



NAWL'S FIFTH ANNUAL GENERAL COUNSEL INSTITUTE IN NEW YORK, NEW YORK

At NAWL's Fifth Annual General Counsel Institute in New York, the planning committee posed for posterity. From left to right, front row: Lorraine Koc, Deb Shops.; Marnita Robertson, UPS; Lisa Passante, DuPont; Marsha Anastasia, Pitney Bowes; Dorian Denburg, AT&T; middle row: Karen Roberts, WalMart; Sherri Faranoff, Columbia Association; Babette Orenstein, ConEd; Jane McBride, Optimus Legal; Lisa Cesare, Compass Group USA; Karen Morris, Allstate; Heidi Osborn, Unum; back row: Suellen Galish, Baker Robbins; Melissa Caen, Southern Co.; Catherine Ibold, Winn-Dixie; Merrie Cavanaugh, AT&T. Not pictured: Virginia Fogg, Norfolk Southern; Weiyen Jonas, Fidelity; Elizabeth Levy, Siemens Healthcare; Suzan Miller, Intel; Ellen Samuels, NCR; Martha Verscaj, AXA-Equitale; Shawn White, Prudential.

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Visit www.PBDI.org for the exact dates of our upcoming programs.

**ABOUT WOMEN LAWYERS JOURNAL****EDITOR**

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EDITORIAL POLICY

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

ARTICLES

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

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

About NAWL

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

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

BENEFITS OF MEMBERSHIP

- A voice on national and international issues affecting women through leadership in a national and historical organization
- Networking opportunities with women lawyers across the United States
- Access to programs specifically designed to assist women lawyers in their everyday practice and advancement in the profession
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- The opportunity to demonstrate your commitment and the commitment of your firm or company to support diversity in the legal profession.

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EDITOR'S NOTE

It almost seems like a broken record—while women in law firms have come a long way, they continue to have a long distance to travel. In October, NAWL and the NAWL Foundation published the fourth annual National Survey on Retention and Promotion of Women in Law Firms and it is included in this issue for everyone to read. This year's Survey included information regarding women as rainmakers in their firms as well as the impact that lawyer terminations have had on women lawyers. Unfortunately, the Survey found that almost half of the firms surveyed did not have any women in the top 10 rainmakers and that while lawyer terminations in general were proportionate to the overall numbers, the vast majority of terminations of part-time lawyers were women. Additionally, the Survey continues to show that women still do not occupy leadership positions in law firms in the numbers that they should. The Survey helps make the business case for advancement of women into law firm leadership. A copy of the Survey is also available for download on the NAWL website – www.nawl.org. I urge you to read the entire Survey and circulate it to your colleagues. The information contained in it can help in implementing changes that will move women forward into law firm leadership.



Other articles in this issue include an article from one of NAWL's sponsors, Davis Polk & Wardwell, regarding women in government service and their transition to law firm practice, as well as a practical approach to Ediscovery in state trial courts. Another article appearing in this issue looks at gender diversity in leadership and whether having women in high places makes a difference in how their organizations function and perform. It's a fascinating article and I encourage you to read it.

The pictures included in this issue are from some of the great events that NAWL has put on over the past few months, including its Fifth Annual General Counsel Institute in New York and highlights from its Nights of Giving held in Atlanta, Georgia and Birmingham, Alabama.

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

Warm wishes,

Deborah S. Froling, Editor

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PRESIDENT'S LETTER

For me, the beginning of a new year is always a time to reflect upon the past, to give thanks for the many blessings I have received, and make a fresh start with resolutions for the future. In 2008, NAWL resolved to further its mission of serving women in and under the law by banding together to give to those less fortunate. Our goals were to harness the collective power of our membership, reach out to organizations that benefit women and girls and make it easier for our members to commit themselves to public service.

Through the leadership of Immediate Past President Lisa Horowitz and in partnership with LexisNexis Cares, NAWL instituted its Nights of Giving Program. In the spring and fall of each year, NAWL members and friends have come together to support an organization dedicated to improving the lives of women and girls. Over the last year, NAWL members and supporters have, along with many co-sponsors, hosted the following events around the country:



December 2008

Washington, DC at Willkie Farr & Gallagher LLP for Girls Inc.

March 2009

Los Angeles, CA at The Suit Closet for Step Up Women's Network

Boston, MA at Bingham McCutchen LLP for Dress for Success

Miami, FL at Shutts & Bowen LLP for Casa Valentina

Hillside, NJ at the Community Food Bank of New Jersey for the food bank

April 2009

Chicago, IL at Drinker Biddle & Reath LLP for Sarah's Circle

October 2009

Atlanta, GA at The Coca-Cola Company for Girls Inc. of Greater Atlanta

Philadelphia, PA at Duane Morris LLP for Women Against Abuse

Birmingham, AL at Starnes & Atchison LLP for My Sister's Closet

I am proud to report that each of these Nights of Giving was well-attended by a group of dynamic women excited about making connections with one another, all for a worthy cause. We did a lot of good in 2009. This year, we are seeking increased participation in our Nights of Giving from our members and friends. NAWL recognizes that every one of you has either been directly affected or is close to someone affected by our economic downturn. Of course, it is in times like these that the needs of the wonderful organizations that NAWL's Nights of Giving support are greater than ever. I hope you will seek out and attend a Night of Giving this year, or continue to support the charities we recognized last year, with any resources you can provide. My deepest thanks to our NAWL members, friends and supporters, and our Nights of Giving partner Lexis Nexis Cares. Best wishes for a happy, prosperous and giving 2010.

Warmest regards,

Lisa Gilford

NAWL President 2009-2010

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EVENT HIGHLIGHTS

NAWL Fifth Annual General Counsel Institute

November 5-6, 2009, New York, New York

On November 5 and 6, 2009, at the Westin New York at Times Square hotel in New York City, NAWL held its Fifth Annual General Counsel Institute. The Institute provided over 250 participants a unique opportunity to learn from leading experts and experienced legal colleagues about the pressure points and measurements of success for general counsel in a supportive and interactive environment. Participants enjoyed plenary and workshop sessions with general counsel of major public corporations and other professionals in a collegial atmosphere while also engaging in networking opportunities with other senior legal professionals. The Institute was chaired by Lisa M. Passante of DuPont, and a member of the NAWL Executive Board.



Members of the audience at the Institute enjoy one of the panel presentations.



NAWL Past President Cathy Fleming, Babette Orenstein, planning committee member, and Institute Chair Lisa Passante enjoy some time together.



Attendees gather around keynote speaker Sara Moss, Executive Vice President and General Counsel of The Estée Lauder Companies, Inc., during a break at the Institute.



Members of the NAWL Executive Board together at the Institute. Front row: Lorraine Koc, Lisa Passante, Dorian Denburg, Carol Robles-Román; Middle row: Beth Kaufman, Anita Wallace Thomas, Lisa Gilford, Zoe Sanders Nettles, Cathy Fleming; Back row: Heather Giordanella, Salila Yohn, Executive Director Vicky DiProva, and Marsha Anastasia.

EVENT HIGHLIGHTS

NAWL Fifth Annual General Counsel Institute

November 5-6, 2009, New York, New York



Marsha Anastasia, NAWL President-elect Dorian Denburg and Institute Chair Lisa Passante enjoy a moment together. All three women are NAWL Executive Board Members.



One of the panel presentations from the Institute. Moderated by Marsha Anastasia (not pictured) and speakers Sally B. Narey, Fireman's Fund Insurance Company; Marc Gary, Fidelity Investments; Kim Rucker, Avon Products, Inc.; and Robin Smith of LEGO Systems Inc.

In Birmingham, Alabama, at the offices of Starnes & Atchison LLP, NAWL sponsored a Night of Giving benefitting 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.

In Atlanta, at the Coca-Cola Company, NAWL and other organizations sponsored a Night of Giving benefitting Girls Incorporated of Greater Atlanta, an organization which empowers girls to make good decisions and create healthy lifestyles.



NAWL Executive Director Vicky DiProva with a couple of the attendees in front of some of the donated clothes and accessories.



Attendees Marian Cover Dockery of Dockery & Associates, LLC and Leslie Turner of the Coca-Cola Company enjoy a light moment with Shannon, one of the Girls Incorporated participants.

Report Of The 2009 NAWL Survey On The Status Of Women In Law Firms¹

by Stephanie A. Scharf², Cheryl Tama Oblander³, Marianne Trost⁴ and Elizabeth Tipton⁵

“The average firm’s highest governing committee counts women as only 15% of its members—and about 14% of the nation’s largest firms have no women at all on their governing committees. Only about 6% of law firms have women managing partners.”

The National Association of Women Lawyers® (NAWL®) and the NAWL Foundation® are pleased to report the results of the fourth annual National Survey on the Status of Women in Law Firms (“Survey”).^{6,7}

The Survey program began in 2006 in recognition of the gap in objective statistics regarding the advancement of women lawyers into the highest levels of private practice. NAWL’s Survey is the only national study that annually tracks the professional progress of women in the nation’s 200 largest law firms⁸, by providing a comparative view of the careers and compensation of men and women lawyers at all levels of private practice, including senior roles as equity partners and law firm leaders, and data about the factors that influence career progression. By compiling annual objective data, the Survey aims to provide (a) an empirical picture of how women forge long-term careers in firms and what progress is being made in reaching the highest positions in firms; (b) benchmarking statistics for firms to use in measuring their own progress; and (c) over a multi-year period, longitudinal data for cause and effect analyses of the factors that enhance or impede the progress of women in firms. Several state and local bar associations have used the Survey to begin their own dialogues about the progress of women in particular regions. We would be pleased to work with other organizations to extend the Survey into local and regional areas.

Snapshot of the 2009 Survey Results

Women in Law Firm Leadership

Women play a surprisingly small role in the highest levels of law firm leadership. In spite of more than two decades in which women have graduated from law schools and started careers in private practice at about the same rate as men, women continue to be markedly underrepresented in the leadership ranks of firms. The average firm’s highest governing committee counts women as only 15% of its members—and about 14% of the nation’s largest firms have no women at all on their governing committees. Only about 6% of law firms have women managing partners.

