command of property.² Decades of research and experience have shown that legal title to property is the

sine qua non of political, social and economic capital.³ The shift has radically reshaped our understanding of how women possibly produce more than half of the world's food, earn about one-tenth of the world's income, and receive less than one percent of all agricultural credit worldwide.⁴ The answer lies in the gender land gap—namely, the fact that women own less than two percent of the world's arable land.

Scholars have made the case for women's legally-independent property rights based on four, interconnected categories: welfare, efficiency, equality and empowerment.⁵ This Article proposes another reason: access to land would enhance women's ability to trade. Women depend on local, regional, and international trade, and the trade community stands to benefit from improved participation by women, as I demonstrate below. While few countries provide statistics about the gender land gap, those available are shocking. In Nepal, women make up 51.1% of the population, contribute 61.1% to the agricultural sector (which comprises 40% of Nepal's GDP), and own less than 11% of the land and less than 1% of their homes.⁶ In a national economy driven by agricultural production, the majority of the workforce receives minimal benefits from their labor. In turn, they lack resources to invest, and they contribute little to the global market.

Even so, women's work currently contributes significantly to the international trade of commodities, products that are in demand on the world market and of which sales could further benefit women. Coffee, for example, makes up a \$60 billion annual industry, the second largest traded commodity after oil.⁷ Over 25 million people grow it on over 30 million acres across 50 countries, with women doing the majority of that work.⁸ In Vietnam, the world's top Robusta coffee exporter,⁹ women make up 50% of the in-country coffee traders, yet on average, they own less than 15% of the land that produces the coffee.¹⁰ They own few of the acres, gain minimally from the world sales of coffee, and lack influence to increase productivity or the quality of the product.

Economic evidence continues to build that demonstrates women's access to the resources associated with land leads to capital mobility, which allows them to invest in education, to improve nutrition and overall welfare, and to reduce poverty.¹¹ Through legal titles, women gain additional capital in loans, credit and mortgages, through which they can establish and grow businesses, and, in turn, create opportunities to benefit from available local, regional or international markets to sell their goods. Holding the legal title to land has the potential to take women out of subsistence production and draw them into the commercial sphere to improve their wellbeing and to facilitate a State's ability to participate in and benefit from the international market. The land and gender issue, therefore, is essential to the health of the global economy and the success of its industry participants.

The story of the Rwandan coffee growers illustrates

how women have created jobs and reduced poverty through increased exports to international markets. Simultaneously, these gains have caused the State (led by its women) to work toward equal treatment in the workplace, equal representation in Parliament, and newer and better opportunities for education. Three key components comprise this success story: women, land and international trade.

Rwanda stands as a rare example of overcoming a tragically common hurdle. Historically, land ownership laws in developing countries have disfavored women by bequeathing marital property to brothers or sons, instead of wives and daughters upon the death of the husband,¹² by providing no mechanism for women to receive compensation for land upon divorce,¹³ and by refusing to recognize civil unions which occur with frequency.¹⁴ While the barriers to women's access to capital have been recognized, the solution to these impediments has evaded scholars and policymakers, as the dearth of literature indicates.¹⁵

I propose a solution. Developed countries should lead the charge to secure women's legal right to property through the preferential trade programs that they currently administer.¹⁶ Trade preference programs extend duty-free access to the larger, richer markets of the developed world to certain least-developed and developing countries in an effort to create export-oriented economic growth.¹⁷ Overall, these preference programs have promoted development through exports in some of the poorest countries in the world.¹⁸ All preference programs have the capacity to influence institutional change in the legal framework of developing countries because the benefits hinge upon certain eligibility criteria, which incentivize the change.¹⁹ The issue is timely and important in the United States, as certain preference programs are pending renewal this year. The Obama Administration announced its commitment to renew and reform the programs with a focus on concentrating the benefits on the poorest countries in most need of preferences to trade internationally.²⁰

Part II of this article builds on the work linking property rights to political and social power for women but focuses on the unique, economic value of women with these rights. Part III tells the story of how land rights for women can and has spurred the export economy of Rwanda. Part IV proposes a solution to the gender land gap through trade agreements that work women's property rights into the larger developmental framework of U.S. preference programs. My discussion is limited to the option presented in preference programs because of the ties to these programs and

economic development through trade.²¹ Importantly, a further discussion of the on-the-ground enforcement details remains essential to bypass the domestic and international roadblocks ahead.

II. Women Will Expand Export Opportunities Through Their Property Rights

Trade holds enormous potential to create opportunities for impoverished women. It gives them access to larger and wealthier markets in which to sell their goods. The newly created demand for their goods spurs much needed opportunities for additional employment. Trade also stimulates investment, has positive effects on growth, and aids in the increase of productivity. Women also hold enormous potential to participate in trade, and thus multiply the economic benefits of the exchange. Land access provides the necessary link between women and international trade.

Independent property rights for women promote control over property and a means of economic independence and political bargaining power.²² On one hand, property benefits the owner, who earns a voice in the political process and thus impacts the household structure and the dynamics of the underlying gender relations.²³ Even more, these rights in practice form the cornerstone of women's health, risk of poverty and access to educational resources.²⁴ On the other hand, property serves the economic growth of the State—when in the right hands—because it can be mortgaged, reinvested and traded.²⁵ Both assist the development of an impoverished country, but the latter benefits the global trading community, in ways yet unrealized. A glimpse into the female-dominated sectors (both formal and informal) around the developing world paints a vivid picture of exactly what access to capital could do for them, as individuals, for their State's industries, and for export-led growth.

Highly-gendered patterns of poverty and inequality often stem from the disparity in gender treatment under property laws. Inescapably, gender plays a role in both State policies and practices and the harsh realities of the established land system.²⁶ Because women and men's relationship to agricultural land differ fundamentally, there are deep consequences for women's status, standard of living, and survival.²⁷ Undoubtedly, many significant benefits attach to the ownership of property—not just in principle but a legally-enforceable right to land. This private enjoyment of a bundle of rights affords

property owners a special guarantee under the law—often including *inter alia*, a right to exclude, sell, lease, mortgage and bequeath.²⁸

As Hernando De Soto famously articulated, ownership of land becomes the tip of the iceberg, with the rest consisting of the man-made infrastructure underlying the property system that allows for assets to transfer into capital.²⁹ The central role for law regarding asset distribution has subsequently been well-established. When a property holder can represent land in “a property document,” the land leads a “parallel life alongside material existence”—that is, it can be used as collateral for loans.³⁰ De Soto calculated that the poor own \$9.3 trillion in assets to which they lack a title. Further, a wealth of scholarship has established the investment potential of these assets in the hands of a woman, as they diversify her options for livelihood by allowing her to purchase durable goods that create income-generating activities, such as preparing foodstuffs for sale or becoming a seamstress.³¹ These statistics demonstrate that women would (and do) reinvest their assets in ways that sustain macroeconomic growth, in step with De Soto's predictions, even more completely than men.

Evidence continues to build to support the claim. For example, one woman's income in the developing world often supports an entire household.³² A typical Cambodian factory worker woman will save 30% to 50% of her pay.³³ The Grameen Bank in Bangladesh (founded by 2006 Nobel Peace Prize winner Muhammad Yunus) has focused its poverty-busting microloans on women and noted significantly higher success rates for female borrowers than for male.³⁴ Microloan projects in Africa, Asia and Latin America have shown similar results. The World Bank claims that States with the highest percentage of women in the labor market have grown the fastest as well as had the largest reductions in poverty. These factors have led the director of the United Nations Development Program's gender team, Winnie Byanyima, to say, “We have overwhelming evidence from almost all developing regions of the world that women make better economics.”

The available evidence cannot possibly tell the full story. In Indonesia, the informal economy accounted for 92% of all agricultural employment in 2002, with 95.2% of the women in agriculture working informally.³⁵ Women make up over 75% of the informal sector in Nepal³⁶ and over 80% of it in India.³⁷ The informal sector in India has spurred the economic growth of the country, yet its unorganized nature means lower wages for women than men; schools deny entry to young girls

due to class disparities; and women remain powerless to use formal channels to level the workforce playing field.

Additionally, in post-conflict or post-crisis countries, women have rebuilt their social ties in activities that pull them out of poverty. In Bosnia, a women's group emerged following the refugee crisis after the 1995 Srebrenica massacre. The organization, Bosfam, created opportunities for women to work together to weave traditional rugs for sale. Bosfam has generated "Handicrafts as Advocacy," raised awareness, and money for the cause of women whose only income is through the sale of traditional rugs, and thus showed the world how valuable an asset women can be.³⁸

Despite how women contribute to world production, their economic fate remains tied to their relationship to men.³⁹ In her seminal book, *A Field of One's Own*, Professor Agarwal argued that the most important economic factor driving the gender gap was male dominance over land.⁴⁰ Although women dominate the farming sector in the southern African region, for example, their subordinate cultural and social position often curtails their abilities to farm as productively as possible. Women stand in a contradictory position, where they have autonomy as *de facto* female heads of the household and still remain dependent and vulnerable due to reduced earnings and a prevailing gender ideology that condones the supremacy of male authority, even in the absence of men.⁴¹ This is not a new phenomenon, as women were the backbone of peasant agricultural production before colonial interference in southern Africa. Male absence left women with a high farm burden; women, however, still lacked decision-making powers over farm production.⁴²

Property rights also empower women through a formal and legitimate process by which the State acknowledges their equality.⁴³ State policies have disenfranchised women by leaving them vulnerable after a divorce, desertion or the death of a spouse. Independent land ownership rights, therefore, afford women heightened bargaining power within the home, tend to reduce the prevalence of domestic violence, and facilitate higher nutrition.⁴⁴ In Honduras, owning land increased a woman's ability to leave her husband.⁴⁵ An Indian peasant woman in Bodhgaya received land in her own for the first time in 1982 and cried,

We had tongues but could not speak.

We had feet but could not walk.

Now that we have the land

*have the strength to speak and walk!*⁴⁶

While the long-term effects of recognition of equality are essential to the betterment of women's situation relative to men, a key issue that implicates the global economy is what women can obtain besides the acknowledgement that they have faced discrimination in land distribution?⁴⁷ As Deere urged, women must bring the "material" back into the desire for "recognition."⁴⁸ Accordingly, this Article urges a change in the gender land gap beginning with the underlying legal framework in developing countries.

III. The Most Potent Economic Force in Rwanda

No better example of women's economic potential exists than the way Rwandan women transformed their economy through access to land. Rwanda currently leads the developing world in creating opportunities for women. Women head 42% of private sector and 58% of informal sector enterprises, account for 30% of national output, and occupy over half of the seats in Parliament, according to a 2008 report compiled by the International Finance Corporation.⁴⁹ Resources have lacked equitable distribution in Rwanda for years, and approximately 60% of the population lives in poverty, particularly women-headed households.⁵⁰ Out of this dire situation, a promising and lucrative asset has uplifted Rwanda into the realm of international trade: women.

"Rwanda's economy has risen up from the genocide and prospered greatly on the backs of our women," said Agnes Matilda Kalibata, Minister of State in charge of agriculture.⁵¹ In Maraba, women ended up with fertile lands by default, when the genocide left the region devastated. In 1994, Hutu militias murdered over 800,000 ethnic Tutsis and moderate Hutus in just over three months' time.⁵² Gender and social class issues have become even more complicated since the genocide. After the genocide, the population of Rwanda was 60% female and 40% male as a result of the death count, evacuations, and men jailed for war crimes. The surviving women capitalized on opportunities to take on roles in politics and business as leaders and entrepreneurs, in a country where they lacked strong or robust property rights prior to the genocide.

Specifically, women took over in the agricultural sector, where they became the *de facto* owners and operators of farms. A trend emerged that surprised few scholars:⁵³ there was a distinct difference between men and women in terms of investment. For example, in the town of Masaka, Rwanda, a loan officer noted that he repeatedly seizes the assets of men. The notion that women productively reinvest—one supported by the

empirical work of the Grameen Bank in Bangladesh—held true in Rwanda, as women participated in intensive training and assistance programs with international actors and spent their incomes on growing their businesses. The women proved to be a better credit risk than the men in Rwanda, as officials at Vision Finance, an arm of World Vision International, noted that women make up the majority of borrowers, but four out of five defaulters are men.⁵⁴

Rwandan women demonstrated the desire and capability to participate in the global market through coffee production. Because of their unmatched success, foreign development projects took the next step and worked toward establishing new legal rights in women to allow them to rebuild the nation. Most notably, in 2003, Rwanda amended its constitution, passed legislation that enabled women to inherit property, and initiated land law reform.⁵⁵

Rwanda has grown at an annual rate of 6% since 2004 and has tripled the size of its economy since 1994. After the genocide, farms were ruined and abandoned, but the workforce is returning through the female leadership on the ground. The international support for the women-driven comeback has also led to a publicity boom as human rights activists make the progress known. As powerful international trading partners take up the cause, Rwanda's opportunities have further progressed.⁵⁶ For example, former U.S. President Bill Clinton raised over \$100 million for Rwanda and Malawi to establish sustainable economic growth programs related to coffee production. One piece of President Clinton's initiative was his generation of the "Rwandan Farmers" brand name, which allowed 8,700 farmers to earn 100% of the gross brand margin. President Clinton noted the significant demand for retail outlets in the U.S., EU and Middle East markets.⁵⁷

Women in Rwanda have gained some financial independence through ownership of farms that reverted to them after the genocide. While many ingrained cultural hurdles to equality still exist, many women have secured a source of income, and thus have been able to insist that their children attend school, exercise their newly-established rights under the law, and participate in the developing economy. Observers of the ideal climate and rich volcanic soil in Maraba, Rwanda are no longer fooled—it is not these features that have reigned supreme in the region's success in the Arabica coffee industry. The women tipped the scales and demonstrated how they can fundamentally improve post-conflict economies and fight the cycle of poverty.

IV. How Trade Agreements Can Release the Material Gains For Women

Despite this web of compelling factors, an agenda that secures property rights to facilitate trade seldom moves out of the classroom and onto the real-world negotiating table. Because the gender gap in land ownership results from a multitude of factors,⁵⁸ the international trade community must use all available means to accomplish equity. I urge Congress to add an eligibility criterion that makes preferential benefits contingent on laws that promote equality in land ownership rights, and thus recognize women's unique potential to promote international economic development through trade and to incentivize the breakdown of the barriers to women's access to land in the developing world.⁵⁹ Legislative modifications to preference programs that draw on the strength of women in developing countries can make these programs much more effective. Even more, the mandatory and discretionary eligibility criteria in the preference program statutes serve as leverage that prompts beneficiary countries to implement critical reforms, or risk losing the benefits. These programs, therefore, hold the potential to incentivize the changes in the legal framework of a developing country necessary to remove systemic barriers to women's access to legal title to land.

To be clear, several other options exist for the United States to secure these rights for women both within preference programs and outside of them in other trade agreements.⁶⁰ Within preference programs, more robust product coverage based on export potential would substantially benefit women.⁶¹ Bilateral trade agreements offer additional incentives for developing countries through enhanced market access and have locked in the necessary political will to complete comprehensive reforms.⁶² A solution through preference programs, however, would promote legal reform in all 150 countries in the programs, many of which have done little to secure their women's rights to legal title.⁶³

The United Nations Conference on Trade and Development introduced the concept of a Generalized System of Preferences (GSP) in 1964 in an effort to help developing countries penetrate richer markets, increase the quantity and diversity of their exports, and reduce their dependency on foreign aid.⁶⁴ The U.S. Congress adopted the GSP program in Title V of the 1974 Trade Act⁶⁵ (Trade Act) and agreed to provide enhanced access to the U.S. market through duty-free tariff treatment of certain products as a temporary and unilateral benefit to help these countries establish competitive sectors

and take advantage of the substantial benefits of trade.⁶⁶ The President considers seven eligibility criteria when designating a country as a beneficiary of GSP.⁶⁷

Preference programs remain of the utmost importance to the United States, politically and economically.⁶⁸ Reform currently consumes discussions on Capitol Hill, as various stakeholders have emerged, suggesting that Congress simplify the rules of the programs,⁶⁹ make the programs permanent,⁷⁰ and limit the programs to least-developed countries.⁷¹ The reform debate, unfortunately, has not generated the issue of land equality, until now. Preference programs should include provisions for women's land rights for three reasons:

- (1) they promote the business interests of the preference-granting country, as the domestic businesses will gain from the participation of women;
- (2) they aim to assist the poorest economic participants, which are women as I have demonstrated above; and
- (3) they work as an impetus to change and serve as leverage to allow enforcement.

I focus on the GSP program for ease of example, but both the overall framework and the specific provisions that I propose can be adopted even if Congress chooses to overhaul all four U.S. preference programs and combine them into one.

In addition to providing special access to the U.S. market for low-income countries, the GSP program translates into dollars saved for domestic businesses and consumers, as it saved U.S. businesses an estimated \$1 billion in 2007 alone.⁷² Enhanced participation by women would only increase these gains from trade, as it would create meaningful economic incentives to export for the other half of the population—and the very productive other half of the population. In the agricultural sector, for example, land titles for women provide infrastructural support (increase access to credit and security), facilitate improved technologies and practices, and thus increase the overall production of individual farms.⁷³ The International Food Policy Research Institute demonstrated that such shifts in ownership would improve farm output by 10-20% in Burkina Faso.⁷⁴ The increased access to resources, thus, boosts the potential for preference programs to fulfill their mission of expanding exports.⁷⁵

In fact, the GSP program's statutorily-mandated development agenda must include women to support

greater initiatives to reduce poverty and promote economic growth in least-developed and developing countries and to address the capacity-building gaps introduced in the current round of world trade negotiations.⁷⁶ The Doha Development Round of World Trade Organization negotiations have shed light on the developing countries' lack of capacity to use the market access opportunities available to them.⁷⁷ These so called "supply-side" limitations impinge on a country's ability to see the gains from trade because they lack the infrastructure to export. Women are an essential component to alleviating these concerns, as their contribution in the commercial sphere increases the rate of growth and almost doubles the potential beneficiaries of increased market access.