Women as Equity Partners

Women lawyers account for fewer than 16% of equity partners, those lawyers who hold an ownership interest in their firms and occupy the most prestigious, powerful and best-paid positions. The relative lack of women equity partners may be a major factor in why the ranks of law firm leaders suffer a paucity of women. The likely result will be an extended period in which women are correspondingly underrepresented in leadership positions—unless firms focus on this continuing and, some might add, endemic problem of advancing women into the ranks of equity partners.

Women as Rainmakers

Rainmaking was a major focus of the 2009 Survey. The ability to “make rain”—bring in substantial business to a firm—is well known to affect the prospects of a successful career in private practice. We found the role of women as major rainmakers is surprisingly weak. Almost half the firms—46%—count no women at all in their top 10 rainmakers. The fact that women do not play dominant or even substantial roles in law firm rainmaking also impacts their prospects for leadership and compensation.

Partner Compensation

Women continue to earn less than their male counterparts at the highest levels of partnership, with women equity partners earning typically about \$66,000 less than their male counterparts. While this number shows substantially less disparity than in previous years, the result may stem from the fact that, on average, compensation in firms declined in the last year, narrowing the gender gap at least for the time being but certainly not close to eliminating it.

Impact of Lateral Hiring

For both male and female lawyers, moving is likely to be a better strategy than staying in the lawyer’s original firm. That said, males are recruited far more often for equity partnership than females. Firm structure impacts the extent

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to which home-grown lawyers or lateral hires are promoted to equity partner, with one tier firms more likely to promote women from within the firm to equity partner.

Impact of Recent Involuntary Terminations

The deep dive taken by many law firms in 2008 and 2009 as a result of the weakened economy led to lawyer terminations in larger numbers than have been seen in many years. In the 2009 survey, we studied the comparative impact of law firm terminations on women versus men, by surveying law firm terminations through end of June 2009. Men and women generally have been cut in rates proportionate to their numbers as associates and partners. The exception concerns terminations of part-time lawyers, which fall disproportionately on women even after taking into account that women fill the majority of part-time positions. The vast majority of part-timers who were cut were women lawyers, further decreasing the ranks of women lawyers and those who can position themselves to become equity partners or law firm leaders in the future.

Diversity Positions in Firms

About 70% of firms reported that they employ a person whose primary responsibility is to oversee the firm's diversity goals. The professional background of the person in the diversity position varied widely: about 49% of these positions are held by persons with a law degree, even if in their current post they are not practicing law, and 37% are held by non-lawyers. Whether or not diversity personnel focus full time on matters of diversity also varies. Nearly 64% of firms maintain one or more full time diversity positions, while the remaining firms staff the position with one or more part time positions or through a part-time Committee.

Impact of Law Firm Structure

The 2008 NAWL Survey was the first study to identify and collect data on a new type of law firm structure, the "mixed tier" firm, in which all equity partners are required to contribute capital to the firm but some are paid as if they were income partners. Our 2009 data show an increase in the structure with about 21% of the nation's largest firms now functioning as mixed tier firms. One tier firms appear to be better settings for the advancement of women lawyers because, as examples, one tier firms have larger percentages of women equity partners, and new women equity partners, and a smaller proportion of firms with lawyer terminations.

We now turn to more detailed analyses.

Women Lawyers in Law Firm Governance

Women play a lesser role in firm management than would be expected from the pipeline of women entering firms. The leading example is the pervasive absence of women as members of the highest governing committees of law firms,⁹ which are ultimately responsible for the firm's strategies, policies and practices, including policies for recruiting, training and promoting lawyers.

The median number of total members on these highest governing committees is 10, and some firms report committees with well over 25 members. Remarkably—even today—14% of firms report that they do not have any women members on the firm's highest governing body.¹⁰ In those firms where women do hold seats on the highest governing committee, the average percentage of female committee members has basically not changed over the past four years. In 2009, women comprised 15% of committee members. This translates into between one and two women, at the most, on the typical large firm governing committee. Of course, some firms reported four or five or six women on their highest governing committee but these levels are greatly the exception not the rule.

The advancement of women lawyers into the role of managing partner is even more disproportionate. In 2006, only 5% of managing partners in the largest firms in the country were women. Three years later, only 6% of women occupy this role.

We believe that the absence of women at the highest level of firm leadership has broad implications for the advancement of women in firms. It is at this level of management that decisions regarding firm policy, strategic growth and direction, recruiting and lateral hiring, compensation, billable hour requirements, elevation to partnership, prospects for part-time or time-off policies, and overall firm culture occur. When women are not part of the dialogue and the decision-making body that charts the future direction of firms, the chances are greater that whatever policies and practices are implemented will be less responsive to the career needs of women lawyers. Moreover, the quality of a law firm's decisions about all aspects of governance will be different and for the worse when a firm lacks a critical mass of women leaders.¹¹

We are aware that at the level of practice group leader, there has been an increase in the number of women leaders (at least as anecdotally reported). While these positions are not the ultimate decision making body, and there is great variation among firms as to how powerful a role these positions are, the increasing

"Almost half the firms—46%—count no women at all in their top 10 rainmakers. The fact that women do not play dominant or even substantial roles in law firm rainmaking also impacts their prospects for leadership and compensation."

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“A lawyer’s ability to generate business is the single most determinative factor in whether a lawyer will become an equity partner.”

number of women as practice group leaders may serve as a stepping stone to positions on the highest governing body. Ultimately, however, until women are an integral part of the major committees that affect the internal workings and future direction of their firms, it is unlikely that the change necessary to achieve gender parity in law firms will occur.

Advancement of Women into Equity Partnership

Women start out in about equal numbers to men when they enter law firms as first year associates. But the fall-off of women lawyers begins early in their careers and gains momentum at each level of seniority, which ultimately shrinks the equity partnership pool of women lawyers.

The lack of progress is certainly not because of a lack of women lawyers. In 1980, 67% of law school graduates were men and 33% women. A decade later, by 1990, women had progressed to 43% of graduates. And by 2000, that number had increased to 48%. For nearly two decades, women have started out in about equal numbers to men when they enter law firms as first year associates.¹²

As steady as the increase has been for women entering the profession, that increase has not translated into staying power and advancement—rather there is a steady decrease of women at each higher position in firms. The impact? An ever decreasing source of women for partnership and leadership roles.

In the typical firm¹³, women constitute 48% of first- and second-year associates, a percentage that approximates the law school population. By the seventh year, the ranks of women have dropped slightly to 45%.¹⁴ The gradual erosion of women heightens with seniority. On average, women constitute 34% of of-counsels, 27% of non-equity partners, and 16% of equity partners. This trend has not changed dramatically in a number of years despite the very substantial number of women law graduates who entered firms in the last 20 years.

From the perspective of law firms, the sine qua non of success in private practice is equity partnership. Women are not only underrepresented at that level, the data suggest that it takes longer for women to achieve equity status, a factor that perhaps compounds the earlier exit of women from partnership and leadership tracks. In the typical one tier firm, where equity is the only form of partnership, 18% of equity partners are women. In two tier and mixed tier firms, by year ten, women comprise only 10% of equity partners. By year 15, women make up 17% of the equity partners and by year 25 it is 18%. The data suggest that not only are far fewer women than men achieving equity status, it takes women substantially longer to reach that goal.

What do these statistics mean for the progress of women in private practice? It is hard to understand why year after year, the proportion of women in equity partnership remains so dismally low. Talented women lawyers continue to either leave law firm practice or “stand still” at their firms, when they should be advancing. And, the prospects of an increase any time soon are not optimistic, as the sections on law firm governance, lateral moves, rainmaking and involuntary terminations illustrate. To paraphrase our conclusion from the 2008 report, the year-over-year failure to move the needle, in spite of near-universal commitment to the goal of advancing women in private practice, raises the concern that firms have not yet implemented effective strategies and practices to bring about needed change.¹⁵

Women as Rainmakers

“A lawyer’s ability to generate business is the single most determinative factor in whether a lawyer will become an equity partner.”¹⁶ Business development is critical for the advancement of any lawyer into the upper ranks of law firm leadership and compensation. For reasons that we still do not fully understand, however, women have not achieved the same levels of rainmaking as their male counterparts.

The 2009 NAWL Survey collected hard data on the extent to which women play major rainmaking roles in large firms. Firms reported the gender of their biggest rainmaker and also reported the gender of the top ten rainmakers in the firm. These statistics are in the context of our law firm sample that had a median of 22 female equity partners and a median of 120 male equity partners.

The results are astounding, even to those of us familiar with the dynamics of legal business development. ***Almost half of large firms in the US (46%) have no women at all among their top ten rainmakers.*** Another third (32%) of large firms have only one woman among the top ten rainmakers in the firm. Some 15% of firms have two women among the top ten rainmakers, and the remaining small number of firms (6%) had three or four women rainmakers in their top ten. Consistent with this picture, almost three quarters of firms (72%) have no women at all in the top five rainmakers in the firm. The rest of the firms typically had only 1 woman in the top five.

These numbers show that women lawyers are terribly underrepresented in the ranks of major rainmakers in large US firms. Our data cannot tell us whether this underrepresentation is a function of less aggressive rainmaking activities among women, or the result of “inherited” clients of the firm flowing to men, whether women are given opportunities to participate in business development on an equal footing with

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men, whether women are receiving credit for business development at the same rate as men, or if there is some other explanation for the observed differences.

What do our data tell us about the impact of fewer women rainmakers on compensation within a firm? The firms without any women rainmakers in their top ten have a much greater pay differential between male and female partners. And, those large firms that have three or four women in their top ten rainmakers have basically eliminated overall differences in male/female compensation.¹⁷

No. women in top ten rainmakers	Median female difference in compensation
None	\$81,000 less than men
1 or 2 women	\$56,000 less than men
3 or 4 women	\$11,000 more than men (but few firms)

We were not able to observe a relationship between the number of women rainmakers and the percentage of female members of a firm's highest governing committee but that is because in most firms, the percentages are too low on both statistics to allow a meaningful relationship to emerge.

The Compensation Gap Between Men and Women Partners

The disparity between male and female compensation at the country's largest firms has been a subject of the NAWL Survey since its inception. The data collected each year continue to highlight the ongoing gap between what men and women earn at the most senior levels of firms.

As in previous Survey years, the highest compensated lawyer in the nation's largest firms continues to be male, 99% of the time. Clearly women lawyers are virtually non-existent among the elite group of those who are compensated the most by their firms. Also as in past NAWL Surveys, the 2009 data show that male equity partners in firms typically earn more than female equity partners by a substantial amount. In 2009, the median compensation reported for male equity attorneys was \$565,200 and the median compensation reported for female equity attorneys was \$499,350. In other words, the typical female equity partner earns only 88% of (or \$65,850 less than) her median male counterpart.¹⁸

In comparing this year's results to past years, we saw a closing of the compensation gap at the equity level. However, the smaller gap is likely an overall effect of reduced compensation generally at the equity level.

From 2008 to 2009, the median compensation fell for all positions and for both men and women. This decline was sharpest for equity partners, where 2009 median compensation fell below 87% of 2008 median compensation. The degree of this decrease differed for male and female equity partners, with men—higher paid on average to begin with—showing a greater reduction in median income than women. The reductions among male equity partners, though, were not so great that they came close to the lower compensation typically paid to female equity partners.¹⁹

The compensation gap at the non-equity partner level does show signs of some, albeit slow improvement. In 2009, the median non-equity male partner compensation was \$275,000 while the median non-equity female partner compensation was \$250,000. Interpreted differently, this means that women non-equity partners in 2009 made 92% of what the median non-equity male partner made, as compared to 87% in 2008, 86% in 2007, and 84% in 2006. Firm structure does not appear to have an impact on this differential.

Smaller median differences in compensation by gender are shown at the counsel level. Perhaps one of the reasons is that the counsel position is difficult to characterize and, depending on its definition, is disproportionately affected by gender. While compensation data for counsel positions in 2009 ranged from seven figures to the very low five figures, some conclusions can be drawn. The median compensation for all counsel positions was \$207,500. The median compensation for male counsel was \$217,500 while the median compensation for female counsel was \$192,500. These differences are roughly the same as in past years.²⁰

Not surprisingly, given the lockstep nature of most (but not all) firms in compensation of associates, the compensation of male and females at the associate level appears to be on par.²¹ As the industry explores alternative compensation approaches in response to economic pressures, it will be interesting to see whether the lock-step approach remains predominant and, if not, what effect that will have on the parity of male and female associate salaries in years to come.

Our data also show that compensation generally is affected by a firm's structure. One tier firms had higher lawyer compensation than two tier firms at all levels. Compensation in two tier firms exceeded levels of compensation in mixed tier firms at all levels.²²

We have been quoted as saying, if money equals power, there is little question that with each move up the law firm ladder, power increasingly rests with male lawyers. While women begin their careers compensated at roughly the same rate as men, this parity in pay is short

"The firms without any women rainmakers in their top ten have a much greater pay differential between male and female partners. And, those large firms that have three or four women in their top ten rainmakers have basically eliminated overall differences in male/female compensation."

NAWL SURVEY

“...the [lateral] move still favors men, who make up an astounding 85% of all recent equity laterals while women make up only 15% of all recent equity laterals.”

lived. Once women transition out of associate status and into counsel, non-equity, or equity positions in their firms, women receive less compensation than males regardless of the firm structure or status level in the firm. The severity of this discrepancy appears correlated to the structure of the firm and, ironically, worsens the higher up the partnership ladder women go.

The Market for Lateral Partners: Should She Stay or Should She Go?

In 2008, we initiated questions designed to determine whether the better strategy for achieving equity partnership for a woman lawyer is to stay with her original firm or to make a lateral move.²³ The 2008 data showed that for both male and female lawyers, the better strategy may be to change firms although the findings were tempered by the fact that one tier firms were more likely to promote women from within than two tier firms.

In 2009, lateral partner movement has not abated, in the face of the unprecedented impact the faltering economy has had on law firms, the related forced movement of partners from now defunct firms and concern that efforts at cost-cutting will reach still more partners. And, as in 2008, the 2009 Survey data show that (1) men and women both benefit from lateral moves although the percentages favor men, and (2) one tier law firms are more likely to promote women from within.

In the typical firm²⁴, and among all “new” equity partners (i.e., those promoted to equity partnership between February 1, 2008 and February 1, 2009), men still outpace women four to one in reaching equity partnership. That result holds regardless of law firm structure. In the typical firm, 53% of all new equity partners were “recent” laterals (i.e., joined the firm after February 1, 2007). The 2009 data outpaces the 2008 results, with a remarkable 21% increase in recent equity partner hires. It is possible that this increase is driven in some part by the impact of the economy on law firms. There has been a strong market for partners with books of business from law firms that have closed or did not support specific practices. That said, while there is an overall increase in recent lateral moves, ***the move still favors men, who make up an astounding 85% of all recent equity laterals while women make up only 15% of all recent equity laterals.***

One tier firms alter the dynamics because these firms had a much higher percentage of new equity partners who were women (33%), compared to two tier firms (20%) and mixed tier firms (18%). One tier firms are

more amenable to women laterals, as well. Among one tier firms, laterals were about 25% female; among two tier firms and mixed tier firms, laterals were about 17% female in each.

The Impact of Recent Involuntary Terminations on Women

Law firms have scrambled to adjust to the 2008 and 2009 economic downturn, including for the first time in many years laying off large numbers of lawyers, paralegals and staff because of a lack of work. As a result, and with the strong support of the American Bar Association Commission on Women in the Profession, the 2009 survey included questions about involuntary terminations covering the time period February 1, 2008 to June 30, 2009.²⁵

Overall, 95% of large firms—virtually all of them—engaged in involuntary lawyer terminations. However, of the lawyers who were terminated, roughly 75% of them were associates. Although higher “leverage” became a cornerstone of greater law firm profits in years past, different pressures were apparently operating to focus firms on reductions at the more junior levels, perhaps including such factors as the cost of training young lawyers, client pushback about fees for junior lawyers and a recognition that the long-term wellbeing of the firm may be higher by retaining trained and committed lawyers at more senior levels.

When broken out by gender, it appears that women were laid off in about equal proportion to men at each level of the partnership. Thus, in the typical firm when there were layoffs, about 43% of associates, 46% of counsels, 25% of non-equity partners and about 18% of equity partners who were laid off were women. However, for all positions, there was large firm to firm variability in this proportion. There were some firms that laid off only women and other firms that laid off as few as 5% women.

With respect to part-time positions, there was a different picture. Almost 2/3 of firms terminated one or more part time employees. In the typical firm, 100% of part time lawyer terminations were women.

Additionally, comparisons can be made between the time periods February 1, 2008 to January 30, 2009 (“2008 Period”) and February 1, 2009 to June 30, 2009 (“2009 Period”). While the trends were largely the same for both periods, a few differences did emerge. First, in the median firm, the number of layoffs in the 2009 Period was slightly larger than the number in the 2008 Period, despite the fact that the later period was less than half as long. These findings comport with our observation

that it was not until 2009 that law firms began to make major adjustment to the economic downturn. Second, the typical percent of laid off women lawyers remained about the same for all positions except equity partners. In the 2008 period, in the median firm, 50% of equity partners laid off were women. In the 2009 period, virtually no women equity partners were laid off.

Many firms did not respond to our questions about lawyer terminations—in fact more firms were willing to answer questions about compensation than discuss the topic of layoffs, suggesting that the issue is a highly sensitive one. As a result, our data base is smaller than we had hoped for and less robust with respect to detailed data analysis.

Nonetheless, the overall data suggest these two trends: (1) there is no significant gender effect with respect to the layoff of full-time lawyers, and (2) there is a gender effect with respect to the layoff of part-time lawyers, with women suffering the brunt of such layoffs. Virtually 100% of the part-time attorneys who were laid off were women although the proportion of part time women was smaller than 100%.²⁶ These results have some longer term implications for women who want or need to work part-time and for the retention and promotion of women in firms, generally. Cutting part-time attorneys, when so many are women, underscores that in the crunch (i.e., when it is long-term policy against short-term profits), law firms are generally less accommodating to non-standard work schedules—even for women who may seek such schedules for a limited number of years to accommodate family commitments.

Law Firm Approaches to Achieving Diversity

As corporate clients continue to demand that firms play more proactive roles in staffing matters with a more inclusive mix of lawyers, one of the responses by law firms has been the development of diversity goals and diversity program initiatives. The success with which these diversity initiatives are carried out depends, in part, on what resources firms commit to the process, such as whether there is a professional designated to oversee and promote the implementation of a firm's diversity goals. This year, NAWL asked the nation's largest firms about the personnel they devote to their diversity initiatives.

About 70% of firms reported that they do employ a person whose primary responsibility it is to oversee the firm's diversity goals—a much greater percentage than we anticipated, and indicative of the recognition by firms that they need help in focusing internally on diversity goals. There was only slight variation by firm structure.²⁷

The professional background of the person in the diversity position varied widely: about 49% of these positions are held by persons with a law degree, even if in their current post they are not practicing law, and 37% are held by non lawyers. About 15% of firms reported that they employ multiple people (both lawyers and non-lawyers) whose responsibility is to implement diversity goals.

Whether or not diversity personnel focus full time on matters of diversity also varies. Nearly 64% of firms maintain one or more full time diversity positions, while the remaining 24% staff the position with one or more part time positions. About 12% of firms rely on a committee and do not have a designated employee with oversight for their diversity program.

Clearly many firms are experimenting with a variety of ways in which to staff their diversity programs and initiatives. The extent to which these efforts have an impact is an area for further study. It will also be interesting to see whether the additional economic pressures of 2009 will result in firms' decreasing attention to diversity initiatives or whether the economic climate will spark a rethinking of past law firm policies and practices, some of which may create opportunities for increased inclusiveness and diversity in the future.

The Impact of Firm Structure on the Advancement of Women

Statistics about careers in law firms traditionally focused on the blunt distinction between associate and partner. In most firms today, however, the term "partner" does not have a singular meaning because firms have moved from the traditional one tier partnership structure to a two tier or even a mixed tier structure. Indeed, it was the 2008 NAWL Survey that first created the term "mixed tier" and studied the characteristics of such firms.