Worldwide, preference programs contain limitations, exclusions, and conditions that beneficiary countries must meet in order to receive the benefit of special access, or duty-free treatment, to the benefactor's market. Thirteen national GSP programs exist worldwide, evidencing significant capabilities for imparting change through conditionality.⁷⁸ Such conditionality promotes legal reform through incentives. It serves as an impetus and also provides leverage for enforcement, as beneficiary countries stand to lose benefits if they fail to meet the conditions. The programs lack conditionality that directly affects women and aims to alleviate poverty through increased access to capital for them.

The first step to leveraging trade preferences to facilitate legal reform requires a Congressional modification to the Trade Act. The Trade Act provides, "In determining whether to designate any country as a beneficiary developing country, under this subchapter, the President shall take into account..." and it lists seven factors.⁷⁹ An additional criterion that requires the President to consider the extent to which the country provides adequate and effective protection of real property rights could significantly impact women's access to land in the countries where they need it most.⁸⁰ To maintain or gain GSP eligibility, therefore, beneficiary countries must take steps to reform land laws.⁸¹ To ensure compliance, the GSP petition process (a monitoring component) creates an opportunity for interested stakeholders to call attention to any outstanding enforcement issue that exists in the beneficiary country. Swift and culturally-challenging legal reforms remain at the whim of the governments to implement and enforce the rights,⁸² making this feature of the GSP program pivotal for gauging the impact of the additional provision.

Finally, two examples illustrate how incentives have recently and effectively altered the legal framework in countries. First, Sri Lanka altered its labor standards to afford

internationally-recognized worker rights in its clothing industry, and, as a result, the European Community extended Sri Lanka enhanced tariff concessions under its preference program.⁸³ The industry that employs more than 340,000 workers directly (85% of whom are women) and twice as many indirectly has thrived, even in the face of civil war. Second, the Millennium Challenge Corporation (MCC), a U.S.-based international assistance program, hinged aid on land rights for married women in Lesotho in 2007.⁸⁴ The MCC negotiated with Lesotho, emphasizing the prominent role that women play in ending poverty, and Lesotho's parliament passed major reforms that granted married women full economic rights, including the right to sign legal titles and own property (rights previously denied to women).⁸⁵ The success of the reform led to a MCC-Lesotho aid agreement. As women in Lesotho make up a highly-educated two thirds of the formal workforce, their untapped potential may be realized as a result of the institutional land reforms.⁸⁶

The United States can and should lead the way and initiate these widespread, systemic changes through its preference programs. The women of Rwanda showed the world their economic potential when given the tools, as they survived a national tragedy and caused a shift in their domestic land laws. As a GSP beneficiary, Rwanda's positive economic growth on the backs of its women could have been prompted by the GSP program. Instead, it

took a massive genocide that stripped the women of their husbands, brothers and sons. Now is the time to reap the benefits of equality in other countries without genocide.

V. Conclusion

The international trade community stands to gain significantly from pulling women into the economic framework of developing countries. Through secure property rights, women can demand equal footing in political wars, be given an opportunity to lift themselves out of poverty, and invest in their State's development. Property ownership facilitates investment opportunities, access to economic and political capital, and enhances social bargaining power. For women, this means investment in education, health, and business, which prompts export-driven, profit-generating activities that give women a stake in international markets through trade. A key hurdle for women in achieving economic independence and participating in the global economy is property, and the developed world has the resources to help.

Preference programs can and should be leveraged to support secure property for the world's material girls—whose work feeds and clothes the world.

¹ See generally, Lynn Bolles, *Kitchens Hit by Priorities: Employed Working-Class Jamaican Women Confront the IMF*, in *Women, Men and the International Division of Labor* (June Nash and María Patricia Fernández-Kelly, eds., State University of New York Press 1983); Lourdes Benería and Martha Roldán, *The Crossroads of Class and Gender: Industrial Homework, Subcontracting, and Household Dynamics in Mexico City* (University of Chicago Press 1987); *Changing Social Relations of Production and Peruvian Peasant Women's Work*, 4 *Latin American Perspectives* 48-69 (1977).

² Professor Agarwal is largely credited with this shift, as her empirical research in rural South Asia demonstrated that property was the most significant asset for economic well-being, social status, and empowerment. See, e.g., Bina Agarwal, *A Field of One's Own: Gender and Land Rights in South Asia* (Cambridge University Press 1994). Since Professor Agarwal's seminal book, many books and articles have continued to explore the link between women's access to property and their economic performance. See generally, *Women and Land in Africa: Culture, Religion and Realizing Women's Rights* (L. Muthoni Wanyeki, ed., Zed Books Ltd. 2003); Carmen Diana Deere and Magdalena León, *Gender, Land and Water: From Reform to Counter-reform in Latin America*, 15 *Journal of Agriculture and Human Values* 4, 375 (1998).

³ See Raleigh Barlowe, *Land Reform and Economic Development*, 35 *Journal of Farm Economics* 2, 175 (1953) (arguing that the value of land is inflated in the undeveloped world because it typically consists of agricultural land, which provides the source of production and wealth and serves as the most secure and most-favored type of investment); Lazar Volin, *Land Tenure and Land Reform in Modern Russia*, 27 *Agricultural History* 2, 54 (1953) (arguing that Russia's failure to consider the peasants' demand for land redistribution evidenced the lack of a representative constitutional government); Scott Rozelle and Johan F. M. Swinnen, *Success and Failure of Reform: Insights from the Transition of Agriculture*, 42 *Journal of Economic Literature* 2, 404 (2004) (analyzing the example of Chinese and Vietnam land allocation reforms that increased productivity and lifted hundreds of millions of rural households out of dire poverty).

- ⁴ An oft cited statistic estimates that, “Women constitute half the world’s population, perform nearly two-thirds of its work hours, receive one-tenth of the world’s income, and own less than one-hundredth of the world’s property.” John P. Dickenson and Colin Clarke, *A Geography of the Third World* xi (2d ed., Routledge 1996); Richard H. Robbins, *Global Problems and the Culture of Capitalism* 354 (Allyn and Bacon 1999); “United Nations Decade for Women 1976-1985; ‘Really Only a Beginning,’” UN Chronicle, vol 22, Program of Action for the Second Half of the UN Decade for Women (July-August 1985). A more recent estimate claims that women produce more than half of all the food that is grown (up to 80% in Africa, 60% in Asia, and between 30-40% in Latin America and Western countries), receive 5% of agricultural resources, own 2% of the land, and receive 1% of all agricultural credit worldwide. Statistics provided by the International Federation of Agricultural Producers and the Women’s World Summit Foundation during the Fourth World Conference on Women in Beijing in 1995.
- ⁵ See, e.g., Agarwal, *supra* note 3, at 6; Carmen Diana Deere and Magdalena León, *Empowering Women: Land and Property Rights in Latin America* 28 (University of Pittsburgh Press 2001) (noting that women gain from increased bargaining power within the home and the larger societal context through ownership).
- ⁶ Sabitra Bhusal, “Women’s Access to Food and Land Rights,” prepared for All Nepal Women’s Association, available at <http://www.pbs.org/frontlineworld/stories/guatemala.mexico/facts.html> (using population census from 2001) (last accessed on April 24, 2009).
- ⁷ Public Broadcasting Service Report, *Frontline World*, Facts & Stats: The Coffee Economy, available at <http://www.pbs.org/frontlineworld/stories/guatemala.mexico/facts.html> (last accessed on April 28, 2009).
- ⁸ International Women’s Coffee Alliance, available at <http://womenincoffee.org/index.aspx> (last accessed on April 23, 2009).
- ⁹ United States Department of Agriculture Attache: *Vietnam 2008-09 Coffee Output to Rise 17%*, November 23, 2008, available at <http://news.alibaba.com/article/detail/americas/100024803-1-usda-attache%253A-vietnam-2008-09-coffee.html> (last accessed on April 28, 2009).
- ¹⁰ Morten Scholer, *Women in Coffee*, 3 *International Trade Forum* (April 2008), available at <http://www.asianruralwomen.net/themes/land.doc> (last accessed on April 29, 2009); Daniele Giovannucci, Bryan Lewin, Rob Swinkels, and Panos Varangis, *Socialist Republic of Vietnam Coffee Sector, World Bank Group Report* (June 2004), available at SSRN: <http://ssrn.com/abstract=996116> (last accessed on April 29, 2009).
- ¹¹ See *The Mexican Debt Crisis: Restructuring the Economy and the Household*, in *Unequal Burden: Economic Crises, Persistent Poverty, and Women’s Work* (Lourdes Benería and Shelley Feldman, eds., Westview Press 1992); (gender-specific effects of multinational corporation in developing countries); Nilufer Cagatay, Diane Elson, and Caren Grown, *Gender, Adjustment and Macroeconomics*, 23 *World Development* 11 (1995) (gender-specific effects of export processing zones); Elissa Braunstein, *Engendering Foreign Direct Investment: Family Structure, Labor Markets and International Capital Mobility*, Political Economy Research Institute (2000) (gender-specific effects of foreign direct investment).
- ¹² Monica E. Mhoja, Helen K. Bisimba, and Angela Ishengoma, *Exposed to Social Insecurity: Vulnerable Women and Girls in Tanzania* 2 (Friedrich Ebert Stiftung 1995).
- ¹³ Mhoja, Bisimba, and Ishengoma, *supra* note 13, at 25. In Tanzania, many women who attempted to leave their husbands where unable to do so, as they lacked access to resources to sustain themselves.
- ¹⁴ Deere and León, *supra* note 6, at 331 (arguing that consensual unions impeded women’s access to land ownership, as they were unrecognized under official law but common under peasant and indigenous communities’ customs in Latin America).
- ¹⁵ While scholars have begun to engage in a women-centered property dialogue, much of the literature speaks generally about the need for secure property rights and largely ignores the unique difficulties women face. For example, one scholar noted that property rights had taken hold as a “human rights” concern but did not discuss the link to women.
“In much of Latin America, especially in countries with long histories of land reform, new policies concerning indigenous rights and multiculturalism have emerged in the wake of the rise of human rights discourse, [coinciding] with the 500-year anniversary of the European “discovery” of America, peace processes in several countries, the decline of the socialist alternative, and significant indigenous uprisings.”
Deborah Fay and Derick James, *The Rights and Wrongs of Land Restitution: “Restoring What Was Ours”* 4 (Routledge 2009) (citing to Shannon Speed and María Teresa Sierra, *Critical Perspectives on Human Rights and Multiculturalism in Neoliberal America*, 28 *PoLAR: Political and Legal Anthropology Review* 1, 3 (2005)).
- ¹⁶ See United Nations Conference on Trade and Development (UNCTAD), available at <http://www.unctad.org/Templates> (last accessed on April 29, 2009) (including Australia, Belarus, Bulgaria, Canada, Estonia, the European Union, Japan, New Zealand, Norway, the Russian Federation, Switzerland, Turkey, and the United States).
- ¹⁷ For a thorough overview of the 98th Congress’s adoption of preference programs in the U.S., see I. M. Destler, *American Trade Politics* 84-88 (4th ed., Institute for International Economics 2005).
- ¹⁸ For example, beneficiary countries of one U.S. preference program have increased exports under the program by about 8% annually. In another program, beneficiary countries have diversified their exports to take fuller advantage of the duty-free tariff treatment. See Samuel Laird and Andre Sapir, *Tariff Preferences in the Uruguay Round: A Handbook on Multilateral Trade Negotiations* (Michael J. Finger and Andrzej Olechowski, World Bank 1987), cited in William H. Cooper, *Generalized System of Preferences*, CRS Report for Congress (March 30, 2006).
- ¹⁹ The European Community (EC) maintains several preference programs, most notably the African, Caribbean, and Pacific (ACP) Conventions and its own Generalized System of Preferences (GSP). The preferences granted under the EC’s GSP program are subject to “modulation,” “graduation,” and “incentives.” The incentives allow beneficiaries to take advantage of larger tariffs reductions if the beneficiary fulfills certain conditions relating to environment and labor standards, to reward antidrug policies, or to help countries facing natural disasters. Patrick A. Messerlin, *Measuring the Costs of Protection in Europe: European Commercial Policy in the 2000s* 202 (Institute for International Economics 2001).

- ²⁰ Several preference programs require renewal this year, such as the U.S. Generalized System of Preferences (GSP), which is set to expire on December 31, 2009. The Administration noted its intention to work with Congress and other stakeholders to carefully consider reforming the administration and distribution of the benefits. See *The 2009 Trade Policy Agenda and 2008 Annual Report of the President of the United States on the Trade Agreements Program*, available at http://www.ustr.gov/Document_Library/Reports_Publications/2009/2009_Trade_Policy_Agenda/Section_Index.html, (last accessed on April 24, 2009) (noting the commitment to reform in the overview of the President's Trade Policy Agenda at 4).
- ²¹ Legal scholarship has begun to acknowledge the link between trade and development, but recent attempts to implement trading programs that assist development have been tentative. Women and property rights is the area where trade and development truly collide. See Shelia Page, *Trade and Aid: Partners or Rivals in Development Policy?* 11 (Cameron May 2006).
- ²² Agarwal, *supra* note 3, at 30; Deere and León, *supra* note 6, at 9-11.
- ²³ Allison Goebel, *Gender and Land Reform: The Zimbabwe Experience* 3 (McGill-Queen's University Press 2005).
- ²⁴ Deere and León, *supra* note 6, at 2 (noting that secure property rights are central to improving women's livelihoods and food security); Agarwal, *supra* note 3, at 30-31 (discussing the need for direct access to land, as opposed to a mediated form of access through a woman's husband, brother, or son).
- ²⁵ The gender land gap, therefore, affects women's access to wealth and empowers women in terms of social bargaining power. Leslie Anderson applauds Carmen Diana Deere and Magdalena León for their work *Empowering Women: Land and Property Rights in Latin America*, but she also discusses the missing analysis surrounding the value of property rights in the women's movement. Leslie Anderson, "Review [untitled]," 96 *The American Political Science Review* 4, 847-848 (Dec. 2002).
- ²⁶ Acemoglu and Robinson suggest that economic inequality is associated with political inequality, meaning that choices made by the State will reflect the interests and wishes of only a small portion of the society. Further, they have demonstrated repeatedly that underdevelopment of certain economies directly relates to unequal distribution of wealth, specifically regarding property distribution. See Daron Acemoglu and James Robinson, "Economic and Political Inequality in Development: The Case of Cundinamarca, Columbia," (2007), available at <http://econ-www.mit.edu/files/3831> (last accessed on April 29, 2009); Daron Acemoglu and James Robinson, "Political Losers as a Barrier to Economic Development," *American Economic Review* 90, 126-130 (2000).
- ²⁷ Goebel, *supra* note 24, at 3.
- ²⁸ The nature of these rights, however, often differs across countries. For example, Charles Philpott argued that a country plagued by civil conflict resulting largely from the nature of property rights would likely require a different administrative framework than one without such frustrated property rights. "From the Right to Return to the Return of Rights: Completing Post-War Property Restitution in Bosnia Herzegovina," 18 *Int'l J. of Refugee Law* 30, 76 (2006).
- ²⁹ Hernando De Soto, *The Mystery of Capital: Why Capitalism Triumphs in the West and Fails Everywhere Else* 6 (Black Swan, London 2000).
- ³⁰ *Ibid.*
- ³¹ Deere and León, *supra* note 6, at 12.
- ³² Progressive Policy Institute, *Trade Fact of the Week*, February 21, 2007, available at http://www.ppionline.org/ppi_ci.cfm?knlgAreaID=114&subsecID=900003&contentID=254199, (last accessed on April 2, 2009).
- ³³ *Ibid.*
- ³⁴ Agarwal, *supra* note 3, at 36.
- ³⁵ Colin Fenwick and Thomas Kring, *Rights at Work: An Assessment of the Declaration's Technical Cooperation in Select Countries*, International Labor Organization Report 13 (August 2007).
- ³⁶ Bhusal, *supra* note 7, at 2.
- ³⁷ Fatima Burnad, *Land, Livelihood, and Access to Resources*, prepared for the Tamil Nadu Women's Forum, at 5 (2007).
- ³⁸ See <http://www.advocacy.net.org/page/bosfam> (last accessed on April 11, 2009).
- ³⁹ *Id.* at 33.
- ⁴⁰ Agarwal carefully distinguishes between the concepts of ownership and control of property and notes that control can take on several meanings, as in Sri Lanka where in particular groups, like the Jaffna Tamils, a married woman must gain her husband's consent to alienate land that she owns. See Agarwal, *supra* note 3, at 19.
- ⁴¹ Goebel, *supra* note 24, at 35.
- ⁴² *Id.* at 35-36.
- ⁴³ See *ibid.*
- ⁴⁴ Sarah Bradshaw, *Women's Access to Employment and the Formation of Female-headed Households in Rural and Urban Honduras*, 14 *Bulletin of Latin American Research* 2, 142-158 (1995).
- ⁴⁵ *Id.*
- ⁴⁶ Agarwal, *supra* note 3, at xvi.
- ⁴⁷ See generally, Nancy Fraser, *Justice Interruptus* (Routledge 1997) (stressing the need for more than words in Chapter 1, "From Redistribution to Recognition? Dilemmas of Justice in a 'Postsocialist Age'").
- ⁴⁸ Deere and León, *supra* note 6, at 9.
- ⁴⁹ *Voices of Women Entrepreneurs in Rwanda*, International Finance Corporation, World Bank Group (2008) available at <http://www.ifc.org> (last accessed on April 29, 2009).
- ⁵⁰ Rosemarie McNairn, *Building Capacity to Resolve Conflict in Communities: Oxfam Experience in Rwanda*, 12 *Gender and Development* 3, 84 (2004).
- ⁵¹ Anthony Faiola, *Women Rise in Rwanda's Economic Revival*, *Washington Post*, May 16, 2008, available at <http://www.washingtonpost.com/wp-dyn/content/story/2008/05/15/ST2008051504314.html> (last accessed on April 11, 2009).
- ⁵² McNairn, *supra* note 51, at 83.