In this year's Survey, 29% of firms are one tier partnerships, meaning that at least 95% of their partners own equity in the firm and are compensated on the basis of their equity investment. Another 52% of firms govern under a two tier structure, in which some but not the large majority of partners are equity partners²⁸ who contribute capital in exchange for an ownership stake in the firm, receive annual compensation on the basis of their ownership interest, and have governing authority. In two tier firms, the non-equity partners are paid a fixed annual salary with bonus based on performance and have less say, if any, in the governance of the firm. While typically marketed to the outside world as "partner," large firm non-equity partners have neither the level of compensation, authority nor obligations of an equity partner.

"...the overall data suggest these two trends: (1) there is no significant gender effect with respect to the layoff of full-time lawyers, and (2) there is a gender effect with respect to the layoff of part-time lawyers, with women suffering the brunt of such layoffs."

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“In one tier firms, 18% of equity partners are women compared to 14% and 15% respectively in two tier and mixed tier firms.”

The remaining 21% of firms govern under a *mixed tier* structure, an even greater percentage of mixed tier firms than we observed in 2008. While mixed tier firms may officially describe themselves as “one tier” or “two tier”, their structure is sufficiently different not to fall into either category. In mixed-tier firms, there are “equity” partners who are required to contribute capital to the firm but at the same time are paid on a fixed income basis—an arrangement that significantly strains the meaning of the term equity partner. We note that one disadvantage of mixed-tier firms is that they do not usually publicize their structure and even attorneys in the firm may not have a clear understanding of what the structure means for governance and compensation. In 2009, in the typical mixed tier firm, about 15% of equity partners were salaried partners.²⁹

In at least some regards, women fare better in one tier firms. In one tier firms, 18% of equity partners are women compared to 14% and 15% respectively in two tier and mixed tier firms. In the typical one tier firm, 25% of new equity partners are women, compared to 20% in the median mixed tier and 16% in the median two tier firm. Similarly, in one tier firms over 33% of new equity partners that come from within the firm are women, compared with 20% for two tier and 18% for mixed tier firms. Somewhat paradoxically, while only 3% of managing partners at one and two tier firms consist only of women,³⁰ 13% of managing partners at mixed tier firms are women. Additionally, one tier firms seem to have weathered the economic conditions better. In 2008, 69% of one tier firms terminated lawyers compared to 89% of two tier firms and 100% of mixed tier firms. In 2009, although three quarters of one tier firms terminated lawyers, 84% and 89% respectively of two tier and mixed tier firms terminated lawyers.

Conclusion

The NAWL Foundation, in cooperation with NAWL, sponsors an annual Survey designed to provide reliable benchmarks about the status of women lawyers in private firms and the factors that impede or advance their retention and promotion. We know from our communications and activities with law firms that there is a desire within firms to implement meaningful, concrete steps that assist women lawyers in advancing to more senior levels in greater numbers. We thank all of the firms that participated in the Survey. We especially applaud NAWL's Law Firm Members and Sponsors for their interest in initiatives like the Survey and their cooperative efforts to enhance the role of women in the profession.

Appendix on Survey Methodology

The NAWL Survey was sent in early Spring 2009 to the 200 largest firms in the U.S. as reported by American Lawyer.³¹ Although most attorneys in private practice work in smaller settings, we chose to focus on the largest firms because they are an easily defined sample, include firms from all parts of the U.S., and are viewed as benchmarks for the larger profession.

The Survey solicited information about each firm's U.S.-based lawyers as of February 1, 2009. The 2009 questionnaire included comparative questions about associates, of-counsel, non-equity and equity partners, law firm structure, compensation, governance, rainmakers, management of diversity goals, lateral promotions and involuntary terminations.

As part of the Survey, as in each of the prior years, NAWL committed not to publish individual law firm data. We also believe that, at the current time, aggregate analyses rather than a focus on particular firms allows greater response rates on sensitive questions and is consistent with the goal of tracking how women are doing overall and setting benchmarks.

The Survey was designed and developed under the auspices of NAWL by Stephanie Scharf, a practicing lawyer and former Senior Study Director at NORC. The survey was first administered in 2006 and annually since then. The 2009 analysis was assisted by Elizabeth Tipton, an MPES fellow in the Department of Statistics at Northwestern University.

A total of 116 firms responded to the 2009 Survey. Responding firms were not significantly larger than non-responding firms in terms of revenue per lawyer, net operating income, profits per equity partner, or regional distribution. However, responding firms were larger than non-responding firms in terms of both gross revenue and number of lawyers. Not all firms answered every question. The Survey's questions on compensation and involuntary terminations obtained the lowest response rates with, on average, 50 firms responding to questions about compensation and from 20 to 65 firms responding to questions about involuntary terminations.

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- ¹ Copyright 2009 by the NAWL Foundation. All rights reserved.
- ² Partner, Schoeman Updike Kaufman & Scharf.
- ³ Partner, Butler Rubin Saltarelli & Boyd LLP.
- ⁴ Principal, The Women Lawyers Coach LLC.
- ⁵ MPES Fellow, Department of Statistics, Northwestern University.
- ⁶ In addition to the authors, two NAWL Foundation Board and NAWL Survey Committee members provided essential support. Lorraine Koc, General Counsel of DebShops, Inc., and a former President of NAWL, supported the concept and implementation of the annual Surveys and continues to provide strategic and practical advice for Survey activities. Survey Committee Co-chair Barbara Flom contributed to the 2009 Survey design and supervised many of the “back room” activities needed for a successful survey response. Additional 2009 Survey Committee members who participated in this year’s Survey work include: Linda Monica of Monica & Associates, PC, Kathleen Russo of FDIC, Alicia Harrison of Starnes & Atchison LLP, Lynn Whitcher Alvarez of McGuire Woods LLP, Amanda Groves of Winston & Strawn LLP and Catherine MacDonagh of Legal Sales and Service Organization. Courtney Murtaugh and Katherine Petrusek provided administrative assistance and we thank them for their fine service.
- ⁷ We gratefully acknowledge the support of the American Bar Association Commission on Women in the Profession, in particular Chair Roberta Liebenberg, for the impetus to study the impact of law firm terminations on women lawyers.
- ⁸ As compiled by *The American Lawyer*. For more detail, see Appendix of Methodology.
- ⁹ Called by such names as the Executive Committee, Policy Committee, Management Committee, or similar title.
- ¹⁰ This figure is consistent with the 2008 and 2007 data in which 15% of firms reported that they did not have woman holding such positions.
- ¹¹ V. Kramer, et. al., Critical Mass on Corporate Boards: Why Three or More Women Enhance Governance (Executive Summary) (2006). http://www.wcwonline.org/component/page,shop.getfile/file_id,21/product_id,1113/option,com_virtuemart/Itemid,175.
- ¹² American Bar Association, Legal Education Statistics, Enrollment and Degrees Awarded, 1980-2008.
- ¹³ When we speak of the typical firm, we are basing our conclusions on the median for a given statistic or indicator.
- ¹⁴ Law firm structure may have some impact on the attrition rate but it is not large. The percentage decrease for women from year one to year seven in the two tier firm is 4%, in the one tier firm is 2%, and in the mixed tier firm is 1%.
- ¹⁵ *Actions for Advancing Women Into Law Firm Leadership*, Report of the National Association of Women Lawyers (July 2008). <http://www.nawl.org/Assets/Documents/2008+Summit+Report.pdf>.
- ¹⁶ *Ibid* at 17.
- ¹⁷ Because these data are from large firms, the reduction in male/female compensation differences is not merely a function of the compensation paid to one or at most few women among the top ten rainmakers.
- ¹⁸ Women equity partners earn 88% of their male counterparts whether you look at the difference in median male and median female compensation among the AmLaw 200 or whether you look at the median level of firm by firm differences in male versus female compensation.
- ¹⁹ Comparative data on median income for male and female lawyers include these results:

		2008	2009
Associates	M	175,000	169,000
	F	168,000	167,000
Counsel	M	220,000	218,000
	F	205,000	193,000
Non EQ//P	M	292,000	275,000
	F	69,000	50,000
EQ/P	M	660,000	565,000
	F	573,000	499,000
- ²⁰ The median for women was 89% of the median for male compensation, while in 2008 this figure was 93%, in 2007 it was 90%, and in 2006 it was 91%.
- ²¹ The median compensation for all male associates was \$168,750, while the median compensation for all female associates was \$166,495.
- ²² The median equity partner compensation at one tier firms was \$667,000, compared to \$550,000 at two tier firms and \$450,300 at mixed tier firms. Non-equity partner median compensation at two tier firms exceeded that of mixed tier firms by \$45,000. Median counsel compensation at one tier firms was \$266,000, and \$200,000 at two tier firms, followed by \$193,100 at mixed tier firms. The median compensation for all associates in one tier firms was \$201,000, and \$165,000 in two tier firms, followed by \$144,500 in mixed tier firms.
- ²³ A “lateral” lawyer is a lawyer who started practice in a different firm from his or her current firm.
- ²⁴ As defined by median statistics.
- ²⁵ In the 2009 survey, information on involuntary terminations was collected separately for the time periods 2/2008 to 2/2009 and from 2/2009 to 4/2009. A follow up survey asked the same questions for 4/2009 to 6/2009.
- ²⁶ In the median firm, 43% of part time lawyers were associates, and of these 93% were women. An additional 31% of part time lawyers were of counsel, and of these 66% were women. The remaining part time lawyers were non-equity and equity partners, and approximately 90% of these part time partners were women.
- ²⁷ 74% of one tier firms, 68% of two tier firms, and 67% of mixed tier firms have an individual designated with heading up their diversity programs.
- ²⁸ Known variously as “equity,” “share,” “point,” or “principal” partners.
- ²⁹ It appears that a very small number of mixed tier firms put the large majority of their equity partners on salary.
- ³⁰ Note that about 3% of one and two tier firms combined list both a man and a woman as managing partners.
- ³¹ The list of the nation’s largest 200 firms was published by in 2008 and was the basis for the population of firms surveyed in early 2009. Certain other data about these firms was obtained from lists published in *American Lawyer* at various times in 2008 and 2009.



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“Some Leaders are Born Women:” Gender Diversity and Leadership

By Colonel Maritza Sáenz Ryan



Colonel Maritza Sáenz Ryan, since September 2006, is the Professor and Head of the Department of Law, United States Military Academy at West Point. Upon graduating from the United States Military Academy at West Point in 1982, she was commissioned as a Lieutenant in the Field Artillery. Colonel Ryan received her Juris Doctorate, Order of the Coif, in 1988 from Vanderbilt University Law School. Among her positions with U.S. Army, Colonel Ryan served as Senior Trial Counsel (Prosecutor) at Fort Sill, Oklahoma. In 1990, she deployed to Operation Desert Shield/Desert Storm as a Brigade Legal Counsel, returning to Fort Sill to be the Senior Defense Counsel. Other assignments include Assistant Professor, Department of Law, West Point; Chief of Military Justice and Officer-in-Charge, Fort Shafter Branch Office, 25th Infantry Division (Light), Hawaii;

Deputy Staff Judge Advocate for the Army Medical Department Center and School, Ft. Sam Houston, Texas; and Academy Professor and Deputy Head, Department of Law, West Point. Colonel Ryan, a member of the New York State Bar, holds a Master of Laws in Military Law from the Army Judge Advocate General's School, and a Master of Arts in National Security and Strategic Studies from the Naval War College. She is a cancer survivor, and is married to a West Point classmate and retired Army officer and has two children.

For the first time in U.S. history, women—who've long made up more than 50% of the population—will, within the next month, comprise fully half of the entire labor force. True, the increase in numbers resides mostly in “pink collar,” non-management jobs, and the lower and middle ranks of management and the professions. Despite reaching the tipping point in the workplace, women lag far behind at the top: in law firm partnerships, in corporate executive suites and on company boards, in academe, and in the highest reaches of government. Still, women continue to make inroads, and judging by NAWL's bold challenge that, by the year 2015, women “will represent 30% of law firm equity partners, 30% of chief legal officers, and 30% of tenured law school faculty members,” there is much more progress to come, in the legal profession and beyond.

This article examines the growing gender diversity from the perspective of leadership. Will more women in high places make a difference in how organizations, including law firms, businesses, government, and institutions of higher learning—and the society they serve—function and perform? And as the “glass ceilings” continue to shatter, are there other special challenges and opportunities—legal and otherwise—awaiting women at the top?

Until not too long ago in America, gender stereotypes were routinely used to justify legally excluding women entirely from the public sphere, and certainly from the

professions and career paths to positions of leadership in society. Well into the 20th century, women were discouraged from obtaining higher education at all, and definitely not alongside men. They could not vote or hold office, study or practice law or medicine, serve in the military or on the police force, etc., due to the particular biological imperatives to which the fairer, *aka*, weaker sex was subject, not to mention the intolerable distraction their presence posed to males. As Justice Ruth Bader Ginsburg noted in 1996 majority opinion for *United States v. Virginia*, “overbroad generalizations about the different talents, capacities, or preferences of males and females” have for many years undergirded the nation's “long and unfortunate history” of discrimination against women. Striking down Virginia's exclusion of qualified female applicants wishing to become “citizen-soldiers” via the Virginia Military Institute, the Court noted the folly of relying on “inherent differences” to rationalize gender classifications tending “to create or perpetuate the legal, social, and economic inferiority of women.” Most importantly, Justice Ginsburg remarked that, now further along in our history, “we have come to appreciate” that “[i]nherent differences” between men and women, “rather than a cause for denigration, ‘remain cause for celebration.’”

More study and debate in the field of leadership and organizational behavior has begun to focus on this positive aspect of the “inherent differences” question.

Whether—due to innate, experiential, or cultural causes—women generally bring skills and attributes to leadership that, because they are different, are particularly valuable. The topic is a multi-disciplinary one, raising many tantalizing questions about our culture, our profession, and the future of our society. The emerging answers are equally complex and multifaceted, and, for the most part, optimistic ones.

“Diversity raises the intelligence of groups.”

– Nancy Kline

Some have noted the financial melt-down on Wall Street as a case in point. In its online business section, *The Washington Post* recently challenged a distinguished panel consisting of scholars, leaders, and authors to consider the question, “*Would the current financial crisis have happened, or been anywhere near as severe, if women had been in the top leadership positions on Wall Street?*” Although the panelists’ opinions ran the gamut (and at least one panelist was offended by the question), several converged on the theme that the gender homogeneity of Wall Street probably reinforced systemic and functional weaknesses leading to the crash. More women leaders on Wall Street, where they are currently scarce, wrote Roger Martin, Dean of the University of Toronto’s School of Management, might have helped created “an industry more focused on long-term, mutually beneficial relationships and concern for and understanding of the entity on the other side of the transaction.” Patricia McGinnis, former President and CEO of The Council for Excellence in Government, opined that “in a world of flattened communications, many interrelated players and moving parts,” a more stereotypically “feminine” style of participatory leadership,” which she identified as already part of a generational shift, could have been more effective in avoiding the crisis or dealing with its aftermath. Coincidentally, Poonam Barua, an economist and consultant on business ethics and conflict resolution in South Asia, also found a gender angle to the worldwide financial melt-down, linking the “failure of accountability and governance” with “heavily male-dominated structure of company boards.” More women on boards, she argues, could have brought “that extra spirit” to enhance much-needed “innovation, ethics, and diversity of thinking.”

More women on the bench can also bring a much-needed spirit to judicial decision-making, to include

on the nation’s highest court, where, after Justice Sandra Day O’Connor’s retirement, Justice Ruth Bader Ginsburg described her sole-woman status as “lonely.” That year, Justice Ginsburg took the unusual step of reading the dissent from the bench in two cases, *Gonzales v. Carhart* and *Ledbetter v. Goodyear Tire & Rubber Co.*, regarding reproductive rights and wage discrimination, respectively, in which she warned that the majority was undoing years of progress for women.

In a third case, *Safford Unified School District v. Redding*, in which Savana Redding, a 13 year old girl, had been strip-searched for unauthorized prescription drugs at a Georgia middle school, Justice Ginsburg’s influence on her male colleagues—and their willingness to thoughtfully consider her unique viewpoint—may well have turned the outcome of the case. Fourth amendment jurisprudence recognizes both a subjective and an objective factor in gauging whether an expectation of personal privacy is entitled to Constitutional protection. As the only sitting justice who had ever once been a teenage girl, Justice Ginsburg helped her male peers on the Court better understand this particular plaintiff’s subjective expectation of privacy against such an intrusive search, which Savana had described as “embarrassing, frightening, and humiliating.” Better informed by Justice Ginsburg’s perspective, the Court recognized that a female adolescent’s subjective viewpoint at that same pivotal stage of maturity might be different than that of a male student, and equally reasonable under the law.

“[T]he path to leadership must be visibly open to talented and qualified individuals of every race and ethnicity.”

– Justice Sandra Day O’Connor

Whereas in the equal protection case of *Grutter v. Bollinger*, the Court recognized the importance of “critical mass” in securing the educational benefits of a racially diverse class as a compelling interest for law schools, it may be that representation by gender “in meaningful numbers” is just as important in that and other contexts. The elevation of Justice Sonia Sotomayor to the Supreme Court restores the total number of women currently on the nation’s court of last resort to two. But a recent study by Wellesley Center for Women showed that two women are not enough to

improve the performance of decision-making bodies, such as corporate boards. According to the study, the most efficiently-run companies are those that benefit from “the power of three.” The addition of a third woman executive in the boardroom changes the “social dynamics” such that each woman is no longer burdened with having to present “the female perspective” on every issue. Conversely, other studies have shown that another risk of women present in too small numbers in the halls of power is that, through “homosocial reproduction,” some lone individuals will take on the characteristics of the dominant group, and merely echo what they perceive as the majority view, rather than their own individual judgments. In either case, however, achieving some level of “critical mass” appears to free women to provide “different, fresh perspectives,” leading to more inclusive and productive discussions, and, presumably, better decisions.

“There is evidence that this is the next wave of subtle discrimination.”

– S. Alexander Haslam

According to researchers, women breaking the “glass ceilings” in the law and other professions, at least at their current small numbers, must yet confront a new phenomenon: “glass cliffs.” This new avenue of study was originally spurred by an article condemning the appointment of women to key executive positions in the United Kingdom, who—judged by their companies’ poor performance afterwards—were evidently “wreaking havoc” on British businesses. Experimental and archival research showed that the causal link was actually reversed. In fact, women were more likely than men to be appointed to “risky or precarious positions” in the first place, under what the researchers described as “problematic organizational circumstances.”

In the business world, the glass cliff effect meant that women were more likely to be selected as company Financial Directors or Chief Financial Officers when share prices were falling. Likewise, across political campaigns and party lines, female candidates were more likely to get the nod to run in elections already considered lost causes. In the latest studies, the pattern continues “beyond the business and political arenas into the domain of law.” It seems that women tend to be assigned cases – and some women will even seek out

or gratefully accept them—carrying a much higher risk of failure than those assigned to or sought by men.

Researchers found no “smoking gun,” such as overt sexism, to explain the glass cliff phenomenon. Rather, their results point to more subtle, complex reasons based on “a constellation of perceptions and understandings” which contribute to the creation of the glass cliffs. Women are perceived as already being disadvantaged, so they will be hurt less by failure, while men are seen as having more to lose. Alternatively, a more sanguine rationale casts women as “transformational leaders,” more capable and better able to handle the challenges associated with the thorny legal case, the daunting management challenge, or the struggling political campaign. From the perspective of women who seek or accept “loser” cases or “precarious” leadership positions, perhaps any opportunity is preferable to none. Ultimately, concluded the researchers, “the insidious consequences” of this particular belief system are clear: “it has the capacity to corral women into high-visibility, high-risk positions where failure, blame, and scapegoating are more likely.” There is much more research to be done, but other possible avenues to explore include whether the glass cliff phenomenon contributes to the relatively low percentage of women law firm partners in the U.S. (17%), and whether more women attaining some level of critical mass in the top ranks across business, government, and the professions will gradually chip away at those treacherous glass cliffs.