- ⁵³ Scholarship and experience has suggested that women have better repayment rates than men. Further, as women demonstrated a greater efficiency in the use of investment resources in Bihar, where men tended to spend loan money on liquor and women. See Agarwal, *supra* note 3, at 37.
- ⁵⁴ Faiola, *supra* note 52.
- ⁵⁵ See *Role of Women in Private Sector Growing*, November 24, 2008, available at http://www.rwandagateway.org/article.php?id_article=10376 (last accessed on April 29, 2009).
- ⁵⁶ The IFC has committed \$18.5 million in financing to companies operating in Rwanda, focusing on sectors with high development potential such as infrastructure, financial markets, and agribusiness. See <http://www.ifc.org/ifcext/media.nsf/content/SelectedPressRelease?OpenDocument&UNID=5C93B7966AE9CC2A852574FD005982A4> (last accessed on April 29, 2009).
- ⁵⁷ *Tea & Coffee Trade Journal*, October 1, 2008, available at <http://www.allbusiness.com/trade-development/international-trade-export/11668250-1.html> (last accessed on April 13, 2009).
- ⁵⁸ For example, in Swaziland, women's minority status is considered sanctioned by custom, Biblical passages, and essential to social order. These cultural barriers do not disappear because a new law lands on the books that tells tribal chiefs that women are equal. See http://www.newsfromafrica.org/newsfromafrica/articles/art_7884.html (last accessed on April 23, 2009).
- ⁵⁹ The WTO requires nondiscriminatory MFN treatment in trade between member countries, and thus a developed country wishing to provide preferential treatment to certain developing countries must obtain a waiver to do so. The waiver may be granted where "exceptional circumstances" warrant it, and it must be approved by three-fourths absolute majority of WTO members. Raj Bhala and Kevin Kennedy, *World Trade Law: The GATT-WTO System, Regional Arrangements, and U.S. Law* 418 (Lexis Law Publishing 1998).
- ⁶⁰ Arguably, conditionality in preference programs permits developed countries to make value-judgments that usurp the autonomy and sovereignty of another. In that setting, it is important to proceed with caution. Even so, this meddling in domestic governments has led to more widespread adoption of and compliance with International Labor Organization (ILO) Conventions and has helped build more domestic support for difficult labor reforms. See Lewis Karesh, Assistant United States Trade Representative for Labor Affairs, remarks at *Core Labor Standards and Development: Evaluating the Impact*, Carnegie Endowment for International Peace, September 20, 2007, available at <http://carnegieendowment.org/events/> (last accessed on April 29, 2009).
- ⁶¹ Nearly half of the countries eligible for GSP have less than one third of their exports covered by duty-free treatment. Judith M. Dean and John Waino, *Quantifying the Value of US Tariff Preferences*, 10 (January 2006), a revision of a paper presented at **Preference Erosion: Impacts and Policy Responses, WTO International Symposium**, Geneva (June 2005). Importantly, the GSP program largely excludes textiles, apparel, and agricultural products – all sectors in which women make up the majority of the workers and export potential is high. In developing a trade policy that treated agricultural products less favorably than manufactured products, the assumption was this would promote manufactured goods that could move up through the value chain. The reality is that two thirds of the population relies on agricultural work, and 80% of this labor force is women and children. In over thirty years of preference program administration, this statistic has not decreased. See Edward Gresser, *Freedom From Want: American Liberalism and the Global Economy* 160-85 (Soft Skull Press 2007).
- ⁶² When the Clinton Administration signed an agreement to this end with Cambodia, it negotiated two, fairly common, conditions to attach to the added market access. First, Cambodia had to work with the ILO to develop a labor code that was consistent with international standards. Second, the Cambodian government had to permit the ILO to monitor its continued labor practices to ensure enforcement of the new code. The Cambodian example has been widely seen as a huge success, as the ILO monitors declared the factories free of child labor, the laws establishing minimum wages enforced, and unions formed freely. Gresser, *supra* note 62, at 138.
- ⁶³ Notably, seven Latin American countries have fashioned provisions in their agrarian legislation for the joint allocation and titling of land. Deere and León, *supra* note 6, at 333 (noting laws that apply only to couples (Colombia, Costa Rica, Nicaragua, and Peru), laws that are merely optional (Brazil and Honduras), laws that were mandatory, irrespective of marital status (Guatemala). None of these countries are GSP beneficiary countries, although they benefit from other U.S. preference programs (the Caribbean Basin Initiative and other free trade agreements). The majority of the legal reform remains within the GSP-eligible countries. The country-specific information about the four U.S. preference programs is available on the website of the Office of the United States Trade Representative, Preference Programs, available at http://www.ustr.gov/Trade_Development/Preference_Program/Section_Index.html (last accessed on April 29, 2009).
- ⁶⁴ See *Proceedings of the United Nations Conference on Trade and Development*, General Principle Eight & Annex A.III.5, vol. 1, at 10-11, 39 (1964); Bhala and Kennedy, *supra* note 60, at 444-486.
- ⁶⁵ 19 U.S.C. 2461 *et seq.* (1974), "Authority to designate countries as beneficiary developing countries"
- ⁶⁶ Additionally, Congress did not intend to extend GSP benefits to goods produced in a developing country that competed with domestically produced goods nor goods that threatened domestic industries that were vulnerable to competition. See *Staff of House Comm. On Ways & Means, 104th Cong., 1st Sess., Overview and Compilation of U.S. Statutes* 13 (Comm. Print 1995).
- ⁶⁷ 19 U.S.C. § 2462(c)(1-7).
- ⁶⁸ In addition to GSP, the U.S. has created region-specific programs such as the African Growth and Opportunity Act (AGOA), the Caribbean Basin Initiative (CBI), and the Andean Trade Promotion and Drug Eradication Act (ATPDEA). AGOA liberalizes trade between the U.S. and 37 sub-Saharan African countries, representing one of the most robust and comprehensive development programs in the world. See http://www.ustr.gov/Trade_Development/Preference_Programs/Section_Index.html (last visited April 24, 2009).

- ⁶⁹ The Retail Industry Leaders Association, consisting of 28 importers and NGOs, sent letters to the House Ways & Means and Senate Finance Committees and to the United States Trade Representative, Ambassador Ron Kirk, requesting the consolidation of all preference programs into one, more simple and navigable program. They stressed the profound effect that preference programs have had of reducing poverty in the world's poorest countries. Alan Field, *Retailers Urge Trade Reform*, *The Journal of Commerce Online*, April 23, 2009, available at <http://joc.com/node/410955> (last accessed on April 25, 2009).
- ⁷⁰ The American Apparel & Footwear Association seeks a preference program that does not require renewal or expire. They noted that ATPDEA and GSP's short-term renewals and frequent lapses threaten investment and long-term strategic planning. *Advice to the Obama Administration*, March 2009, available at <http://www.apparel and footwear.org/letters/obamaadvice0903-aafa.pdf>; <http://drugpolicycentral.com/bot/article/fibre2fashion7304.htm> (last accessed on April 25, 2009).
- ⁷¹ *But see* Women Thrive Worldwide, "Generalized System of Preferences Comment Filing" (September 5, 2006), available at http://www.womensedge.org/index.php?option=com_kb&Itemid=91&page=articles&articleid=33 (last accessed on April 25, 2009 (urging the expansion of GSP benefits for least-developed countries through 100% Duty-Free Quota-Free treatment without eliminating larger, developing countries); Kimberly Elliot, *Trade Policy for Development: Reforming U.S. Trade Preferences*, Center for Global Development, September 4, 2007.
- ⁷² See <http://www.us-asean.org/Vietnam/GSP/FAQ.pdf>, (last accessed on April 25, 2009).
- ⁷³ Agarwal, *supra* note 3, at 34 (suggesting that women farm owners can increase output).
- ⁷⁴ See Christopher Udry, "Gender Differentials in Farm Productivity: Implications for Household Efficiency and Agricultural Policy," Food Consumption and Nutrition Division Discussion Paper, **International Food Policy Research Institute** (1995) (arguing that plots of land controlled by women yield less output than male-controlled plots due to inefficient and unevenly distributed inputs, such as fertilizer, manure, and labor); Agarwal, *supra* note 3, at 33-35 (arguing that redistributing agricultural land to women would increase agricultural output and suggesting that secure property rights for women would lead to direct investment in technology-increasing activities).
- ⁷⁵ See Gene Grossman and Alan O. Sykes, *A preference for development: the law and economics of GSP*, 4 **World Trade Review** 41, 43 (2005).
- ⁷⁶ 19 U.S.C. § 2461(1) provides
The President may provide duty-free treatment for any eligible article from any beneficiary developing country in accordance with the provisions of this subchapter. In taking such action, the President shall have due regard for (1) the effect such action will have on furthering the economic development of developing countries through expansion of their exports.
- ⁷⁷ Page, *supra* note 22, at 11 (noting the limitations of purely trade-based policies, such as liberalizing economies, in terms of actually helping developing countries trade).
- ⁷⁸ See UNCTAD, *supra* note 17.
- ⁷⁹ See 19 U.S.C. § 2462(c)(1-7).
- ⁸⁰ The statistics from the twentieth century agrarian reforms in Latin America indicate that statutory provisions are most effective (in terms of actually increasing women's ownership of land) when they include mandatory joint allocation and titling of land to couples, irrespective of marital status, and thus protect women in consensual unions and through inheritance. For example, women represented only 11% of the beneficiaries of agrarian reform in Columbia from 1961-1991. Once joint titling and priority to women-headed households became mandatory in 1988 and enforced in 1995, the women represented 45% of beneficiaries. Deere and León, *supra* note 6, at 334, table 10.1 (noting seven other examples with similar results).
- ⁸¹ The USTR monitors the beneficiary countries through a petition process by which interested parties submit claims that challenge the compatibility of the practices of certain countries with the criteria of eligibility under the Trade Act. If the USTR determines that a beneficiary country has violated any of the statutory provisions, it can recommend that the President suspend benefits or terminate the country's beneficiary status.
- ⁸² The Interim Constitution of Nepal (2007) guaranteed equal property rights to sons and daughters. Women continue to be deprived of legal rights to property in practice. See Bhusal, *supra* note 7, at 3.
- ⁸³ *Stitched Up: How rich-country protectionism in textiles and clothing trade prevents poverty alleviation*, **Oxfam Briefing Paper**, April 2004, at 27.
- ⁸⁴ How Women in Lesotho Got the Right to Own Property," available at http://www.womenthrive.org/index.php?option=com_content&task=view&id=392&Itemid=121 (last accessed on April 3, 2008).
- ⁸⁵ *Ibid.*
- ⁸⁶ *Ibid.*

Upcoming NAWL Programs

NOVEMBER 5 & 6, 2009

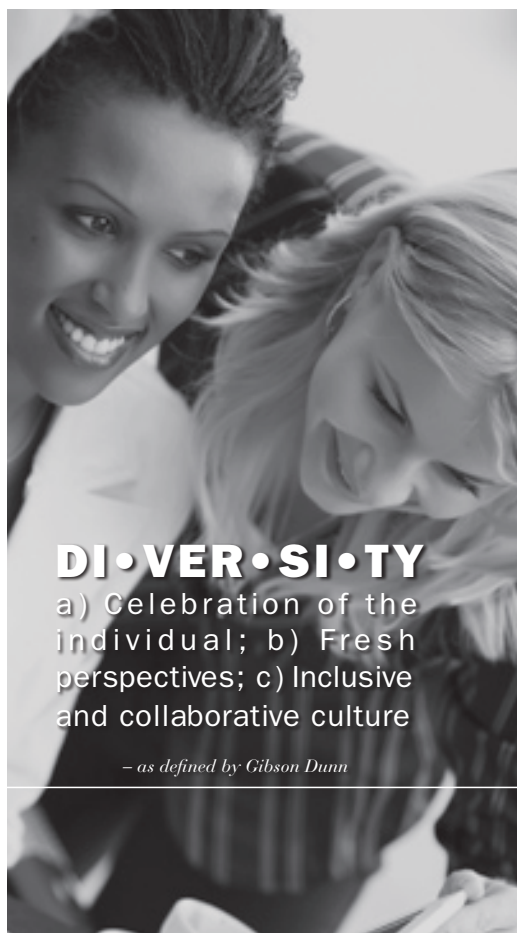
**Fifth Annual General
Counsel Institute**

WESTIN NEW YORK AT
TIMES SQUARE
NEW YORK, NY

Sponsorship opportunities are still available for NAWL's Fifth Annual General Counsel Institute on November 5-6, 2009 in New York City.

Your firm or company can support this premier program for senior in-house women lawyers as it celebrates its five-year milestone. Our 2008 event hosted over 200 attendees from all regions of the country and beyond. Sponsorship fees have been held at 2008 rates, and the benefits enhanced. Act now to be a part of this exceptional gathering of in-house women lawyers!

➤ For more information contact NAWL at 312.988.6729 or nawl@nawl.org



DI•VER•SI•TY

a) Celebration of the individual; b) Fresh perspectives; c) Inclusive and collaborative culture

— as defined by Gibson Dunn

GIBSON, DUNN & CRUTCHER LLP
salutes the work of **NAWL**
and our colleague
Sarretta C. McDonough
2009 Virginia Mueller
Outstanding Member Award Recipient

One Goal. One Team. One Firm.

www.gibsondunn.com

LOS ANGELES • NEW YORK • WASHINGTON, D.C. • ORANGE COUNTY • SAN FRANCISCO • PALO ALTO
LONDON • PARIS • MUNICH • BRUSSELS • DUBAI • SINGAPORE • CENTURY CITY • DALLAS • DENVER

Recent NAWL Programs

OCTOBER 21, 2009

**National Night of Giving
in support of Girls Inc.**

THE COCA-COLA COMPANY
ONE COCA-COLA PLAZA
ATLANTA, GA

The Coca-Cola Company and other sponsoring organizations joined NAWL members at this charitable networking event benefiting Girls Incorporated of Greater Atlanta, an organization which empowers girls to make good decisions and create healthy lifestyles.

OCTOBER 22, 2009

**National Night of Giving
in support of My Sister's Closet**

STARNES & ATCHISON LLP
100 BROOKWOOD PLACE
5TH FLOOR
BIRMINGHAM, AL

Starnes & Atchison LLP and other sponsoring organizations joined NAWL members at this charitable networking event benefiting My Sister's Closet, a program designed to assist women who are in need of career clothes and accessories for job interviews and new employment and also provides prom dresses to young ladies who could not otherwise afford them.

This event was generously sponsored by Starnes & Atchison LLP and co-sponsored by LexisNexis and Ogletree Deakins.

OCTOBER 22, 2009

**National Night of Giving
in support of Women Against Abuse**

MORRIS' CAFÉ
DUANE MORRIS LLP
30 SOUTH 17TH STREET
PHILADELPHIA, PA

Duane Morris LLP and other sponsoring organizations joined NAWL members at this charitable networking event benefiting Women Against Abuse, an organization focusing on advocacy and direct services to victims of domestic violence. Last year, WAA served 10,768 individuals in the Philadelphia area through Emergency Housing, Legal Services, Hotline Counseling, Education & Training, and Advocacy.

This event was generously sponsored by Association of Corporate Counsel, Drinker Biddle & Reath LLP, Duane Morris LLP, and LexisNexis.

Recent NAWL Programs

OCTOBER 8, 2009

Bringin' In the Rain: 7 Habits of Successful Women Rainmakers

FEATURING SARA HOLTZ

ORRICK, HERRINGTON
& SUTCLIFFE LLP

SAN FRANCISCO, CA

Developing new business is a challenge in these difficult economic times. Sara Holtz, one of the national's leading business development coaches for women lawyers and the author of *Bringin' In The Rain: A Woman Lawyer's Guide to Business Development*, discussed the most effective methods and activities for business development. The interactive presentation provided practical advice you can implement now.

In addition to hearing Sara speak, there was time to meet our co-sponsors, network, and partake of refreshments.

The program was sponsored by: Duane Morris LLP, Hinshaw & Culbertson LLP, Jones Day, Orrick, Herrington & Sutcliffe LLP, Shook, Hardy & Bacon L.L.P., Winston & Strawn LLP

SEPTEMBER 30, 2009

Making Rain: Keys To Successful Business Development for Women Lawyers

FEATURING SARA HOLTZ

AND JANE MCBRIDE

DALLAS, TX

Developing new business is an important key to success, and even more so in these difficult economic times. Jane McBride, Principal of Optimus Legal Management and Consulting and a well known business development coach and consultant based in Dallas, and Sara Holtz, Principal of ClientFocus, a nationally known business development coach for women lawyers and the author of *Bringin' In The Rain: A Woman Lawyer's Guide to Business Development*, provided practical advice you can implement now that will help you to develop your book of business and make the most of your marketing efforts.

NAWL thanks its host, Carrington Coleman Sloman and Blumenthal and its co-sponsors Attorneys Serving the Community, Dallas Association of Young Lawyers, Dallas Women Lawyers Association

Recent NAWL Programs

SEPTEMBER 24, 2009

Connecting the Dots: Why Business Development is the Most Important Tool in Your Career Development

PRESENTED BY JENNIFER LEVIN

HINSHAW & CULBERTSON, LLP

CHICAGO, IL

Nate & Dot founder Jennifer Sara Levin will present NAWL members and friends with: “Connecting the Dots: Why Business Development is the Most Important Tool in Your Career Development” on Thursday, September 24th. This popular presentation explained the increasingly important role that business development plays in career development and breaks down the necessary steps for beginning to develop business or enhancing existing client relationships. The program began by taking a broad look at the changing legal industry in order to demonstrate that business development has become career currency at law firms. While billable hours might initially determine income levels and employment security, it is what you do during non-billable hours that will impact future income, job security, autonomy and leadership opportunities.