“Women will be the great leaders of the next century.”

– LTC(Ret.)Todd Henshaw

Removing impediments on the path to leadership for women—and better supporting their progress once they get there—is not simply a matter of critical importance to us here in the developed world, but to the future of the entire world. A recent *New York Times Magazine* issue, featuring an article entitled, “Why Women’s Rights are the Cause of our Time,” was completely devoted to examining the cost of denying women their basic rights in “a large slice of the world” where “girls are uneducated and women marginalized.” Scholars and researchers are now examining the role that male domination of society plays in the disproportionate level of poverty, fundamentalism, and political chaos existing in these countries. “It may be that when women are marginalized,” noted journalists

Nicholas Kristoff and Sheryl WuDunn, “the nation takes on a testosterone-laden culture of a military camp or a high-school boys’ locker room,” and becomes less capable of comprehending and dealing with pressing and complex problems. Some scholars link the persistence of terrorism in areas of the Middle East, for instance, not to Islamic teachings, but rather to the “low levels of female education and participation in the labor force.”

The grim challenges women face in many developing countries—from denial of education, law enforcement services, basic healthcare, employment opportunities, to any voice in government—seem to stand in stark contrast to the struggles of today’s Western women discussed earlier in this article. Yet, the continued advancement of women in developed countries, and indeed the future peace and prosperity of the West, are linked with the fate of the world’s most disadvantaged women. As Secretary of State Hillary Rodham Clinton—who has made advancing women’s rights a centerpiece of American foreign policy—stated in a recent interview, “[W]here women are denied equal rights, you will find instability that very often serves as an incubator of extremism.” “This is all connected,” she went on, noting that the United States must wield both its “hard power” and “soft power,” not only “to advance just American ends,” but, by also advancing global progress, to make the world safer for ourselves and our own future generations.

“Some leaders are born women.”

– Anonymous

With so few women having reached the top ranks, the jury is still out as to what broader changes within organizations—law firms, businesses, government, institutions of higher learning and society in general—their advancement of women as leaders will make. Though stubborn obstacles remain, the signs are encouraging. Whereas women were once considered too emotionally or psychologically fragile to pursue professions or aspire to leadership, a consensus is building that women (along with the best male leaders) bring a more inclusive and communicative style—favoring problem-solving and team-building over competition and hierarchy—that is better suited to today’s unprecedented challenges. At one time, woman’s image as potential mother and caregiver rendered her unsuitable to be anything else. Now, it seems that the longer-range perspectives, innovative approaches, and more community-centered values that women tend to bring to the table might well coincide with a critically necessary shift in legal, business, national and even global priorities.

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A Practical Approach to Ediscovery in State Trial Courts

by Sheryl L. Katz, Esq., EnCE



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The Federal Courts adopted amendments to the Federal Rules of Civil Procedure in 2006. Among the reasons for adoption of the Federal Amendments was that “[w]ithout national rules adequate to address the issues raised by electronic discovery, a patchwork of rules and requirements is likely to develop. See Report of May 27, 2005, as revised July 25, 2005 (the “Advisory Committee Report”), at 23, available at <http://www.uscourts.gov/rules/Reports/ST09-2005.pdf>. Yet, while the Federal Rules approach to ediscovery does provide guidance, there remains a patchwork of requirements and in many cases an absence of requirements at the state level. As of September 2009, 23 states have enacted state ediscovery rules. (Alaska, Arizona, California, Idaho, Indiana, Iowa, Kansas, Louisiana, Maine, Maryland, Michigan, Minnesota, Mississippi, Montana, Nebraska, New Hampshire, New Jersey, North Dakota, Ohio, Tennessee, Texas, Utah and Virginia. See, Allman, Thomas Y., *State E-Discovery Rulemaking after the 2006 Federal Amendments: An Update* (as of September 2, 2009) Available at <http://www.ediscoverylaw.com/uploads/file/State%20Rulemaking%20-%20Allman.pdf>. Each of those states takes a slightly different approach; some follow the Federal Rules almost verbatim and others, like California, follow the federal structure but in quite different terms.

There have also been attempts to develop uniform rules for ediscovery. In August of 2007, the National Conference of Commissioners of Uniform State Laws (“NCCUSL”), best known as the author of the Uniform Commercial Code, approved the Uniform Rules Relating to the Discovery of Electronically Available Information. Available at http://www.law.upenn.edu/bll/archives/ulc/udoera/2007_final.htm. The result is that there are federal rules, various state rules, court guidelines and

proposed uniform rules. Thus, in practice, there is a patchwork which is further complicated by the presence of many specific local rules. In those states which lack explicit electronic discovery rules, attorneys are often left searching for guidance because so few discovery issues become the subject of printed appellate decisions. Attorneys who become familiar with the federal rules are often perplexed about how to approach ediscovery in the state trial courts. This article will provide some practical suggestions for handling ediscovery at the state level, particularly in those jurisdictions where rules are absent. In essence, it will conclude that the procedures which have become best practices at the federal level follow logically from the nature of the evidence itself, and the principles apply to all electronic discovery at the federal and state level.

Identifying Electronically Stored information (“ESI”)

ESI is essentially any information created or stored in digital form. Some state rules, such as those in California, provide specific definitions, but as a general way to identify ESI, anything that is on a computer, or storage drive, or cell phone, or hard drive, or an mp3 player, for example, is ESI. ESI presents unique challenges for several reasons: it is dynamic (constantly changing), voluminous, requires special software and tools to render it meaningful, and ESI contains metadata (data about the data).

The first challenge for the attorney is identifying the locations of the ESI, and determining if there are any special challenges with respect to their evidence. Is it so voluminous that some tool is required to cull the volume? Is it in a form, such as backup tapes, that may be difficult and costly to process? Is there metadata that

“...anything that is on a computer, or storage drive, or cell phone, or hard drive, or an mp3 player, for example, is Electronically Stored Information (ESI).”

“Even where state rules do not specifically provide for an electronic discovery witness, there will still be provision for a “keeper of records” or “person most knowledgeable” witness.”

is relevant to this case that may need to be preserved? The attorney will find it useful to interview the client, communicate with the IT staff, and possibly to retain an outside ediscovery expert to prepare a data map.

Communicate with Opposing Counsel

The Federal Rules take an approach that attorneys should “meet and confer” to discuss the handling of ESI. Not all states specifically require “meet and confer” with respect to ESI, and many states do not include a formal “meet and confer” for discovery generally. Attorneys need to check the specific requirements of the local rules. Regardless of the specific requirements, resolution of a few questions between opposing counsel early in the litigation will potentially keep the ediscovery process and costs under control. These issues include reaching agreement on the form of production and the handling of inadvertent production of privileged or confidential information.

Form of production refers to whether the discovery will be made in the form of native files, quasi-paper— such as Tiff images, or paper form. This can make a big difference in the ease and cost of review. If an attorney wants to review the discovery in Concordance or Summation, the attorney will probably prefer Concordance or Summation load files, or at least to get the information in some kind of electronic format. Each attorney needs to understand the implications of the format for his or her case, and both parties need to be clear that each understands the other’s expectations. These simple decisions, when made at the beginning of a case, can be instrumental in helping to keep discovery manageable.

Handling inadvertent production comes from the sheer volume of documents. When there is a high volume case, much of the culling and first round of document elimination needs to be automated. Sometimes, even when great care is taken, documents slip through. It’s important to understand the state rules regarding quick peek, claw back or other methods that might allow some protection in the event of inadvertent production. Many issues can be avoided by counsel agreeing, within the discovery rules applicable in their state, to a procedure for handling inadvertent production.

Consider Witnesses and Witness Preparation for Document Production

One aspect of ediscovery cases that has led to many spoliation claims is a poor showing by a 30(b) (6) witness testifying about the document production. Even where state rules do not specifically provide for an electronic discovery witness, there will still be provision for a “keeper of records” or “person most knowledgeable” witness. While collecting the documents consider who from the company, or if necessary which consultant, can best speak to the process. When deposing the opposition witness, take the time to prepare with an IT person or consultant to get the best understanding of the electronic record preservation process.

Preservation of Evidence

Once litigation is reasonably anticipated, often with the filing of a complaint, parties have an obligation to preserve evidence. Usually counsel identifies potential custodians and sends a litigation hold letter. Sometimes, and often advisably, key information is collected at the outset as collection can be the best method of preservation. Counsel also needs to be aware of document retention and destruction policies that a client may have, and to suspend the operation of those policies for the duration of the litigation if necessary to preserve evidence.

Cost Shifting

In those instances where ESI is deemed “inaccessible” the cases have allowed for some shifting of the cost of locating, collecting and processing the documents. The standards actually vary some from state to state. The most frequently cited precedent is of the Zubulake cases.

In *Zubulake v. UBS Warburg LLC*, 217 F.R.D. 309, 317-18 (S.D.N.Y. 2003) (Zubulake I), Judge Scheindlin suggested a seven-factor test for determining whether cost-shifting should occur:

- (1) The extent to which the request is specifically tailored to discover relevant information;
- (2) The availability of such information from other sources;

- (3) The total cost of production compared to the amount in controversy;
- (4) The total cost of production compared to the resources available to each party;
- (5) The relative ability of each party to control costs and its incentive to do so;
- (6) The importance of the issue at stake in the litigation and;
- (7) The relative benefits to the parties of obtaining the information.

These are very fact specific and in *Zubulake III, Zubulake v. UBS Warburg*, 217 F.R.D. 309 (S.D.N.Y. 2003) Judge Scheindlin applied these factors to the facts in that case. After there had first been a sampling of some of the backup tapes to determine their relevance, the defendant had asserted that plaintiff should pay for restoration of the backup tapes. The court ruled, under the circumstances of the case, that defendant should pay 75% and plaintiff 25% of the cost of restoration.