Jennifer discussed the importance of creating a plan, building an effective network and developing the confidence to ask for business. The program introduced participants to the fundamental principles of developing, enhancing and nurturing professional relationships and provided participants with actionable tools to incorporate into their own busy lives.

Knowing your area of expertise and possessing excellent professional skills is simply not enough to move you up the organizational chart. Of course you have to do your job well, but more than ever in today’s legal environment, business development is “Queen.” The program was an engaging and interactive evening and reflected on how you can use business development to enhance your career development.

This program was sponsored by: CBA/YLS Women in the Law Committee, Dykema Gossett PLLC, Hinshaw & Culbertson, LLP, Marshall, Gerstein & Borun LLP, Nate & Dot Consulting, LLC

NAWL thanks Steve’s Deli Chicago for its generous contribution of catering for this event.

JULY 22, 2009

Women Stepping Out So Girls Can Step Up

BENEFITING WOMEN’S
STEP UP NETWORK

SPONSORED BY: LEXISNEXIS®

ALSTON + BIRD LLP

NEW YORK, NY

Over 125 people joined NAWL and LexisNexis for an evening of networking and philanthropy as we helped to shape the minds and sharpen the networking skills of some of today’s brightest young women! In addition to gaining your own networking time, attendees were asked to participate in a speed networking exercise with these girls (grades 10, 11, 12) who are currently enrolled in the Step Up Women’s Network Young Luminaries program. Attendees also brought an item to donate from Women’s Step Up Network’s wish list.

Recent NAWL Programs

JULY 23, 2009

CLE PROGRAM

JONES DAY

NEW YORK, NY

Retaining E-Mails and Documents: What Every In-House and Law Firm Lawyer Needs To Know to Avoid Other People's Mistakes and Ethical Errors

Sponsored by: National Institute for Trial Advocacy, Sullivan & Cromwell LLP.

JULY 23, 2009

**NAWL ANNUAL AWARDS
LUNCHEON**

WALDORF=ASTORIA

NEW YORK, NY

Honoring: Marcia Greenberger, General Mills, Holly Fujie, LexisNexis and Saretta McDonough and Nicole M. Liechty.

JULY 23, 2009

WORKSHOP

FEATURING SARA HOLTZ

DAVIS POLK & WARDWELL

NEW YORK, NY

Bringin' In the Rain—Time Tested Strategies for Building Your Business

Developing new business is a challenge in these difficult economic times. Sara Holtz, one of the nation's leading business development coaches for women lawyers and the author of *Bringin' In The Rain: A Woman Lawyer's Guide to Business Development*, will discuss time-tested strategies for maintaining and building your book of business. This interactive presentation will provide practical advice you can implement now.

JULY 23, 2009

WORKSHOP

NIXON PEABODY

NEW YORK, NY

Survival Skills: Straight Up Advice on How to Keep a Job or Find a Job in this Job Market

For those who were currently employed and wish to gain outside perspective on how to strengthen their current position, whether you were facing an imminent layoff or whether you were currently unemployed, this workshop was for you. Panelists from different areas of the marketplace, including law firm, in-house, placement firm, and legal career counseling, offered their perspectives and guidance on today's market and walk through situations that many are facing in this downturn. One-on-one consultations with recruiters and career counselors were available for attendees.

Member News

Selma Moidel Smith, honoree of NAWL's law student writing competition, has been appointed by the California Supreme Court Historical Society to serve as Publications Chair and Editor-in-Chief of their annual journal, *California Legal History*. She is a past recipient of NAWL's Lifetime of Service Award.

Suzan Miller was recently named interim GC of Intel, and is also vice president of Legal and Corporate Affairs. In her new capacity, she is responsible for the leadership of Intel's legal, corporate affairs, public policy, and corporate sustainability programs, overseeing a team of attorneys and policy professionals throughout the world.

Ms. Miller joined Intel in 1991 and has held a number of senior legal positions including general counsel of Intel Capital, Intel's strategic investment program. Within Intel, she is the executive sponsor of the Pro Bono Program, and is actively involved in various Women's initiatives. Prior to joining Intel, Ms. Miller worked for the law firms of Irell & Manella and Morrison & Foerster. She received her bachelor's degree in economics from Bryn Mawr in 1986 and her law degree from Santa Clara University in 1989. Ms. Miller can be reached at Suzan.a.miller@intel.com.

Joseph K. West, Associate General Counsel – Outside Counsel Management at Walmart, has received the 2009 Award for Outstanding Service by an Advisory Council Member from the National Association of Minority and Women Owned Law Firms (NAMWOLF). Responsible for managing Walmart's relationships with all external law firms, West has adopted a goal of increasing and sustaining the company's utilization of minority and women owned law firms.

Barbara George Barton, of the Barton Law Firm, P.A., has once again been honored to be selected to be included in the 2010 edition of *The Best Lawyers in America* in the specialty of Bankruptcy and Creditor-Debtor Rights Law. Selection for this honor is based upon a peer-review survey comprising more than 2.8 million confidential evaluations by the top attorneys in the country.

Snell & Wilmer L.L.P. Associate **Deborah S. Mallgrave** has been named "Attorney of the Year" by the Public Law Center (PLC) of Orange County. Mallgrave received the honor at the PLC's 2009 "Volunteers for Justice" awards dinner on Mon., June 22, 2009, at the Hyatt Regency in Irvine, Calif. Each year, the PLC recognizes the attorney that has made the most significant impact to the center's pro bono clients. PLC is the county's pro bono law firm committed to providing access to justice for low income residents. Mallgrave is a member of Snell & Wilmer's commercial and business litigation team in Orange County. She became involved with PLC in 2001 upon joining the firm, and has since devoted thousands of hours to PLC cases in the field of immigration law. Her initial work focused on pairing PLC clients with Snell & Wilmer attorneys for direct pro bono representation. Realizing there was much more that could be done, Mallgrave soon tapped the resources of the firm's summer associates to assist with U visa cases. Certain immigrant victims of serious crime, who have cooperated in the investigation or prosecution of the crime against them, can gain legal status in the United States through the U visa process. Most associates can complete the work in about six weeks. However, the U visa process takes from 12 to 24 months to resolve. The summer associate program initiated by Mallgrave continues to be strongly supported by Snell & Wilmer, which currently has five associates overseeing pending U visa cases which the summer associates initiate. "Deb's leadership has brought to our lawyers an even better appreciation of the rewards of representing those who need us the most, and can afford us least," said William O'Hare, administrative partner of Snell & Wilmer's Orange County office. "We applaud Deb and are grateful to PLC for recognizing her outstanding contributions."

Member News

Cathy Fleming has joined Hodgson Russ as a partner in the law firm's New York office. Ms. Fleming focuses her practice on complex civil litigation and white-collar criminal cases. She has extensive experience in criminal, commercial, securities, employment, antitrust, and environmental law and in international extraditions. Ms. Fleming has tried more than 50 cases to verdict in federal and state courts, including in New York, New Jersey, Florida, Texas, Massachusetts, Pennsylvania, Illinois, and California. She regularly leads internal integrity audits and investigations for corporations and public bodies. Ms. Fleming also provides counsel to corporate management and committees and represents members of special committees in defending shareholder challenges, complaints, and litigation in federal and state tender offers.

Earlier in her career, Ms. Fleming served as an Assistant United States Attorney in the District of New Jersey, rising to the role of Chief of the Special Prosecutions Unit. Her standing in the legal community led her to be appointed by the court as a special master in federal litigation. In addition to her many professional accomplishments, Ms. Fleming, who served as President of the National Association of Women Lawyers (NAWL) and continues to serve as a board member, has worked for the advancement of women and for diversity in the legal profession. Ms. Fleming is an outspoken advocate for women in leadership roles.

In addition to her leadership role with NAWL, Ms. Fleming is also a founding director of the NAWL Foundation and serves on its board. In connection with her work for NAWL, Ms. Fleming counsels corporations and law firms on implementing and enriching diversity initiatives. In 2008, Ms. Fleming was appointed to the New Jersey Supreme Court Committee on Women in the Courts. Also in 2008, the New Jersey Women Lawyers Association (NJWLA) honored Ms. Fleming with the NJWLA's Platinum Award for Women's Initiative & Leaders in Law, and she was named a Woman of Power & Influence by the National Organization for Women in 2007.

Law Firm News

As of April 30, 2009, six former partners of NAWL Firm Member Tatum Levine & Powell, LLP formed **Tatum Hillman Hickerson & Powell, LLP**, based in Atlanta, Georgia. THP is one of the first WBENC certified, 100% Women Owned Law Firms in Georgia. The partners are Johnna L. Goodmark, Michelle A. Hickerson, Amy L. Hillman, Beth M. Mayfield, Catherine P. Powell and Elizabeth G. Tatum. For more information on THP, such as attorney bios and practice areas, please visit www.thplawfirm.com.

On July 2, 2009 Judge D. Brock Hornby of the U.S. District of Maine accepted arguments put forth by a team of antitrust litigators from **Latham & Watkins LLP** and granted summary judgment for client Ford Motor Company and its Canadian subsidiary in a closely-watched and long-running antitrust conspiracy case. The decision also resolved the claims against several other automotive manufacturers and/or their Canadian entities (General Motors, Chrysler, Honda and Nissan), as outlined in the opinion issued by Judge Hornby. Latham & Watkins LLP represented Ford, with a litigation team led by Washington, D.C. partners Peggy Zwisler and Bill Sherman, along with associates Randy Price, Terry Randall, Jim Knapp and Dave Nichols, and litigation services attorney Amy Gibson.

RECOGNITION

NAWL Recognizes

LAW FIRM MEMBERS

A. Kershaw PC, Attorneys & Consultants
Adorno & Yoss
Arent Fox LLP
Baker & McKenzie LLP
Beery, Elsner & Hammond, LLP
Bodyfelt, Mount, Stroup, et al
Boies, Schiller & Flexner LLP
Bressler, Amery & Ross, P.C.
Brinks Hofer Gilson & Lione
Buchanan Ingersoll & Rooney PC
Carlton Fields, PA
Chapman & Cutler LLP
Chester Wilcox & Saxbe, LLP
Cooper & Walinski, L.P.A.
Cox & Osowiecki, LLC
Crowell & Moring LLP
Davis & Gilbert LLP
Davis Polk & Wardwell LLP
Dickstein Shapiro LLP
DLA Piper
Dow Lohnes PLLC
Drew Eckl & Farnham, LLP
Drinker Biddle & Realth LLP
Duane Morris LLP
Edwards Angell Palmer & Dodge LLP
Epstein Becker & Green, PC
Farnsworth & Vonberg LLP
Fine Kaplan and Black, R. P. C.
Fried, Frank, Harris, Shriver & Jacobson, LLP
Giffen & Kaminski, LLC
Goodwin Procter LLP
Gordon & Polsker LLC
Gordon, Hargrove & James, P.A.
Greenberg Traurig, LLP

Hall Estill
Hinshaw & Culbertson LLP
Jones Day
K & L Gates
Kilpatrick Stockton LLP
Kuchler Polk
Kutak Rock LLP
Lash & Goldberg, LLP
Latham & Watkins LLP
Lebow, Malecki & Tasch LLC
Leonard, Street & Deinard
Lindabury, McCormick, Estabrook & Cooper P.C.
Lowenstein Sandler P.C.
Magdich & Associates, PC
Mayer Brown LLP
McDermott Will & Emery LLP
McGuireWoods LLP
McKool Smith
Nelson Mullins Riley & Scarborough LLP
O'Brien Jones, PLLC
Ogletree, Deakins, Nash, Smoak & Stewart, P.C.
Peckar & Abramson, PC
Porzio, Bromberg & Newman PC
Reed Smith LLP
Riker, Danzig, Scherer, Hyland & Perretti LLP
Sidley Austin LLP
Simpson Thacher & Bartlett LLP
Spencer Crain Cabbage Healy & McNamara PLLC
Spriggs & Hollingsworth
Starnes & Atchison, LLP
Steptoe & Johnson LLP
Steptoe & Johnson PLLC
Stites & Harbison, PLLC
Strickler, Sachitano & Hatfield, P.A.

Tatum Hillman Hickerson & Powell, LLP
The Wolfe Practice
The Wolford Law Firm LLP
Townsend and Townsend and Crew LLP
Troutman Sanders LLP
Vedder Price P.C.
WilmerHale
Winston & Strawn LLP

LAW SCHOOL MEMBERS

American University Washington College of Law
Chapman University School of Law
Lewis & Clark Law School
Northeastern University
Oklahoma City University
Thorp Reed & Armstrong/Tulane Law School
Touro Law Center
University of Idaho College of Law
Western New England College-School of Law

BAR ASSOCIATION MEMBERS

Arizona Women Lawyers Association
Arkansas Association of Women Lawyers
California Women Lawyers
Florida Association for Women Lawyers
Hawaii Women Lawyers
ITechLaw

Lawyers Club of San Diego
New Jersey Womens Lawyers Association
North Carolina Association of Women Attorneys
Oregon Women Lawyers
Virginia Women Attorneys Association
Western North Carolina Chapter of NCAWA
Women Lawyers Association of Michigan
Women Lawyers of Sacramento
Women's Bar Association of District of Columbia
Women's Bar Association of the State of New York

CORPORATE LEGAL DEPARTMENT MEMBERS

Allstate Insurance Company
AT&T Inc.
Cox Communications, Inc.
Family Dollar Stores, Inc.
Fidelity Investments
General Mills
Henry Schein, Inc.
Intel Corp
John Deere & Company
Monsanto Company
Ryder System, Inc.
Schering-Plough Corporation
United Parcel Services
Valero Energy Corporation
Wal-Mart Stores, Inc.

RECOGNITION

2009 Outstanding Law Students

NAWL congratulates the 2009 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.

Tracy L. Adamovich
*St. John's University School
of Law*

Arlene Akiwumi-Assani
Albany Law School

Elizabeth Albright
University of Iowa College of Law

Laura Emily Antonuccio
*University of Nebraska College
of Law*

Allesan Armstrong
*Oklahoma City University School
of Law*

Carol A. Bahan
New York Law School

Hillary Jo Baker
*University of California Hastings
College of Law*

Natalie Banta
*Brigham Young University J.
Reuben Clark Law School*

Whitney Barkley
*University of Michigan Law
School*

Monica Baumann
UC Davis School of Law

Pamela E. Beatse
*University of Utah S.J. Quinney
College of Law*

Julie Belezzuoli
*Loyola University Los Angeles
Law School*

Veronica Berruz
*University of Maryland School
of Law*

Christine Elizabeth Bestor
*University of Virginia School
of Law*

Jamie Lee Beucke
*University of Missouri-Kansas
City School of Law*

Katherine E. S. Bodde
Brooklyn Law School

Elizabeth Canney Borer
*University of Minnesota Law
School*

N. Melia Brannon
*University of South Carolina
School of Law*

Kristin Bryant
*University of Arkansas at Little
Rock William H. Bowen School
of Law*

Palmer B. Calabrese
*Nova Southeastern University
Shepard Broad Law Center*

Brianna L. Carbonneau
*The George Washington
University School of Law*

Morgan Cashwell
*City University of New York
School of Law*

Anoa J. Changa
West Virginia College of Law

Michèle J. Churchley
*The Pennsylvania State
University The Dickinson School
of Law*

Crystal Jean Clark
*Mercer University Walter F.
George School of Law*

Caroline A. Conway
Suffolk University Law School

Abigail Cooke
*University of South Dakota
School of Law*

Lynn M. Creamer
Syracuse University College of Law

Elaine C. Crowley
*Seton Hall University School
of Law*

Gemma Daggs
*Santa Clara University School
of Law*

Joanna Diamond
*University of Baltimore School
of Law*

Elleveve Boyer Donahue
*Campbell University Norman
Adrian Wiggins School of Law*

Carrie L. Flores
*Valparaiso University School
of Law*

Julia F. Gaffin
Fordham University School of Law

Amy L. Goerss
University at Buffalo Law School

Katherine Green
*University of Oregon School
of Law*

Varinia Guzman
Thomas Jefferson School of Law

Kerry E. Hageman-Froelich
The University of Akron

Sara Hanson
Boston University School of Law

Jessica N. Heaven
*Georgetown University Law
Center*

Julie Anne Hein
*Case Western Reserve
University School of Law*

Brenda Hernandez
Pace University School of Law

Sarah Hoffman
Northwestern University School of Law

Lauren M. Hoyer
University of Pittsburgh School of Law

Schuyler F. Hoynes
Atlanta's John Marshall Law School

Cassie Jameson
Quinnipiac University School of Law

Leah N. Johnson Ellis
University of North Dakota School of Law

Meredith Willett Jones
Wake Forest University School of Law

Celia Kilgard
Capital University School of Law

Katie Marie Langer
Faulkner University Thomas Goode Jones School of Law

L. Indra Lusero
University of Denver Sturm College of Law

Kyle MacDonald
University of Maine School of Law

Carrie Ann Martell
University of New Mexico School of Law

Sarah T. Martino
Emory University School of Law

Rigel Massaro
The University of Arizona James E. Rogers College of Law

Sarah E. Minner
University of Richmond School of Law

Rebecca Moore
Drake University Law School

Taylor Rose Neff
Vermont Law School

Rebecca J. O'Neill
University of Louisville Brandeis School of Law

Payal Patel
Roger Williams University School of Law

Shirley Peng
Chapman University School of Law

Arlene Quiñones Perez
Rutgers University School of Law

Katherine Putnam
The College of William & Mary Marshall-Wythe School of Law

Stacy L. Pyszora
University of Detroit Mercy School of Law

Jomana Qaddour
University of Kansas School of Law

Kadian N. Roberts
Texas Southern University Thurgood Marshall School of Law

Barbara Mallory Sampat
Drexel University College of Law

Tamara Savin
University of Miami School of Law

Margaret Kierum Schlesinger
St. Mary's University School of Law

Maren P. Schroeder
University of Wyoming College of Law

Jennifer Lindsey Shaver
Appalachian School of Law

Victoria Slater
University of Houston Law Center

Shawna Smith
Samford University Cumberland School of Law

Lauren Elizabeth Sneed
South Texas College of Law

Jennifer Somer
Touro Law Center

Rebecca D. Stanglein
Washington and Lee University School of Law

Elisabeth Stockbridge
University of Wisconsin Law School

Christina Strasel
Northern Kentucky University Salmon P. Chase College of Law

DeNae M. Thomas
Vanderbilt University Law School

Sarah Weissman
Duquesne University The Law School

Sarah A. White
The University of Tennessee College of Law

Kacy Elizabeth Wiggum
Rutgers University School of Law-Newark

Alexis Wilber
Golden Gate University School of Law

Nicole Marie Winget
Ohio Northern University College of Law

Samantha Younker
North Carolina Central University School of Law

NAWL THANKS 2009 PROGRAM SPONSORS

Premier Sponsors

Davis Polk & Wardwell
Dickstein Shapiro LLP
DLA Piper LLP (US)
Jones Day

Gold Sponsors

Alston + Bird LLP
Drinker Biddle & Reath LLP
Ogletree Deakins
Schering-Plough

Sponsors

Adorno & Yoss
Baker & McKenzie LLP
Boies, Schiller & Flexner LLP
Duane Morris
Edwards Angell Palmer & Dodge LLP
Epstein Becker & Green, P.C.
Hinshaw & Culbertson LLP
Hellerman Baretz Communications LLC
Hodgson Russ LLP
Kilpatrick Stockton LLP
Latham & Watkins LLP
LexisNexis
M Group Communications Training
Orrick, Herrington & Sutcliffe LLP
Starnes & Atchinson
Steptoe & Johnson, LLP
Troutman Sanders LLP
Winston & Strawn LLP

NEW MEMBER LIST

New Members

From April 6, 2009 to August 31, 2009, the following have become NAWL individual members.
Thanks for your support of NAWL.