Electronic Discovery Reference Model ("EDRM") Best Practices

Ultimately, the need to address ediscovery according to its unique requirements arises from the very nature of the digital information itself. The EDRM available at <http://www.edrm.net> attempts to lay out a process for the handling of ESI. The recommendations of the EDRM model are meant as an analytical framework for conducting ediscovery. While they were developed within the context of the federal rules, that framework stands as a reference for how to approach ediscovery regardless of specific court rules.

The basic framework is to start with good information management, have good document retention policies and follow them. Then identify the information needed in the context of the particular case. Preserve the information so that it is not lost or damaged, not spoliated in any way. Collect the information so that it can be processed and used; this may involve forensic collection methods. Process the information to reduce it in volume and convert it into formats for review. Review for relevance and privilege. Analyze the data for context and content. Produce it in an appropriate form using an appropriate delivery method, and finally present the evidence as needed at trial.

Sanctions

One of the big concerns in ediscovery cases is the imposition of sanctions. Every state has rules regarding the obligation to preserve evidence. In the absence of specific ediscovery rules, a court will look to its general discovery rules regarding preservation and spoliation when evaluating sanctions.

Resources

There are a number of resources available for assistance with an ediscovery issue. At http://www.applieddiscovery.com/ws_display.asp?filter=State%20Courts is a list of the status of ediscovery rules in every state, including whether the state has no specific rules. At <http://www.ediscoverylaw.com/articles/resources/> is a list of local federal court rules for every Federal District Court. At <http://www.ediscoverylaw.com/articles/ediscovery-case-database/> is a regularly updated database for discovery cases. Also useful at the state court level are the previously cited proposed Uniform Rules and the Conference of Chief Justices *Guidelines For State Trial Courts Regarding Discovery of Electronically-Stored Information* available at <http://www.ncsconline.org/images/EDiscCCJGuidelinesFinal.pdf>. Another excellent resource for best practices is the Sedona Conference web site <http://www.thesedonaconference.org/>.

Conclusion

Since slightly fewer than half of the states have explicit rules for handling electronic discovery, and since each state has slightly different rules, counsel are often challenged by questions regarding the handling of ESI at the state court level. Although the federal rules were partially intended to avoid this patchwork of rules, they do not apply in every state.

However, the Federal Rules and the best practices that have been devised to deal with them, such as the EDRM, address the physical realities of ESI, its dynamic nature, volume, need for special tools and meta data. Even in the states where guidance is lacking, best practices like the EDRM provide a significant degree of guidance.

"The Electronic Discovery Reference Model (EDRM) attempts to lay out a process for the handling of Electronically Stored Information (ESI)."

From Government Service To Private Practice: A Profile Of Four Davis Polk Partners

by Kyoko Takahashi Lin



Kyoko Takahashi Lin is the chair of the Women's Initiatives Committee at Davis Polk & Wardwell LLP and a partner in the Executive Compensation and Employee Benefits Group. She advises clients on executive compensation, equity-based incentives, deferred compensation, severance plans and other compensatory arrangements. She earned her J.D. in 1996 from Harvard Law School and her A.B. in 1993 from Harvard, where she graduated *magna cum laude*.

"47% of Davis Polk's current women partners have spent part of their career in a government role, ranging from judicial clerk to prosecutor to senior policy maker, as opposed to approximately 35% a decade ago. We expect this trend to continue."

The now widespread presence of women as federal and state judges and in the senior-most legal roles and other leadership positions within the DOJ, SEC, Department of Treasury and the White House, illustrate the great advances that women lawyers have made in government legal positions. While there exists little data on gender demographics for public sector lawyers, overall trends within the legal profession indicate a greater number of women in public sector legal roles.

It is clear that government positions provide both men and women lawyers with better opportunities and a wider range of responsibilities than they typically encounter early in private practice. In addition, the expertise these lawyers develop in public service often makes them more desirable to potential private sector employers when they leave the government.

Lawyers have long made the successful transition from the public sector to private practice, and projected statistics and recent developments only point to an increase in this trend. According to the U.S. Department of Labor, legal positions within government are expected to rise by approximately 18% from 2006 to 2016. In the wake of the financial crisis, various government agencies, such as the Department of Justice and the Securities and Exchange Commission have signaled their intent to expand the number of lawyers they employ in regulatory and enforcement roles, which could spawn additional growth beyond the Labor Department's estimates.

Based on these projections, the profession will see an ever-increasing number of lawyers, both women and men, make public sector service a part of their overall career paths.

Davis Polk & Wardwell, like many other law firms, has a long history of lawyers leaving the firm for a period of government service. As the broader statistics would support, a growing number of those doing so are women, many of whom return and become partners of the firm or go onto senior legal and executive positions elsewhere. 47% of Davis Polk's current women partners have spent part of their career in a government role, ranging from judicial clerk to prosecutor to senior policy maker, as opposed to approximately 35% a decade ago. We expect this trend to continue.

Most who have made this transition report that their time in government has been a critically important element of their overall career development. The four women partners profiled below—Kathleen L. Ferrell, Annette L. Nazareth, Jennifer G. Newstead and Linda Chatman Thomsen—spent varying amounts of time in senior government positions before returning to private practice. Their reasons for choosing government service and for returning to the private sector are unique. But the invaluable experience they gained in each of their government positions is a common thread among each lawyer.

Kathleen L. Ferrell

The fact that law-school populations were dominated by men until only recently is not lost on Kathleen Ferrell.

"It wasn't until the late '70s and early '80s that women really started attending law school," said the 1981 graduate of University of Virginia School of Law. Upon graduation, Ferrell spent one year as a judicial clerk for Hon. Andrew A. Caffrey of the U.S. District Court in Massachusetts, after which she joined the Washington, D.C. office of Davis Polk.

When she joined the firm in 1982, its Washington office was only two years old. As one of the first associates to join the fledgling outpost, Ferrell became a generalist of sorts, working in a variety of different practices. It wasn't long before Ferrell found her niche, however, as she was tasked with following significant tax legislation.

The Tax Reform Acts of 1984 and 1986 each had enormous impact on the corporate world. Ferrell spent a great deal of time on Capitol Hill during those periods, following the tax legislation closely and assessing its potential effects on firm clients.

Spending so much time on the Hill not only helped Ferrell develop strong relationships with those in government, it made her realize that joining the U.S. Treasury Department would be a natural step upward in her career.

In 1987, Ferrell accepted a position in the Treasury Department's Office of Tax Policy, as an Attorney-Adviser in the Office of Tax Legislative Counsel and as the Special Assistant to the Assistant Secretary of Tax Policy. She stayed in her executive-branch role until 1990, with her first two years falling under the Reagan Administration and the second two under the administration of George H.W. Bush.

At the Office of Tax Policy, Ferrell helped implement tax policy for the executive branch. She worked with the Internal Revenue Service to implement tax legislation that had been enacted, including the landmark Tax Reform Act of 1986. In addition, Ferrell commented on legislative proposals from a tax policy point of view.

It wasn't long after she began her government position that Ferrell learned that the notion of government lawyers working fewer hours than those in private practice was clearly a myth. "We were a very hard-working staff," she said. "I came to the office six or seven days a week."

On the brighter side, just because she was a woman didn't mean she would have fewer responsibilities than the men with whom she worked. "There was a great deal of opportunity in the government," she said. "The opportunity was without regard to sex. All of us had more opportunity in government, regardless of our gender."

In addition, Ferrell's position at the Office of Tax Policy gave her the opportunity to develop certain skill sets that would come in handy later in her career. "One of the best parts about the position was that it gave me the chance to hone my judgment and communication skills," she said. "We were given responsibilities that were not normally given to law-firm associates."

In 1990, however, Ferrell decided to leave the government and return to private practice. "It was a natural stopping point for me," she said. "My boyfriend, now husband, decided to go abroad for an extended visit. So I put out some feelers, talked to several firms and eventually left Treasury."

She ultimately decided that Davis Polk was where she wanted to continue her private practice. She rejoined the firm in late 1990 and was elected partner in 1997.

Ferrell still keeps in close contact with many of her former colleagues at Treasury. And when she speaks at seminars on tax practice and tax policy, she often does so with co-panelists with whom she worked in government. Her former co-workers are now clients, peers at other firms and others who remain an integral part of her private practice.

"There was a great deal of opportunity in the government. The opportunity was without regard to sex. All of us had more opportunity in government, regardless of our gender."

Annette L. Nazareth

“Government work is both interesting and challenging. The private sector is more motivated by self-interest. As a policymaker, however, all interests must be taken into account, and your job is to determine what is best for the market as a whole.”

In 1998, while serving as a managing director of Citigroup’s Salomon Smith Barney in New York, Annette Nazareth received an unexpected—and fortuitous—phone call from Arthur Levitt, Chairman of the Securities and Exchange Commission.

“I literally received a ‘cold call’ from Arthur,” she recalled. “He was looking for someone with Wall Street experience and had heard that I might consider a move to Washington because we were a two career, two-city family.”

Her husband, Roger Ferguson, was then a member of the Board of Governors of the Federal Reserve System in Washington, and regularly traveled back and forth to New York to be with Ms. Nazareth and their two children, who were then living full-time in Westchester. Nazareth and Ferguson met as young associates at Davis Polk, where she began her career in 1981. After five years as an associate, Nazareth left Davis Polk to become a Managing Director and General Counsel of Mabon Securities Corp. and its predecessor business, Mabon, Nugent & Co. From 1994 to 1997, she was a Senior Vice President and Senior Counsel of Lehman Brothers, serving as chief legal advisor to the fixed income division. She then moved to Smith Barney where she received that fortuitous phone call from Arthur Levitt.

The phone call from Levitt turned out to be a career-changing moment. Nazareth soon joined the SEC as a Senior Counsel to the Chairman, beginning a 10-year career at the Commission. Not long after she joined, she began serving as Interim Director of the Division of Investment Management and, beginning in 1999, as Director of the Division of Market Regulation (now the Division of Trading and Markets), a position in which she oversaw the regulation of broker-dealers, exchanges, clearing agencies and transfer agents. In 2005, Nazareth was appointed SEC Commissioner by President Bush—the first staffer to be so elevated in several decades.