A

Tracy L. Adamovich
Sullivan & Cromwell
Garden City, NY

Kimberly M. Adams
Wayne State University
Law School
Detroit, MI

Linda Addison
Fulbright & Jaworski LLP

Elena Adolphus
Pfizer Inc.
New London, CT

Erika S. Ahern
University of Iowa
Iowa City, IA

Sophie M. Alcorn
Law Offices of John R. Alcorn
Irvine, CA

Christina Alstrin
Southern Methodist University
Houston, TX

Catherine E. Anderson
Taft Law School
Burlington, VT

Andrea R. Annechino
New York Law School
New York, NY

Nicole Buggs Anthony
Southern University Law
Baton Rouge, LA

Laura Emily Antonuccio
University of Nebraska
Colorado Springs, CO

Nancy J. Arencibia, Esq
Jackson Lewis LLP
Morristown, NJ

Anne Armistead
Women Against Abuse Legal
Center
Philadelphia, PA

Allesan Armstrong
Allesan Armstrong Law
The Village, OK

Arlene Akiwumi-Assani
Albany Law School
Beacon, NY

Terri D. Austin
AIU Holdings, Inc.
New York, NY

Kimberley L. Ayer
St. John's University School
of Law
Queens, NY

Monica Ayres
Richards, Layton & Finger, P.A.
Wilmington, DE

B

Carol A. Bahan
New York Law School
New York, NY

Hillary Jo Baker
University of California
Oakland, CA

Theresa J. Baker
MetLife
New York, NY

Beverly P. Baker
Ogletree Deakins Nash Smoak &
Stewart PC
Birmingham, AL

Natalie Banta
Brigham Young University
Provo, UT

Maria Barbu
Washington University in St. Louis
Astoria, NY

Whitney Barkley
University of Michigan
Ann Arbor, MI

Shakara M. Barnes
Troutman Sanders LLP
Atlanta, GA

Jane Taubner Barney
TFC Financial Management
Boston, MA

Monica Barron
Georgoulis & Associates PLLC
New York, NY

Monica Baumann
UC Davis
Sacramento, CA

Pamela E. Beatse
University of Utah
Holladay, UT

Julie Belezzuoli
Loyola Univeristy Los Angeles
Marina Del Rey, CA

Catherine Bellah
Latham & Watkins, LLP
Washington, DC

Stacie Bennett
Herzfeld & Rubin, P.C.
New York, NY

Veronica Beruz
University of Maryland
Baltimore, MD

Christine Elizabeth Bestor
University of Virginia
Charlottesville, VA

Jamie Lee Beucke
University of Missouri-Kansas
City
Kansas City, MO

Kali Beyaha
Kilpatrick Stockton LLP
Atlanta, GA

Sheila K. Birrell
The Hartford
Glastonbury, CT

Suzanne Bretz Blum
Cooper & Walinski LPA
Cleveland, OH

Katharine E.S. Bodde
Brooklyn Law School
New York, NY

Elizabeth Cannery Borer
Best & Flanagan LLP
Minneapolis, MN

N. Melia Brannon
University of South Caolina
Columbia, SC

Martina Brosnahan
Morgan Lewis & Brockius
New York, NY

Katherine Brown
Latham & Watkins LLP
New York, NY

Bridgett Brumbaugh
Associate Attorney
San Antonio, TX

Kristin Bryant
Univeristy of Arkansas at Little
Rock
Little Rock, AR

Heather M. Byrer
Stiles, Taylor & Grace, P.A.
Jacksonville, FL

Tara A. Byrne
Fitzpatrick, Cella, Harper &
Scinto
New York, NY

C

Palmer B. Calabrese
Nova Southeastern University
Boca Raton, FL

Margaret Campbell
Troutman Sanders LLP
Atlanta, GA

Sarah M. Canberg
Porzio Bromberg and Newman
Morristown, NJ

Brianna L. Carbonneau
The George Washington
University
Arlington, VA

Anzania Carter
John Marshall School of Law
Lithonia, GA

Aurora Cassirer
Troutman Sanders LLP
New York, NY

NEW MEMBER LIST

Dena M. Castricone
Murtha Cullina LLP
New Haven, CT

Windy Rosebush Catino
Edwards Angell Palmer & Dodge
LLP
Boston, MA

Merrie M. Cavanaugh
AT&T Services, Inc.
Dallas, TX

Elizabeth Cebula
Loyola University Chicago-
School of Law
Chicago, IL

Anoa J. Chang
West Virginia
Morgantown, WV

Lucia Chiochio
Cuddy & Feder LLP
White Plains, NY

Michele J. Churchley
The Pennsylvania State
University
Yakima, WA

Crystal Jean Clark
Mercer University
Macon, GA

Rebecca Coffee
Mastantuono Law Office
Milwaukee, WI

Katherine Compton
Greenberg Traurig, LLP
Dallas, TX

Nancy A. Connery
Schoeman, Updike & Kaufman,
LLP
New York, NY

Caroline A. Conway
Suffolk University
Malden, MA

Abigail Cooke
University of South Dakota
Sioux Falls, SD

Cara Cookson
Vermont Law School
South Royalton, VT

Regine W. Corrado
Baker & McKenzie LLP
Chicago, IL

Nna Cortell
Haynes & Boone LLP
Dallas, TX

Cox Communications, Inc.
Atlanta, GA

Lynn M. Creamer
Syracuse University
Somerset, MA

Katharine I. Crost
Orrick, Herrington & Sutcliffe
LLP
New York, NY

Crowell & Moring LLP
Washington, DC

Elaine C. Crowley
Seton Hall University
New York, NY

Jessica L. Crutcher
Mayer Brown LLP
Houston, TX

Marcela L. Cuadrado
Taylor Cuadrado PC
Houston, TX

D

Gemma Daggs
Santa Clara University
Fairfield, CA

Margaret Daun
Winston & Strawn LLP
Chicago, IL

**John Deere & Company Law
Department**
Moline, IL

Dara L. DeHaven
Ogletree, Deakins, Nash, Smoak
& Stewart PC
Atlanta, GA

Audra Dial
Kilpatrick Stockton LLP
Atlanta, GA

Joanna Diamond
University of Baltimore
Owing Mills, MD

Dorothea W. Dickerman
McGuireWoods LLP
McLean, VA

Elizabeth Diller
McGuireWoods LLP
Richmond, VA

Elleveve Boyer Donahue
Campbell University
Lillington, NC

Deborah Hesford Dos Santos
Ogletree Deakins Nash Smoak &
Stewart PC
Boston, MA

Lori L. Doughty
United States Military Academy
West Point, NY

Simone Colgan Dunlap
Quarles & Brady
Phoenix, AZ

E

Dean John Eastman
Chapman University School of
Law
Orange, CA

Katherine C. Elford
C. Richard Barnes & Associates,
LLC
Huntington Beach, CA

Leah N. Johnson Ellis
University of North Dakota
Williston, ND

Emma Enriquez
Gresham Savage Nolan &
Tilden, APC
Riverside, CA

Diana S. Erb
Lewis and Roca LLP
Las Vegas, NV

Sandra Giannone Ezell
Bowman and Brooke LLP
Richmond, VA

F

Carrie L. Flores
Valparaiso University
Highland, IN

Jennifer D. Franklin
Office of the Illinois Attorney
General
Chicago, IL

Rebecca Fruchtman
Schoeman, Updike, Kaufman
& Scharf
Chicago, IL

Pamela K. Fulmer
Jones Day
San Francisco, CA

G

Julia F. Gaffin
Fordham University
New York, NY

Carla Galindez
Thomas Jefferson School of Law
San Diego, CA

Swata Gandhi
Metastorm, Inc.
Baltimore, MD

Margaret Gannon
Law Offices of Margaret Gannon
Oakland, CA

Heather Cole Genouese
Touro Law Center
Westbrook, CT

Mara Georges
City of Chicago Dept. of Law
Chicago, IL

Tina Georgieva
University of Detroit Mercy
Windsor, Ontario

Elizabeth (Sally) Gere
Troutman Sanders LLP
Washington, DC

Giffen & Kaminski, LLC
Cleveland, OH

Patricia K. Gillette
Orrick, Herrington & Sutcliffe
LLP
San Francisco, CA

Teresa Gleason
Baker & McKenzie LLP
Washington, DC

Amy Goerss
University at Buffalo
Williamsville, NY

Gordon & Polscer LLC
Portland, OR

Lorraine Graw
University of Texas School of
Law

Katherine Green
Law Clerk-The Honorable
Lauren Holland
Eugene, OR

Greenberg Traurig, LLP
New York, NY

Varinia Guzman
Thomas Jefferson
San Diego, CA

NEW MEMBER LIST

H

Marian F. Hale
Ogletree Deakins Nash Smoak & Stewart PC
Washington, DC

Sarah M. Hall
Winston & Strawn LLP
Washington, DC

Sara Hanson
Boston University
Brookline, MA

Zenola Harper
Bronxville, NY

Jennifer Haskins
Wal-Mart Legal Department
Bentonville, AR

Katherine Maureen Larkin Hayes
Georgetown University Law Center
Hamilton, MT

Whitney Head
Wal-Mart Legal Department
Bentonville, AR

Sysan R. Healy
Vernon & Healy
Naples, FL

Jessica N. Heaven
National Women's Law Center
Washington, DC

Julie Anne Hein
Case Western Reserve University
Cleveland, OH

April McEachern Helms
Samford University-Cumberland Law School
Birmingham, AL

Debbie Epstein Henry
Flextime Lawyers

Brenda Hernandez
Pace University
White Plains, NY

Louise C. Higgins
New Orleans, LA

Amy L. Hillman
Tatum Hillman Hickerson & Powell, LLP
Atlanta, GA

Tasheika Hinson
Jones Day
Atlanta, GA

Theresa Hobbs
Western New England College-School of Law
Troy, NY

Sarah Hoffman
Northwestern University
Chicago, IL

Janine Hoft
People's Law Office
Chicago, IL

Anne E. Ehram-Holland
Col. JA US Army
Newport, RI

Marina Hoppas
Sedgwick, Detert, Moran & Arnold LLP
Newark, NJ

Susan Horner
Burke, Warren, Mackay & Serritella
Chicago, IL

Lauren M. Hoyer
University of Pittsburgh

Schuyler F. Hoynes
Lyle Detling & Levine, LLC
Marietta, GA

Jessica L. Hubley
Latham & Watkins LLP
Menlo Park, CA

General Mills Law Department
Minneapolis, MN

Lara Villarreal Hutner
Villarreal Hutner PC
San Francisco, CA

J

Deborah S. K. Jagoda
Winston & Strawn LLP
New York, NY

Cassie Jameson
Quinnipiac University

Sandy Jeskie
Duane Morris LLP
Philadelphia, PA

Meredith Willett Jones
Wake Forest University
Frankfort, KY

Susanne Jones
O'Brien Jones, PLLC
McLean, VA

Kathleen (Kitty) Juniper
Juniper Sanderson Wiggins LLP
San Diego, CA

K

Elena Kaspi
LawScope Coaching, LLC
New York, NY

Linda L. Kaufman
Attorney At Law
Chicago, IL

Celia Kilgard
Capital University
Columbus, OH

Renee Kimball
Allegheny County Court of Common Pleas
Pittsburgh, PA

Julie Kinch
Heineken USA Inc.
White Plains, NY

Keya Koul
Castle Meinhold & Stawiarski
Albuquerque, NM

JoAnne Kron
Allstate Insurance Company
Northbrook, IL

Kuchler Polk
New Orleans, LA

L

Karen Lai

Catherine Lamboley

Katie Marie Langer
Faulkner University
Montgomery, AL

Alesandra Lanto, Ph.D.
Psychologist-Writer & Coach to Professional Women
New York, NY

Virgina Women Attorneys Association
Richmond, VA

Krystin Latuszek
Chicago-Kent College of Law
Elmwood Park, IL

Lebow, Malecki & Tasch LLC
Chicago, IL

Grace P. Lee, Ph.D., J.D.
The Forensic Psychology Group
New York, NY

Roberta Leibenberg

Korissa Lepore
University of Miami
Coral Gables, FL

Victoria A. Lepore
Schulte Roth & Zabel
New York, NY

Deneese Walia Levin
Kirkland & Ellis LLP
Chicago, IL

Francesca Danielle Lewis
Sutherland
Atlanta, GA

Joanne Lichtman
Howrey LLP
Los Angeles, CA

Abby Lin
Rutgers School of Law-Newark
Newark, NJ

Marianne K. Lizza-Irwin
The Ross-Shannon Law Firm
Lakewood, CO

Katherine A. Logue
Logue Legal Search LLC
Waco, TX

Gaby Lorraine Longworth
Sterne Kessler Goldstein & Fox PLLC
Washington, DC

Margaret S. Lopez Esq.
Ogletree Deakins Nash Smoak & Stewart PC
Washington, DC

Leisa Smith Lundy
Fitzpatrick, Cella, Harper & Scinto
New York, NY

L. Indra Lusero
University of Denver
Denver, CO

M

Kyle MacDonald
Verrill Dana, LLP
Portland, ME

Erin J. MacLeod
San Francisco, CA

NEW MEMBER LIST

Magdich & Associates, PC
Novi, MI

Suthima Malayaman
Latham & Watkins, LLP
Washington, DC

Julie S. Marder
Latham & Watkins LLP
Chicago, IL

Sharon P. Margello
Ogletree Deakins Nash Smoak & Stewart PC
Morristown, NJ

Alison Buell Marshall
Jones Day
Washington, DC

Carrie Ann Martell
New Mexico Legal Aid
Gallup, NM

Sarah T. Martino
Emory University

Rigel Massaro
Arizona State City of Appeals
Phoenix, AZ

**National Asian Pacific
American Bar Association**
Washington, DC

Monica R. McCullough
Jones Day
Atlanta, GA

Lorraine S. McGowen
Orrick, Herrington & Sutcliffe LLP
New York, NY

Constance M. McGrane
Conn Kavanaugh Rosenthal
Peisch & Ford, LLP
Boston, MA

Lisa Coppolo McManus
LexisNexis
Saint Marys, PA

Janine Metcalf
Jones Day
Atlanta, GA

Alexandria L. Mihalcik
Jones Day
Washington, DC

Christine E. Miller
Jones Day
Washington, DC

Sarah E. Minner
University of Richmond
Denton, MD

Rachel Miras-Wilson
Winston & Strawn LLP
Washington, DC

Sopi Mitil
*Florida A&M University College
of Law*
Orlando, FL

Rebecca Anne Moore
*Buchanan, Bibler, Gabor & Meis
Algona, IA*

Morgan
Woodside, NY

Drue Morgan-Birch
*Law Offices of Drue A. Morgan-
Birch, PC*
Tucson, AZ

Elaine M. Moss
Brown & James, P.C.
St.Louis, MO

Cassandra G. Mott
Jones Day
Houston, TX

N

Hae Sung Nam
Kaplan Fox & Kilsheimer LLP
New York, NY

Elizabeth Drill Nay
Kutak Rock LLP
Kansas City, MO

Taylor Rose Neff
Vermont Law School
Boston, MA

Jacqueline Chada Nuckels
M. Angela Dentice, LLC
Milwaukee, WI

O

O'Brien Jones, PLLC
McLean, VA

Clara Nkechi Odili
Rayat Law College
Chandigarh, U.T.

Kristin Oliver
Wal-Mart Legal Department
Bentonville, AR

Trisha A. Olson
Scariano, Himes & Petrarca
Chicago, IL

Rebecca J. O'Neill
University of Louisville
Louisville, KY

Kathleen D. Oppenheimer
*University of North Carolina
School of Law*
Durham, NC

Kelly O'Riordan
Thorp Reed & Armstrong
Philadelphia, PA

Yolanda Orozco
Jones Day
Los Angeles, CA

P

Angela L. Padilla
*Orrick, Herrington & Sutcliffe
LLP*
San Francisco, CA

Loredana G. Pantano
Franklin Lakes, NJ

Lissa J. Paris
Murtha Cullina LLP
Hartford, CT

Elizabeth Park
Latham & Watkins, LLP
Washington, DC

Rose Passarella
DuPont
Wilmington, DE

Payal Patel
Roger Williams University
Martinez, GA

Patricia Paula
Kilpatrick Stockton LLP
Atlanta, GA

Lisa Pearson
Kilpatrick Stockton LLP
New York, NY

Lindsay M. Peed
*Ogletree Deakins Nash Smoak &
Stewart PLLC*
Charlotte, NC

Shirley Peng
Chapman University
Costa Mesa, CA

Lisa Barons Pensabene
*Fitzpatrick, Cella, Harper &
Scinto*
New York, NY

Courtney Petty
Drake University Law School
Clive, IA

Laura Phillips
Kilpatrick Stockton LLP
Atlanta, GA

Jessica E. Phillips
Latham & Watkins, LLP
Washington, DC

Diane L. Polscer
Gordon & Polscer LLC
Portland, OR

Karey P. Pond
Tedford & Henry, LLP
Hartford, CT

Gabriela M. Prado
McAlpin Conroy, P.A.
Miami, FL

Diane Prucino
Kilpatrick Stockton LLP
Atlanta, GA

Katherine Putnam
The College of William & Mary
Williamsburg, VA

Stacy L. Pyszora
University of Detroit Mercy
Detroit, MI

Q

Jomana Qaddour
Stinson Morrison Hecker LLP
Kansas City, MO

R

Gille Ann Rabbin, Esq.
New York, NY

Sharyl Reisman
Jones Day
New York, NY

Leonard, Street & Deinard
Minneapolis, MN

Veta Richardson
*Minority Corporate Counsel
Association*
Washington, DC

Phoebe D. Riner
*United States Patent and
Trademark Office*
Louisville, KY

NEW MEMBER LIST

Katherine S. Ritchey

Jones Day
San Francisco, CA

Kadian N. Roberts

Texas Southern University

Pamela K. Roberts

Zitomer & Roberts, P.C.
Cameron Park, CA

Valerie Pearsall Roberts

Jones Day
New York, NY

Katherine Robertson

Hellerman Baretz
Communications
New York, NY

Hor. Angela C. Robinson

Connecticut Superior Court
New Haven, CT

Melinda Rodon

Kaplan Fox & Kilsheimer LLP
New York, NY

Leslie Anne Rojas

Wayne State University
Chicago, IL

Alison L. Ross

Mayer Brown LLP
New York, NY

Rebecca (Becky) Ross

Troutman Sanders LLP
Chicago, IL

Kimberly Royal

Wal-Mart Legal Department
Bentonville, AR

Jennifer Rygiel-Boyd, Esq.

Ogletree, Deakins, Nash, Smoak
& Stewart, P.C.
Morristown, NJ

S

Victoria B. Salem

Latham & Watkins LLP
New York, NY

Barbara Mallory Sampat

Drexel University
Willingboro, NJ

Jill Sanchez

Latham & Watkins, LLP
Washington, DC

Tamara Savin

University of Miami
Aventura, FL

Robin Sax

Los Angeles County District
Attorney
Los Angeles, CA

Meaghan Vender Schaaf

Loyola University Chicago-
School of Law
Chicago, IL

Margaret Kierum Schlesinger

Edward L. Pina & Associates,
P.C.
San Antonio, TX

Amy Schmitt

Kolsby, Gordon, Robin, Shore
& Bezar
King of Prussia, PA

Maren P. Schroeder

University of Wyoming
Centennial, CO

Jayne Schreiber

Providus
Chicago, IL

Sandra Seitman

American University Washington
College of Law
Washington, DC

Kimia Setoodeh

Madison Tyler, LLC
New York, NY

Patricia F. Sharkey

McGuireWoods LLP
Chicago, IL

Jennifer Lindsey Shaver

Appalachian School of Law

Jennifer Denise Sheetz

Valparaiso, IN

Hillie R. Sheppard

Sidley Austin LLP
Chicago, IL

Nina Shreve

Fitzpatrick, Cella, Harper &
Scinto
New York, NY

Nicole M. Siemens

Lindquist & Vennum P.L.L.P.
Minneapolis, MN

Carole Silver

Georgetown University Law Center
Center for the Study of the
Legal Profession
Washington, DC

Lisa T. Simpson

Orrick, Herrington & Sutcliffe
LLP
New York, NY

Charmaine L. Slack

Jones Day
New York, NY

Victoria Slater

Univeristy of Houston
Houston, TX

Martha Smiley

Center for Women in the Law
Washington, DC

Kelley L. Smith

Winston & Strawn LLP
Chicago, IL

Shawwna Smith

Samford University

Vicki Smith

Wal-Mart Legal Department
Bentonville, AR

Lauren Elizabeth Sneed

South Texas
Austin, TX

Elizabeth L. Sokol

The Law Offices of Elizabeth L.
Sokol, PLLC
Royal Oak, MI

Jennifer Somer

Touro Law Center
Islip Terrace, NY

Ellen Spano

AT&T Legal
Bedminster, NJ

Rebecca D. Stanglein

Conner & Winters
Tulsa, OK

Mindy H. Stern

Schoeman, Updike & Kaufman,
LLP
New York, NY

Elisabeth Stockbridge

University of Wisconsin
Madison, WI

Christina Strasel

Nothern Kentucky University
Cincinnati, OH

Pamela Whitlow Street

Beverage Partners Worldwide
Atlanta, GA

T

Ellen S. Tenenbaum

McDermott, Will & Emery
Washington, DC

DeNae M. Thomas

Sidley Austin
New York, NY

Shani Thome

The Coca-Cola Company
Atlanta, GA

Camilla Titterington

PetSmart, Inc.
Phoenix, AZ

Tracy S. Todd

Villarreal Hutner PC
San Francisco, CA

Sarah Tomkowiak

Latham & Watkins, LLP
Washington, DC

Autumn Town

Law Offices of Autumn Town
New Orleans, LA

Colleen Tracy

Fitzpatrick, Cella, Harper &
Scinto
New York, NY

Zachary Tripp

King & Spalding LLP
Washington, DC

V

Heather J. Van Meter

Williams Kastner
Portland, OR

Isabel Del Vecchio

University of Connecticut
Uncasville, CT

Evanthia Voreadis

Seyfarth Shaw LLP
New York, NY

W

Vicki Walcott-Edim

Jones Day
New York, NY

Jeannie B. Walston

Starnes & Atchison, LLP
Birmingham, AL

NEW MEMBER LIST

Angela Washington

*Wal-Mart Legal Department
Bentonville, AR*

Trishka Waterbury

*Mason Griffin Pierson, PC
Princeton, NJ*

Desiree Wayne

Philadelphia, PA

Monica E. Webb

*McGuireWoods LLP
Raleigh, NC*

Karen Weinstock

*Siskind Susser Immigration
Lawyers
Atlanta, GA*

Sarah Weissman

Duquesne University

Sarah A. White

*The University of Tennessee
Knoxville, TN*

Kelly M. Whitehead-Rosas

*MetLife
Astoria, NY*

Ruthie N. White

*Jones Day
Houston, TX*

Kacy Elizabeth Wiggum

*Rutgers University
Jersey City, NJ*

Alexis Wilber

*Golden Gate University
San Francisco, CA*

Amanda C. Wiley

*Winston & Strawn LLP
Chicago, IL*

Danielle Williams

*Kilpatrick Stockton LLP
Winston-Salem, NC*

Brandy Wilson

*Oklahoma City University
Oklahoma City, OK*

Nicole Marie Winget

*Ohio Northern University
Ada, OH*

Jennifer Wolfe

*The Wolfe Practice
Cincinnati, OH*

The Wolfe Practice

Cincinnati, OH

Linda Wong

*Wong Fleming, PC
Princeton, NJ*

Y

Gillian P. Yee

*Ogletree Deakins Nash Smoak &
Stewart PC
Bloomfield Hills, MI*

Samantha Younker

*North Carolina Central University
Raleigh, NC*

Lock See Yu-Jahnes

*Fitzpatrick, Cella, Harper &
Scinto
New York, NY*

Z

Christina Zivitz

*Hollingsworth Sever Storey &
Zivitz
Carmel, IN*

ALSTON + BIRD LLP
WWW.ALSTON.COM

We proudly sponsor

The National Association of Women Lawyers

and salute our Women of Achievement in key leadership roles



Janine Brown
Partner in Charge,
Atlanta Office of Alston & Bird LLP



Donna Bergeson
Partner and Current Member
of the Partners' Committee



Lisa Gifford
Partner and President of the
National Association of Women Lawyers



Mary Gill
Partner and Chair of the
Women's Initiative

Atlanta | Charlotte | Dallas | Los Angeles | New York | Research Triangle | Silicon Valley | Ventura County | Washington, D.C.

NETWORKING ROSTER

Networking Roster

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

PRACTICE AREA KEY

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

NETWORKING ROSTER

ALABAMA

Augusta S. Dowd

White Arnold & Dowd P.C.
2025 Third Avenue North
Suite 600
Birmingham, AL 35203
T: 205.323.1888
F: 205.323.1888
adowd@wadlaw.com
LIT, CIV, WCC

Kelli Robinson

Sirote & Permutt
2311 Highland Avenue South
Birmingham, AL 35255
T: 205.930.5158
F: 205.212.2810
krobinson@sirote.com
HCA, EEO

ARIZONA

Kimberly A. Demarchi

Lewis and Roca LLP
40 North Central Avenue
Suite 1900
Phoenix, AZ 85004
T: 602.262.5728
F: 602.734.3773
kdemarchi@lrlaw.com
BSL, ELE, LIT, APP

Margaret A. Robertson

Gust Rosenfeld
201 E. Washington Street
Suite 800
Phoenix, AZ 85004
T: 602.257.7489
F: 602.254.4878
cpambajd@aol.com
RES

Marianne M. Trost

The Women Lawyers Coach LLC
15665 E. Golden Eagle Blvd.
Fountain Hills, AZ 85268
T: 480.225.9367
marianne@thewomenlawyerscoach.com
CLT

CALIFORNIA

Sophie M. Alcorn

Law Offices of John R. Alcorn
2212 Dupont Drive
Suite V
Irvine, CA 92612
T: 949.553.8529
F: 949.553.8550
sophie@jr-alcorn.com
IMM

Rochelle Browne

Richard Watson & Gershon
355 South Grand Avenue
40th Floor
Los Angeles, CA 90071
T: 213.626.8484
F: 213.626.0078
rbrowne@rwglaw.com
LND, LIT, APP, Other

Tanya Forsheit

Proskauer Rose LLP
2049 Century Park East
32nd Floor
Los Angeles, CA 90067
T: 310.284.4508
F: 310.557.2193
tforsheit@proskaurer.com
BSL, Other

Sara Holtz

Client Focus
2990 Lava Ridge Court
Suite 230
Roseville, CA 95661
T: 916.797.1525
F: 916.797.1535
holtz@clientfocus.net
CLT

Virginia S. Mueller

Law Offices of Virginia S. Mueller
106 L Street
Sacramento, CA 95814
T: 916.446.3063
F: 916.446.3064
vsmueller@webtv.net
PRB, FAM

Katherine C. Piper

Steptoe & Johnson LLP
2121 Avenue of the Stars
28th Floor
Los Angeles, CA 90067
T: 310.734.3273
F: 310.734.3173
kpiper@steptoe.com
BKR, FIN, Other

COLORADO

Margaret Parnell Hogan

Littler Mendelson PC
1200 17th Street
Suite 1000
Denver, CO 80202
T: 303.362.2886
F: 303.362.8776
mphogan@littler.com

Marianne K. Lizza-Irwin

The Ross-Shannon Law Firm
12596 West Bayaud Avenue
Lakewood, CO 80228
T: 303.988.9500
F: 303.988.9511
mklizza-irwin@ross-shannonlaw.com
LIT, BSL, INS, PRL

Elizabeth A. Starrs

Starrs Mihm & Pulkrabek LLP
707 Seventeenth Street
Suite 2600
Denver, CO 80202
T: 303.592.5900
F: 303.592.5910
estarrs@starrslaw.com
ADR, LIT, INS

CONNECTICUT

Deborah L. McKenna

Outten & Golden, LLP
Four Landmark Square
Stamford, CT 06460
T: 203.363.7888
F: 203.363.0333
dln@outtengolden.com
EEO, Other

Karey P. Pond

Tedford & Henry, LLP
750 Main Street
Suite 1600
Hartford, CT 06103
T: 860.293.1200 ext. 103
F: 860.293.0685
kpond@tedfordhenry.com

Diane Woodfield Whitney

Pullman & Comley LLC
90 State House Square
Hartford, CT 06103
T: 860.424.4330
F: 860.424.4370
dwhitney@pullcom.com
TOX, EPA, LIT

DISTRICT OF COLUMBIA

Michele A. Cimbala

Sterne Kessler Goldstein & Fox PLLC
1101 New York Avenue, NW
Washington, DC 20005
T: 202.371.2600
F: 202.371.2540
mcimbala@skgf.com
BIO

NETWORKING ROSTER

Tracy-Gene G. Durkin
Sterne Kessler Goldstein & Fox PLLC
1100 New York Avenue, NW
Washington, DC 20005
T: 202.371.2600
F: 202.371.2450
tdurkin@skgf.com

Elaine Fitch
Kalijarvi, Chuzy & Newman, P.C.
1901 L. Street, NW
Suite 610
Washington, DC 20036
T: 202.331.9260
F: 202.331.9261
efitch@kcnlaw.com

Deborah Schwager Froling
Arent Fox LLP
1050 Connecticut Avenue, NW
Washington, DC 20036
T: 202.857.6075
F: 202.857.6395
froling.deborah@arentfox.com
COR, RES, SEC, M&A

Arielle S. Krause
McKee Nelson LLP
1919 M Street, NW
Washington, DC 20036
T: 202.327.2079
arielle.krause@gmail.com
TAX

Katherine S. Neville
Neville Career Consulting, LLC
1625 K Street, NW
Suite 310
Washington, DC 20006
T: 202.997.9854
kneville@nevillecareerconsulting.com
BSL

Karla L. Palmer
McDermott Will & Emery LLP
600 13th Street, N.W.
Washington, DC 20005
T: 202.756.8142
F: 202.756.8087
kpalmer@mwe.com
BSL

Kathy Russo
Hughes Hubbard & Reed LLP
1775 I Street, N.W.
Washington, DC 20006
T: 202.721.4720
F: 202.721.4646
russo@hugheshubbard.com
COR

Cheryl A. Tritt
Morrison Foerster, LLP
2000 Pennsylvania Avenue, NW
Suite 5500
Washington, DC 20006
T: 202.887.1510
F: 202.887.0763
ctritt@mofo.com

DELAWARE

Ellisa Opstbaum Habbart
The Delaware Counsel Group LLP
300 Martin Luther King Blvd.
Suite 200
Wilmington, DE 19801
T: 302.576.9600
F: 302.576.9608
ehabbart@delawarecounselgroup.com
COR, M&A, Other

Heather D. Jefferson
The Delaware Counsel Group LLP
300 Martin Luther King Blvd.
Suite 200
Wilmington, DE 19801
T: 302.576.9600
F: 302.576.9608
hjefferson@delawarecounselgroup.com
COR, Other

Janine M. Salomone
Potter Anderson & Corroon LLP
1313 North Market Street
Herculez Plaza, 6th Floor
Wilmington, DE 19801
T: 302.984.6128
F: 302.778.6178
jsalomone@potteranderson.com
COR

Katelyn M. Torpey
McCarter & English LLP
405 N. King Street
Wilmington, DE 19801
T: 302.984.6365
F: 302.220.4617
ktorpey@mccarter.com
LIT

FLORIDA

Nicole Bloom Dion
Adorno & Yoss LLP
1625 South Congree Avenue
Suite 300
DeBary Beach, FL 33445
T: 561.454.0301
F: 561.939.6595
ndion@adorno.com
Other

Peggy Smith Bush
Cabaniss Smith Toole & Wiggins P.L.
P.O. Box 4924
Orlando, FL 32802
T: 407.246.1800
F: 407.246.1895
pbush@cabaniss.net
PRL, PIL

Heather M. Byrer
Stiles, Taylor & Grace, P.A.
PO Box 48190
Jacksonville, FL 32247
T: 904.636.7501
F: 800.853.8191
hbyrer@stileslawfirm.com
EEO

Victoria Santoro Calebrese
Kapner, Calebrese & Kapner, P.A.
250 South Australian Avenue
One Clearlake Centre
Suite 1402
West Palm Beach, FL 33401
T: 561.655.3000
F: 561.655.8899
vicky@lewiskapner.com
FAM, MAR

E. Ginnette Childs
Akerman Senterfitt
420 South Orange Avenue
Suite 1200
Orlando, FL 32801
T: 407.423.4000
F: 407.843.6610
ginny.childs@akerman.com
RES, BNK, LIT

Barbara J Compiani
Kreusler-Walsh, Compiani & Vargas PA
501 South Flagler Drive
Suite 503
West Palm Beach, FL 33401
T: 561.659.5455
F: 561.820.8762
bcompiani@jkwpa.com
APP

Barbara D'Amico
4620 Turnberry Lake Drive, #306
Estero, FL 33928
T: 914.563.6652
barbara@barbaradamico.com
BNK, CON

Kathryn M. Fried
Lash & Goldberg, LLP
101 S.E. 2nd Street
Suite 1200
Miami, FL 33131
T: 305.347.4040
F: 305.347.4050
kfried@lashgoldberg.com
COM, LIT, HCA

NETWORKING ROSTER

Meryl Gold-Levy

Sunpass Ticket Defense Law Firm
1825 Ponce De Leon Blvd., #400
Miami, FL 33134
T: 305.962.8084
F: 305.441.6622
mgfred@aol.com
Other

Debra Potter Klauber

Haliczer Pettis & Schwamm
100 S.E. 3rd Avenue
One Financial Plaza
7th Floor
Fort Lauderdale, FL 33313
T: 954.523.9922
F: 954.522.2512
dklauber@haliczperettis.com
APP, MED, PIL

Jane Kreusler-Walsh

Kreusler-Walsh Compiani & Vargas PA
501 South Flagler Drive
Suite 503
West Palm Beach, FL 33401
T: 561.659.5455
F: 561.820.8762
janewalsh@jkwpa.com
APP

Mary Jo Meives

Accident & Personal Injury Law Center P.A.
3800 South Ocean Drive
Suite 217
Hollywood, FL 33019
T: 305.940.7599
F: 954.458.1631
mjmlegal01@aol.com
MED, PIL

Rebecca J. Mercier Vargas

Kreusler-Walsh, Compiani & Vargas PA
501 South Flagler Drive
Suite 503
West Palm Beach, FL 33401
T: 561.659.5455
F: 561.820.8762
rmercier@jkwpa.com
APP

Laurie E. Stern

Lash & Goldberg, LLP
100 S.E. 2nd Street
Suite 1200
Miami, FL 33131
T: 305.347.4040
F: 305.347.4050
lsfern@lashgoldberg.com
COM, APP, HCA

GEORGIA

Debra D. Bernstein

Alston + Bird LLP
One Atlantic Center
1201 West Peachtree Street
Atlanta, GA 30309
T: 404.881.4476
debra.bernstein@alston.com
ANT, CAS, COM, BSL

Cindy A. Brazell

Jones Day
1420 Peachtree Street, NE
8th Floor
Atlanta, GA 30309
T: 404.581.8294
F: 404.581.8330
cbrazell@jonesday.com
BNK, FIN

Lisa H. Cassilly

Alston + Bird LLP
1201 West Peachtree Street
Atlanta, GA 30309
T: 404.881-7000
F: 404.881.7777
lisa.cassilly@alston.com
EEO

Taylor Tapley Daly

Nelson Mullins Riley & Scarborough LLP
Atlantic Station
201 17th Street NW
Suite 1700
Atlanta, GA 30363
T: 404.817.6000
F: 404.322.6050
taylor.daly@nelsonmullins.com
BSL, ADR, PRL

Barbara Gallo

Nelson Mullins Riley & Scarborough LLP
Atlantic Station
201 17th Street, NW
Suite 1700
Atlanta, GA 30363
T: 404.322.6168
F: 404.322.6029
barbara.gallo@nelsonmullins.com
EPA

Georgia Association For Women Lawyers, Inc.

3855 Spalding Bluff Drive
Norcross, GA 30092
T: 770.446.1517
F: 770.446.7721
admin@gawl.org

Camille N. Jarman

Huff, Powell & Bailey, LLC
1355 Peachtree Street
Suite 2000
Atlanta, GA 30309
T: 404.892.4022
F: 404.892.4033
cjarman@huffpowellbailey.com
MED, BSL, PRL, Other

Elisa S. Kodish

Nelson Mullins Riley & Scarborough LLP
Atlantic Station
201 17th Street NW
Suite 1700
Atlanta, GA 30363
T: 404.817.6160
F: 404.817.6050
elisa.kodish@nelsonmullins.com
LIT, PRL

Courtney Guyton McBurney

Alston + Bird LLP
1201 West Peachtree Street
Atlanta, GA 30309
T: 404.881.7938
cguyton@alston.com
GOV

Kristen Melton

Alston + Bird LLP
One Atlantic Center
1201 West Peachtree Street
Atlanta, GA 30309
T: 404.881.7980
F: 404.881.7777
kristen.melton@alston.com
ILP, LIT

Jill A. Pryor

Bondurant Mixson & Elmore, LLP
1201 West Peachtree Street
Suite 3900
Atlanta, GA 30309
T: 404.881.4131
pryor@bmelaw.com
BSL, APP

Elizabeth Gray Tatum

Tatum Hillman Hickerson & Powell, LLP
1737 West Wesley Road
Atlanta, GA 30327
T: 404.351.2261
F: 404.352.0793
etatum@thplawfirm.com
RES, Other

Christian Torggrimson

Pursley Lowery Meeks LLP
260 Peachtree Street, NW
Suite 2000
Atlanta, GA 30303
T: 404.880.7197
F: 404.880.7199
ctorgrimson@plmlp.com

NETWORKING ROSTER

ILLINOIS

Shauna L. Boliker Andrews

Cook County State's Attorney's Office
2650 S. California Avenue
Chicago, IL 60608
T: 773.869.3112
F: 773.869.2382
sbolike@cookcounty.gov

Cara M. Houck

Miller Canfield Paddock and Stone, P.L.C.
225 W. Washington Street
Suite 2600
Chicago, IL 60606
T: 312.240.4239
F: 312.460.4201
cmh1248@yahoo.com
LIT

Cheryl Tama Oblander

Butler Rubin Saltarelli & Boyd LLP
70 West Madison Street
Suite 1800
Chicago, IL 60602
T: 312.696.4481
F: 312.276.4830
ctama@butlerrubin.com
EEO, LIT

Marilyn McCabe Reidy

Johnson & Bell, Ltd.
33 West Monroe
Suite 2700
Chicago, IL 60603
T: 312.984.0288
F: 312.372.9818
reidym@jbltd.com
LIT, MED, HCA

Patricia F. Sharkey

McGuireWoods LLP
77 West Wacker Drive
Chicago, IL 60601
T: 312.750.8601
F: 312.849.3690
psharkey@mcguirewoods.com
EPA

Sandra S. Yamate

American Bar Association
321 North Clark
Chicago, IL 60654
T: 312.988.5638
syamate@hotmail.com
Other

INDIANA

Melanie Morgan Dunajeski

Beckman Kelly & Smith
5920 Hohman Avenue
Hammond, IN 46311
T: 219.933.6200
F: 219.933.6201
mdunajeski@bkslegal.com
INS, EEO, LIT

Melanie D. Margolin

Frost Brown Todd LLC
201 North Illinois Street
Suite 1000
Indianapolis, IN 46244
T: 317.237.3836
F: 317.237.3900
mmargolin@fbtlaw.com
BSL

Tammy J. Meyer

Miller & Meyer LLP
9102 N. Meridian Street
Suite 500
Indianapolis, IN 46260
T: 317.571.8300
F: 317.571.8302
tmeyer@millermeyerrlp.com
LIT, PRL, INS

IOWA

Roxanne Barton Conlin

Roxanne Conlin & Associates, P.C.
319 7th Street
Suite 600
Des Moines, IA 50309
T: 515.283.1111
F: 515.282.0477
Roxlaw@aol.com
PIL, EEO, MED

KANSAS

Linda S. Parks

Hite, Fanning & Honeyman LLP
100 N. Broadway
Suite 100
Wichita, KS 67202
T: 316.265.7741
F: 316.267.7803
parks@hitefanning.com

KENTUCKY

Angela McCorkle Buckler

Wyatt, Tarrant & Combs, LLP
500 West Jefferson Street
Suite 2800
Louisville, KY 40202
T: 502.562.7391
F: 502.589.0309
abuckler@wyattfirm.com

Jaime L. Cox

Stites & Harbison PLLC
400 W. Market Street
Suite 1800
Louisville, KY 40202
T: 502.681.0576
F: 502.779.8285
jcox@stites.com
RES

Maria A. Fernandez

Fernandez Friedman Haynes & Kohn PLLC
401 W. Main Street
Suite 1807
Louisville, KY 40202
T: 502.657.7130
F: 502.657.7151
mfernandez@ffgklaw.com
EST, PRB, ELD, BSL

LOUISIANA

M. Nan Alessandra

Phelps Dunbar LLP
365 Canal Street
Suite 2000
New Orleans, LA 70130
T: 504.584.9297
F: 504.568.9130
alessann@phelps.com
EEO, CIV

MASSACHUSETTS

Faith F Driscoll

RCN
14 Carlisle Road
Dedham, MA 02026
T: 781.326.6645
faithd@rcn.com
ILP

Deborah Gale Evans

Michaels, Ward & Rabinovitz
12 Post Office Square
Boston, MA 02109
T: 617.350.4040
F: 617.350.4050
dge@michaelsward.com
SEC, LIT

NETWORKING ROSTER

MICHIGAN

Sue Ellen Eisenberg

Sue Ellen Eisenberg & Associates
33 Bloomfield Hills Parkway
Suite 145
Bloomfield Hills, MI 48304
T: 248.258.5050
F: 248.258.5055
see@seelawpc.com

Jaclyn Shoshana Levine

Miller, Canfield, Paddock and Stone, PLC
One Michigan Avenue
Suite 900
Lansing, MI 48933
T: 517.487.2070
F: 517.374.6304
levine@millercanfield.com
LIT, EPA

Women Lawyers Association of Michigan

3300 Washtenaw Avenue
Suite 220
Ann Arbor, MI 48104
T: 734.973.7600
F: 734.677.2407
kay@vcia2.com

MINNESOTA

Marlene S. Garvis

Jardine, Logan & O'Brien, PLLP
8519 Egel Point Blvd.
Suite 100
Lake Elmo, MN 55042
T: 651.290.6569
F: 651.223.5070
mgarvis@jloilaw.com
HCA, EEO, PRL, ETH

MISSISSIPPI

Sharon F. Bridges

Brunini, Grantham, Grower & Hewes, PLLC
248 E. Capital Street
Suite 1400
Jackson, MS 39201
T: 601.948.3101
F: 601.960.6902
sbridges@brunini.com

Kristina M. Johnson

Watkins Ludlam Winter & Stennis P.A.
633 North State Street
Suite 800
P.O.Box 427
Jackson, MS 39205
T: 601.949.4785
F: 601.949.4804
kjohnson@watkinsludlam.com
BSL, BKR

Charlene Newman

Butler, Snow, O'Mara, Stevens & Cannada, PLLC
P.O. Box 22567
Jackson, MS 22567
T: 601.985.4590
F: 601.985.4500

Shanda M. Yates

Wells Marble & Hurst, PLLC
P.O. Box 131
Jackson, MS 39205
T: 601.605.6900
syates@wellsmar.com

MISSOURI

Elaine M. Moss

Brown & James, P.C.
1010 Market Street
20th Floor
St. Louis, MO 63101
T: 314.242.5208
F: 314.242.5408
emoss@bjpc.com
INS, LIT

Norah J. Ryan

Norah J. Ryan Attorney at Law
230 Bemiston Avenue
Suite 510
St. Louis, MO 63105
T: 314.727.3386
F: 314.727.6782
norah.ryan@att.net
LIT

NEW JERSEY

Stacy Adams

Littler Mendelson PC
One Newark Center
1085 Raymond Blvd.
8th Floor
Newark, NJ 07102
T: 973.848.4738
F: 973.741.2314
sdadams@littler.com

Sarah M. Canberg

Porzio Bromberg and Newman
100 Southgate Parkway
Morristown, NJ 07962
T: 973.889.4204
F: 973.538.5146
smcanberg@pbnlaw.com
EPA, LND

Geralyn Gahran Humphrey, Esq.

33 Washington Avenue
West Caldwell, NJ 07006
T: 973.632.5593
F: 973.403.8381
gghwc@yahoo.com
COR, M&A, RES

Lynn F. Miller

Miller, Miller & Tucker, P.A.
96 Paterson Street
New Brunswick, NJ 08901
T: 732.828.2234
F: 732.828.9063
lmiller@millerandmiller.com
FAM, BKR, EST, LIT

Judith Sullivan

White and Williams LLP
East 80 Route 4
Paramus, NJ 07652
T: 201.368.7214
F: 201.368.7254
sullivanj@whiteandwilliams.com
LIT, BSL

NEW MEXICO

Gwenellen P. Janov

Janov Law Offices, P.C.
901 Rio Grande Blvd., NW
Suite F-144
Albuquerque, NM 87104
T: 505.842.8302
F: 505.842.8309
gjanov@janovcooneylaw.com
LIT, PRB, Other

NEW YORK

Monica Barron

Georgoulis & Associates PLLC
45 Broadway
14th Floor
New York, NY 10006
T: 212.425.7854
texas.mb@verizon.net

Leona Beane

11 Park Place
Suite 1100
New York, NY 10007
T: 212.608.0919
F: 212.791.6927
lawyerlbeane@aol.com
GRD, T&E, ADR, PRB

NETWORKING ROSTER

Stacie Bennett

Herzfeld & Rubin, P.C.
40 Wall Street
New York, NY 10005
T: 212.471.8485
stacielbennett@gmail.com
LIT, PRL

Susan Corcoran

Jackson Lewis LLP
One N. Broadway
15th Floor
White Plains, NY 10601
T: 914.514.6104
F: 914.328.1882
corcoras@jacksonlewis.com
EEO

Alexandra Duran

Career Transitioning
150 E. 85th Street
11th Floor
New York, NY 10028
T: 212.535.1486
F: 212.794.9756
alexandra@alexandraduran.com
CLT, EEO

Martha E. Gifford

Law Offices of Martha E. Gifford
93 Montague Street, #220
Brooklyn, NY 11201
T: 778.858.7577
giffordlaw.mac.com
ANT, CRM, LIT

Tara J. Goldsmith

Garganigo Goldsmith & Weiss
14 Penn Plaza
Suite 1020
New York, NY 10122
T: 212.643.6400
F: 212.643.6549
tgoldsmith@ggw.com
IMM

Lisa DiPoala Haber

Gilberti Stinziano Heintz & Smith, P.C.
555 East Genesee Street
Syracuse, NY 13202
T: 315.442.0183
F: 315.442.0169
lad@gilbertilaw.com
LIT

Alesandra Lanto, Ph.D.

Psychologist-Writer & Coach to Professional Women
60 E. 8th Street, #30D
New York, NY 10003
T: 917.208.8230
alesandra.lanto@att.net

Grace P. Lee, Ph.D., J.D.

The Forensic Psychology Group
141 E. 55th Street
Suite 3D
New York, NY 10022
T: 212.888.8199
F: 212.888.1988
LeePhDJD@gmail.com
IMM, CRM

Helen M. Maher

Boles Schiller & Flexner, LLP
333 Main Street
Armonk, NY 10504
T: 914.749.8200
F: 914.749.8300
hmaher@bsfillp.com
LIT, SPT, ANT

Sharon Mahn

Major Lindsey & Africa
551 Fifth Avenue
New York, NY 10280
T: 212.201-3963
smahn@mlaglobal.com
Other

Maureen W. McCarthy

Law Offices of M.W. McCarthy
126 Waverly Place, #3E
New York, NY 10011
T: 212.475.4378
F: 212.674.3916
maureenwmccarthy@gmail.com
COR, INT, Other

Gloria S. Neuwirth

Davidson, Dawson & Clark LLP
60 East 42nd Street
38th Floor
New York, NY 10165
T: 212.557.7720
F: 212.286.8513
gsneuirth@davidsondawson.com
EST, PRB, T&E, NPF

Laura S. Norman

Greenberg Traurig LLP
200 Park Ave
15th Floor
New York, NY 10166
T: 212.801.9259
F: 212.805.9259
normanl@gtlaw.com
RES

Gille Ann Rabbin, Esq.

60 East End Avenue
New York, NY 10028
T: 917.763.0579
F: 212.288.0052
gilieann@aol.com

Amy Tridgell

Crowell & Moring, LLP
590 Madison Avenue
20th Floor
New York, NY 10022
T: 212.803.4013
F: 212.223.4134
atridgell@crowell.com
LIT

Annie J. Wang

Wormser, Kiely, Galef & Jacobs LLP
825 Third Avenue
New York, NY 10022
T: 212.573.0613
F: 212.687.5703
awang@wkgj.com
IMM

NORTH CAROLINA

Susan J. Giamportone

Womble Carlye Sandridge & Rice, PLLC
One West Fourth Street
Winston-Salem, NC 27101
T: 336.728.7075
F: 336.726.6044
sgiamportone@wcsr.com
TOL, HCA

OHIO

Suzanne Bretz Blum

Cooper & Walinski, L.P.A.
1375 East 9th Street
Suite 2330
Cleveland, OH 44114
T: 216.624.4050
F: 216.624.4084
blum@cooperwalinski.com
LIT

Diane E. Citrino

Cooper & Walinski, L.P.A.
2330 One Cleveland Center
1375 E. 9th Street
Cleveland, OH 44114
T: 216.624.4050
F: 216.685.1635
citrino@cooperwalinski.com

Amy Leopard

Walter & Haverfield LLP
1301 E. 9th Street
Suite 3500
Cleveland, OH 44114
T: 216.928.2889
F: 216.916.2328
aleopard@walterhav.com
COR, ILP, BIO, HCA

NETWORKING ROSTER

Margaret J. Lockhart

Cooper & Walinski L.P.A.
900 Adams Street
Toledo, OH 43604
T: 419.241.1200
F: 419.242.9606
lockhart@cooperwalinski.com
EDU, LIT, EEO

Amanda Martinsek

Cooper & Walinski, L.P.A.
2330 One Cleveland Center
1375 E. 9th Street
Cleveland, OH 44114
T: 216.316.3278
F: 216.685.1635
martinsek@cooperwalinski.com
INS

Beatrice K. Sowald

Sowald, Sowald, Anderson & Hawley
400 South Fifth Street
Suite 101
Columbus, OH 43215
T: 614.464.1877
F: 614.464.2035
bsowald@sowaldclouse.com
FAM, PRB

Elizabeth M. Stanton

Chester Wilcox & Saxbe LLP
65 East State Street
Suite 1000
Columbus, OH 43215
T: 614.221.4000
F: 614.221.4012
estanton@cwslaw.com
EEO, EDU, APP, MUN

Beth A. Wilson

Cooper & Walinski L.P.A.
900 Adams Street
Toledo, OH 43604
T: 419.241.1200
F: 419.242.5675
wilson@cooperwalinski.com
ADR, CIV, EEO, ETH

OKLAHOMA

Allison L. Thompson

Latham, Stall, Wagner, Steele, & Lehman, PC
1800 South Baltimore
Suite 500
Tulsa, OK 74119
T: 918.382.7523
F: 918.274.1156
athompson@lswsl.com
CIV

OREGON

Heather J. Van Meter

Williams Kastner
888 SW 5th Avenue
Suite 600
Portland, OR 97204
T: 503.944.6973
hvanmeter@williamskastner.com
LIT

PENNSYLVANIA

Patricia A. Dansbury

Law Office of Patricia A. Dansbury
P.O. Box 445
Yardley, PA 19067
T: 215.493.2430
F: 215.493.3897
pdansbury@dansburylaw.com
CON, COM, LIT, Other

Phyllis Horn Epstein

Epstein, Shapiro & Epstein, P.C.
1515 Market Street
15th Floor
Philadelphia, PA 19102
T: 215.563.1200
F: 215.564.5132
phyllis@eselaw.com
TAX, T&E, COR

Kelly Phillips Erb

Erblaw LLC
5901 Ridge Avenue
Suite 100
Philadelphia, PA 19128
T: 215.508.4419
F: 215.508.4428
taxgirl@erblaw.com

Nancy O'Mara Ezold

Nancy O'Mara Ezold, P.C.
One Belmont Avenue
Suite 501
Bala Cynwyd, PA 19004
T: 610.660.5585
F: 610.660.5595
nezold@ezoldlaw.com
EEO, BSL, PIL

Deborah A. Logan, Esq.

Lipton, Weinberber & Husick
P.O. Box 158
Newton Square, PA 19073
T: 610.228.4195
dlogan@domainlegalcounsel.com
ILP, NET

Courtney Seda McDonnell

McDonnell & Associates
Metropolitan Business Center
860 First Avenue
Unit 5B
King of Prussia, PA 19406
T: 610.337.2087
F: 610.337.2575
cseda@mcdca-law.com
INS, EEO

Bette J. Walters, Esq.

1351 Penllyn Blue Bell Pike
Blue Bell, PA 19422
T: 215.704.2335
F: 215.689.2994
bettewalters@comcast.net
Other

SOUTH CAROLINA

Ashley P. Cuttino

Ogletree, Deakins, Nash, Smoak & Stewart, P.C.
300 N. Main Street
5th Floor
Greenville, SC 29601
T: 864.271.1300
F: 864.235.8806
ashley.cuttino@odnss.com
LIT, EEO

Mary E. Sharp

Griffith, Sadler & Sharp, PA
PO Drawer 570
Beaufort, SC 29901
T: 843.521.4242
F: 843.521.4247
mes@gandspa.com
LIT, PIL, ETH, TOL

TENNESSEE

Marcia Meredith Eason

Miller & Martin PLLC
Volunteer Building
832 Georgia Avenue
Suite 1000
Chattanooga, TN 37402
T: 423.785.8304
F: 423.785.8480
meason@millermartin.com

TEXAS

Dawn S. Born

Valerus Compression Services
919 Milam Street
Suite 1000
Houston, TX 77002
T: 713.744.6158
F: 713.744.6147
dborn@valerus-co.com
ENG, COR, INS, FIN

Jessica L. Crutcher

Mayer Brown LLP
700 Louisiana
Suite 3400
Houston, TX 77002
T: 713.238.2736
F: 713.238.4736
jcrutcher@mayerbrown.com

Marcela L. Cuadrado

Taylor Cuadrado PC
3200 Southwest Freeway
Suite 3300
Houston, TX 77027
T: 713.402.6173
F: 713.402.6154
cuadrado@tc-lawyers.com
LIT, SEC, BSL

Sharla Frost

Powers & Frost LLP
1221 McKinney Street
2400 One Houston Center
Houston, TX 77010
T: 713.767.1555
F: 713.767.1799
sfrost@powersfrost.com
BSL, COM, COR, PRL

Gwendolyn Frost

Powers & Frost LLP
1221 McKinney Street
2400 One Houston Center
Houston, TX 77010
T: 713.767.1555
F: 713.767.1799
gwenfrost@powersfrost.com
LIT, ENT, SPT

Laura Ellis Kugler
Bailey Crowe & Kugler, LLP
901 Main Street
Suite 6550
Dallas, TX 75202
T: 214.231.0543
F: 214.231.0556
lkugler@bcklaw.com
PRL, LIT, Other

Retta A. Miller
Jackson Walker LLP
901 Main Street
Suite 6000
Dallas, TX 75202
T: 214.953.6035
F: 214.661.6676
rmiller@jw.com
LIT, EEO, ADR, SEC

Martha M. Newman, J.D., ACC
Gain Your Goals
601 Penn Street
Fort Worth, TX 76102
T: 817.992.6711
F: 817.870.1152
coach@gainyourgoals.com
CLT

Jacqueline Peterson
K&L Gates
2828 N. Harwood
Suite 1800
Dallas, TX 75201
T: 214.939.4900
F: 214.939.4949
jacqueline.peterson@klgates.com
WCC, LIT

Courtney B. Sapire
Sapire Search Group, Inc.
2630 Exposition Blvd.
Suite 119-B
Austin, TX 78703
T: 866.413.2868
F: 866.793.8007
csapire@sapiresearch.com
Other

VIRGINIA

Pamela Belleman
Troutman Sanders LLP
P. O. Box 1122
Richmond, VA 23218
T: 804.697.1456
F: 804.698.6005
pam.belleman@troutmansanders.com
COM, RES

Dorothea W. Dickerman
McGuireWoods LLP
1750 Tysons Blvd.
Suite 1800
McLean, VA 22102
T: 703.712.5387
F: 703.712.5242
ddickerman@mcguirewoods.com

Sandra Giannone Ezell
Bowman and Brooke LLP
1111 E. Main Street
Suite 2100
Richmond, VA 23219
T: 804.819.1156
F: 804.649.1762
sandra.ezell@bowmanandbrooke.com
PRL, BSL

Joy C. Fuhr
McGuireWoods LLP
901 E. Cary Street
Richmond, VA 23219
T: 804.775.4341
jfuhr@mcguirewoods.com
TOX, LIT, EPA, PRL

Susanne Jones
O'Brien Jones, PLLC
8200 Greensboro Drive
Suite 1020A
McLean, VA 22102
T: 202.292.4693
F: 202.292.4691
susanne.jones@obrienjones.com

Veronica G. Kayne
Haynes and Boone, LLP
1614 Brookside Road
McLean, VA 22101
T: 703-237-5193
veronica.kayne@yahoo.com
LIT, ANT

Jane Sper
Kutak Rock LLP
Bank of America Center
Suite 800
1111 East Main Street
Richmond, VA 23219
T: 804.644.1700
F: 804.783.6192
jane.sper@kutakrock.com
RES, TAX

WISCONSIN

Rebecca Coffee
Mastantuono Law Office
817 N. Marshall Street
Milwaukee, WI 53202
T: 414.276.8662
F: 414.276.8661
rcoffee@mastantuono-law.com
CRM

Stephanie M. Erickson
Meissner Tierney Fisher & Nicholas, S.C.
111 E. Kilbourn Avenue
19th Floor
The Milwaukee Center
Milwaukee, WI 53202
T: 414.273.1300
F: 414.273.5840
sme@mtfn.com
LIT, INS

INTERNATIONAL

Lori M. Duffy
Weirfoulds LLP
130 King Street West
Suite 1600
P.O.Box 480
Toronto, Ontario, CN M5X 1J5
T: 416.947.5009
F: 416.365.1876
lduffy@weirfoulds.com
RES, T&E

Lori A. Prokopich
Cassels Brock & Blackwell LLP
Scotia Plaza
40 King St. West
Suite 2100
Toronto, ON M2P 1R2
T: 416.869.5485
F: 416.350.6934
lprokopich@casselsbrock.com
BSL, COR, M&A

STARNES | ATCHISON LLP

*We are proud
to support the
National Association
of Women Lawyers
and the work of
women in law
across the nation
and around the world.*

100 Brookwood Place
Seventh Floor
Birmingham, Alabama 35209
(205) 868-6000
www.starneslaw.com

DIVERSITY - NOUN 1: THE CONDITION OF BEING DIVERSE; 2: ESPECIALLY: THE INCLUSION OF DIVERSE PEOPLE (AS PEOPLE OF DIFFERENT RACES OR CULTURES IN A GROUP OR ORGANIZATION).

ADORNO & YOSS Diversity is the Difference®

300 ATTORNEYS

NATIONAL COVERAGE

30 PRACTICE AREAS OF LEGAL EXPERIENCE

WINNER OF THE 2005 & 2007 THOMAS L. SAGER AWARD

ONLY LAW FIRM MEMBER OF THE NMSDC'S CORPORATE PLUS PROGRAM

THE NATION'S LARGEST CERTIFIED* MINORITY OWNED LAW FIRM

WINNER OF THE 2005 NATIONAL SUPPLIER OF THE YEAR AWARD

CALIFORNIA | DISTRICT OF COLUMBIA | FLORIDA
GEORGIA | ILLINOIS | MASSACHUSETTS | MISSOURI
NEW JERSEY | NEW YORK | TEXAS | WASHINGTON

800.861.2084 | ADORNO.COM

1525 PARK DE LEAN BLVD.
CORAL GABLES, FL 33134

*CERTIFIED BY THE NATIONAL MINORITY SUPPLIER
DEVELOPMENT COUNCIL.

BOIES, SCHILLER & FLEXNER LLP

We Support the Excellent Work of the
National Association of Women Lawyers

And Its Commitment to the
Advancement of Women Lawyers

And the
Legal Rights of Women

NEW YORK WASHINGTON DC FLORIDA CALIFORNIA NEW HAMPSHIRE NEVADA

www.bsflp.com

HINSHAW

& CULBERTSON LLP

is pleased to support


**The National Association
of Women Lawyers**



Hinshaw encourages our attorneys' participation in organizations and associations that enhance their professional, civic and cultural development. We are a national, full-service law firm with more than 460 attorneys in 24 offices.

info@hinshawlaw.com 1-800-300-6812 www.hinshawlaw.com

Arizona ■ California ■ Florida ■ Illinois ■ Indiana ■ Massachusetts
Minnesota ■ Missouri ■ New York ■ Oregon ■ Rhode Island ■ Wisconsin



Duane Morris®

The Duane Morris Women's Initiative
is proud to sponsor the
**National Association
of Women Lawyers**

Duane Morris LLP, a full-service law firm of more than 650 attorneys, offers innovative solutions across diverse industries in the United States and internationally to address the legal and business challenges of today's evolving global markets.

For more information, please contact:

Sharon L. Caffrey P: 215.979.1180 slcaffrey@duanemorris.com	Sandra A. Jeskie P: 215.979.1395 jeskie@duanemorris.com
--	--

Duane Morris LLP
30 South 17th Street | Philadelphia, PA 19103

Duane Morris – *Firm and Affiliate Offices* | New York | London | Singapore
Los Angeles | Chicago | Houston | Hanoi | Philadelphia | San Diego
San Francisco | Baltimore | Boston | Washington, D.C. | Las Vegas | Atlanta
Miami | Pittsburgh | Newark | Boca Raton | Wilmington | Princeton | Lake Tahoe
Ho Chi Minh City | Duane Morris LLP – *A Delaware limited liability partnership*

[www.duanemorris.com]

Exceptional People. An Exceptional Place.




Margaret Campbell
Environmental Partner
Executive Committee Member
Women's Forum Committee Chair

Troutman Sanders celebrates exceptional people like Margaret and provides a platform for their success. Learn more about Margaret at www.troutmansanders.com/margaret_campbell.



700 lawyers | 50 practice areas | 15 offices | troutmansanders.com




REAL HEART.

**EDWARDS ANGELL PALMER & DODGE LLP
IS PROUD TO SUPPORT
NAWL**

The real heart of Edwards Angell Palmer & Dodge lies within our people and the many different experiences and perspectives we share. We recognize, embrace and celebrate our differences and believe we can only provide our clients with the best possible representation if we reflect the diversity of the clients and communities we serve.

Get Real . . . Real People. Real Heart. eapdlaw.com



BOSTON MA | FT. LAUDERDALE FL | HARTFORD CT | MADISON NJ | NEW YORK NY
NEWPORT BEACH CA | PROVIDENCE RI | STAMFORD CT | WASHINGTON DC
WEST PALM BEACH FL | WILMINGTON DE | LONDON UK | HONG KONG (ASSOCIATED OFFICE)



Strength in Diversity

STEPTOE IS PROUD TO SUPPORT
THE NATIONAL ASSOCIATION OF
WOMEN LAWYERS AND ITS PROGRAMS

"Our firm-wide commitment to
an inclusive work force enables us
to provide the highest quality
legal services to our clients."

Sandy Chamblee
Chief Diversity Partner
Step toe & Johnson LLP

STEPTOE & JOHNSON LLP

Washington New York Chicago Phoenix Los Angeles
Century City Brussels London steptoe.com



Winston & Strawn LLP
is proud to support the
NATIONAL ASSOCIATION OF
WOMEN LAWYERS

Charlotte Chicago Geneva Hong Kong London Los Angeles
Moscow New York Newark Paris San Francisco Washington, D.C.
www.winston.com

WINSTON
& STRAWN
LLP

DOES DIVERSITY MATTER?



At Kilpatrick Stockton, we believe it does. That's why we're proud to be a sponsor of the NATIONAL ASSOCIATION OF WOMEN LAWYERS.

We congratulate NAWL on another successful year of advancing the interests of women in the law. We applaud your efforts and support your work to promote the social, political, and professional empowerment of women.

Working together is how Kilpatrick Stockton is making a difference to our firm, to our clients, to our communities, and beyond.

To learn more, visit www.KilpatrickStockton.com.

 KILPATRICK
STOCKTON LLP
Attorneys at Law

www.KilpatrickStockton.com

ATLANTA AUGUSTA CHARLOTTE DUBAI LONDON NEW YORK RALEIGH STOCKHOLM WASHINGTON WINSTON-SALEM

OGLETREE DEAKINS PROUDLY SUPPORTS THE NATIONAL ASSOCIATION OF WOMEN LAWYERS



Ogletree Deakins recognizes NAWL's 100+ years of service and commitment to the concerns and interests of women in the legal profession.

With 34 offices and more than 430 attorneys across the country, Ogletree Deakins is one of the largest labor and employment law firms in the nation, and is committed to supporting and promoting the retention and advancement of all qualified attorneys, regardless of race, gender, religion, age, sexual orientation, and other diverse characteristics.

We get to know our clients, then work alongside them to encourage a supportive work environment where all individuals can succeed. For more information on the firm, please visit www.ogletreedeakins.com.

EMPLOYERS AND LAWYERS, WORKING TOGETHER

Committed to the Success of Our Women Lawyers



Drinker Biddle & Reath LLP is proud to be an annual sponsor of the National Association of Women Lawyers and to support its mission to advance the interests of women in the law.



At Drinker Biddle, our commitment to outstanding client service embodies our commitment to diversity and our belief that providing premier legal work depends on our ability to hire, mentor and promote the highest quality lawyers. Our firmwide Women's Initiative works to further the retention and promotion of women lawyers, to support and assist them in stepping into leadership roles within the firm, and to foster greater marketing and business development opportunities for them. For more information on our Women's Initiative, please contact co-chairs Kathryn R. Doyle (Kathryn.Doyle@dbr.com) or Jennifer R. Breuer (Jennifer.Breuer@dbr.com).

Drinker Biddle

www.drinkerbiddle.com

LAW OFFICES | CALIFORNIA | DELAWARE | ILLINOIS | NEW JERSEY
NEW YORK | PENNSYLVANIA | WASHINGTON DC | WISCONSIN

Drinker Biddle & Reath LLP | A Delaware limited liability partnership



Advancing Women in the Legal Industry

EXPERIENCE LEADERSHIP.

Dickstein Shapiro is widely regarded for its commitment to advancing women's issues in the legal marketplace. The Firm actively works to foster an environment that is consistently employee- and family-friendly and maintains focused efforts to attract the most talented female attorneys. In 2009, Dickstein Shapiro topped the Project for Attorney Retention survey with 67% of its new partner promotions going to women in the Firm. The Managing Partners of the New York and Los Angeles offices, the Deputy General Counsel, two members of the Executive Committee, and four of its five C-level officers are women. For the past 18 years, the Firm has been an avid supporter of NAWL, and its attorneys have served in various leadership positions. Dickstein Shapiro partner Katherine Henry is a former NAWL President, and partner DeAnna Allen currently serves on the NAWL executive board. Working together with NAWL and other like-minded organizations, Dickstein Shapiro continues to improve the professional lives of women attorneys by encouraging their development and retention.

To learn more about our Women's Leadership Initiative (WLI), contact WLI Co-Leader Elaine Metlin at (202) 420-2263 or metline@dicksteinshapiro.com

DICKSTEINSHAPIRO_{LLP}

WASHINGTON, DC | NEW YORK | LOS ANGELES

© 2009 Dickstein Shapiro LLP. All Rights Reserved.



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

Presorted
Standard Mail
U.S. Postage
PAID
Permit # 73
West Caldwell, NJ

National Association of Women Lawyers
American Bar Center, MS 15.2
321 North Clark Street
Chicago, IL 60654

National Association of Women Lawyers

Mid-Year MEETING

save the date

Thursday, February 25, 2010
dallas, texas

Luncheon and CLE Programs ★
The Fairmont Dallas
1717 N. Akard Street
Dallas, Texas 75201
(214) 720-2020

Welcome Cocktail Reception ★
Wednesday, February 24, 2010
Belo Mansion