When she joined the SEC, Nazareth envisioned staying for two years, as her husband’s term on the Federal Reserve Board was expected to end in 2000. But with Nazareth and the children living in Washington, Ferguson was in a position to accept an appointment as Vice Chairman of the Fed, making Nazareth’s decision to remain at the SEC a fait accompli.

As Nazareth’s tenure at the SEC grew, it became clear that the responsibilities of working at a government agency were much different from those encountered in the private sector.

“Government work is both interesting and challenging,” Nazareth said. “The private sector is more motivated by self-interest. As a policymaker, however, all interests must be taken into account, and your job is to determine what is best for the market as a whole.”

Her fast ascension up the ranks of the Commission was an unusual in more ways than one. “I was the first woman to head the Division of Market Regulation,” she said. As such, Nazareth does not cite any female role models at the SEC. But that doesn’t mean she didn’t have any in government.

“Mary Schapiro was a good role model. She was a working parent who was very thoughtful and dedicated,” Nazareth said, referring to the current SEC Chair who then held a senior position at the NASD (predecessor to FINRA).

At the SEC, Nazareth was impressed with the strides the agency made in flex-time arrangements. For example, the SEC provided the option of a so-called “5-4/9” schedule, under which employees could work nine hours for eight workdays and eight hours for one workday, and receive the 10th day off.

While Nazareth never availed herself of a flex schedule, the issue of work-life balance re-entered her mind when she was approached to become Deputy Secretary of the U.S. Treasury by the Obama Administration. She considered the position in early 2009, shortly after she rejoined Davis Polk.

Considering her role as a partner at the firm and the new routine that she had established with Ferguson, now President and CEO of TIAA-CREF, and with their children, she decided not to return to the government. As an advisor to a number of the largest financial institutions and in the midst of the wave of new regulatory issues that have arisen out of the economic crisis, Nazareth draws daily on her more than 10 years of experience in the public sector.

Jennifer G. Newstead

When Jennifer Newstead was a senior associate at Davis Polk, she received a phone call from a friend at the Department of Justice, who wanted to gauge her interest in a position in the DOJ's Office of Legal Policy. Prior to joining Davis Polk, Newstead had served for two years as a judicial clerk, including as a law clerk for Justice Stephen Breyer of the U.S. Supreme Court. A few years into her association with the firm, however, the opportunity to return to public service appealed to her.

"I had already developed a strong interest in white collar and civil enforcement cases, so the opportunity to work at DOJ was exciting," she said. "I spoke with senior partners at the firm, some of whom had made the same decision earlier in their careers, and they thought it was a great idea. I wouldn't have left the firm if there was any other reaction."

Newstead left Davis Polk in 2001 to become Principal Deputy Assistant Attorney General in the DOJ's Office of Legal Policy. To say she hit the ground running would be an understatement.

"I left the firm on a Friday and started my new job on a Monday," she said.

With her new position came responsibilities that were far different from those she tackled in the private sector.

"We worked on a range of criminal and civil matters," she said, from guidelines for conducting corporate investigations to tort reform and judicial nominations. With the job came substantial management responsibilities for the 40-plus attorneys and staff of her new office.

"One of the unique aspects of government service, for both women and men, is that you have opportunities to take on roles and responsibilities that might not be available in the private sector until later in your career," she noted.

Her job description changed somewhat after September 11, 2001, when the government's resources shifted dramatically to focus on anti-terrorism issues. In that process, Newstead began to work closely with members of the White House staff, and in 2002, she moved to 1600 Pennsylvania Ave. to become an Associate White House Counsel.

"Right after I arrived, " she said, "a team was put together to work with Congress on the draft bill that eventually became the Sarbanes-Oxley Act." Newstead became part of that effort, and subsequently worked on the development of the Corporate Fraud Task Force, which was created to ramp up enforcement efforts following the scandals at WorldCom and Enron.

In 2003, she was appointed General Counsel of the White House Office of Management and Budget, where she served until 2005.

At OMB, Newstead ran the legal department and was a member of the leadership team that assisted the White House with budget planning and policy. Newstead's role at the OMB also involved regulatory oversight. When a new rule was proposed by an agency, it had to get cleared by the OMB.

"If there was a litigation risk or issue of an agency's authority to issue regulations, we worked with the agency's lawyers to get it resolved," she said.

Newstead was enjoying her third job in Washington in four years, but there was still one small problem. "I got married two weeks after my job at OMB started, but my husband was still living in New York," she said.

After two years of a commuting marriage, Newstead was ready for a return to New York and the private sector. "Even though I loved government service, I didn't want to be out of private practice for too long," she said.

While Newstead had a variety of private-sector opportunities to choose from, she believed that returning to Davis Polk as a litigator would provide the most suitable—and natural—application of the skills and experience she had gained over the previous five years in government. She rejoined the firm as counsel in 2005 and was promoted to partner in 2006.

Looking back on her five years in Washington, Newstead believes the combination of substantive legal experience and leadership opportunities that the government provided were among the greatest benefits of working in the nation's capital.

"In the government, there's no shortage of options for women," she said. "The opportunities are huge, and, based on my experience, increasing all the time."

"One of the unique aspects of government service, for both women and men, is that you have opportunities to take on roles and responsibilities that might not be available in the private sector until later in your career."

Linda Chatman Thomsen

“When you’re ready to return to the private sector from government, you do so with experiences that are both concrete, and to a certain extent, unique. It turns out those experiences are valued in the private sector.”

It wasn’t until the end of her 14 years at the Securities and Exchange Commission when Linda Chatman Thomsen realized that one of the biggest advantages of government service was something she originally overlooked.

“When you’re ready to return to the private sector from government, you do so with experiences that are both concrete, and to a certain extent, unique,” Thomsen said. “It turns out those experiences are valued in the private sector.”

The status that Thomsen attained at the SEC was impressive. She worked at the Commission from 1995 to early 2009, spending the last four years as Director of Enforcement. When she left the SEC, she returned to Davis Polk, where she began her legal career as an associate.

“I always thought I’d go back to the private sector,” Thomsen said. “I was just surprised at how long it took.”

Upon joining the SEC in 1995, Thomsen served in the Division of Enforcement as assistant chief litigation counsel for two years before moving to the investigative side in 1997 as an assistant director. Three promotions later—in 2005—she was named Director of Enforcement.

“My original game plan was to go to the SEC for a couple of years,” she said. “I wanted to try cases. It turned out I stayed much longer than I originally expected.”

In addition to the increased levels of responsibility that government lawyers often enjoy, Thomsen found the public-service aspect of the SEC particularly enticing.

“At the time I made the decision to work at the SEC, it was working for the government that appealed to me, more so than working for the SEC per se,” she said.

“Later I became enamored with the SEC’s mission, and I was excited to have so much responsibility,” she said.

This isn’t to say she didn’t miss certain aspects of law-firm life. For example, “The government doesn’t provide the same depth of support that you get in private practice,” she said. “Private practice can also be a little more flexible for working mothers.”

For example, traveling while working for the government can be challenging. Thomsen recalled an incident early in her career at the SEC, when she was trying a case in San Francisco. Because SEC lawyers were only permitted to fly on so-called “government carriers,” Thomsen sacrificed limited weekend time with her family to catch indirect flights to the West Coast for Monday court appearances, as none of the government carriers had direct flights from Washington, D.C.

But the challenges were really nothing but minor inconveniences, especially compared to the privilege of being able to serve the public interest.

“Why did I stay at the SEC so long?” Thomson asked. “I was doing something I loved and something my children would be proud of.”

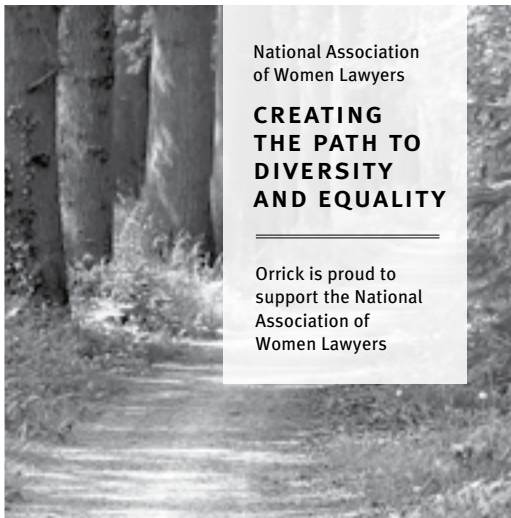
In addition, “The more senior you become in government, you really begin to realize you are—like it or not—a role model to others,” she said.

Her promotion to Director of Enforcement made especially clear to Thomsen that young lawyers saw her as an example of what was possible in their own careers.

“I was the SEC’s first woman Director of Enforcement. After I became director, we saw more women applying for promotions. And more women were promoted. In my mind, that was a positive development.”

Now a senior partner at Davis Polk, Thomsen hopes her experience in the public and private sector helps those new to the profession to see themselves in challenging and exciting roles.

“I hope my career indicates to others, especially new lawyers and women entering our profession, that there are wonderful, attainable opportunities for interesting and important work in both the public and private sector,” she said.



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NAWL NEWS

Upcoming NAWL Programs

FEBRUARY 24, 2010

NAWL Mid-Year Meeting Welcome Cocktail Reception

5:30 P.M. – 7:30 P.M.

BELO MANSION

DALLAS, TX

Join NAWL at its Mid-Year meeting in Dallas, Texas where it will award the NAWL Challenge Award to Dell Inc.'s Legal Department. The NAWL Challenge Award is presented to an in house legal department with policies designed to meet the NAWL Challenge (By 2015, women will represent 30% of law firm equity partners, 30% of chief legal officers, and 30% of tenured law school faculty members).

In addition, the NAWL Leadership Award will be presented to Chief Justice Carolyn Wright. The Leadership Award is presented to high-profile individuals in the community whose personal contributions advance women lawyers and promote diversity in the legal profession.

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

FEBRUARY 25, 2010

NAWL Mid-Year Meeting Luncheon and CLE Programs

8:15 A.M. – 4:30 P.M.

THE FAIRMONT DALLAS

DALLAS, TX

YOUNG LAWYERS

COCKTAIL RECEPTION

5:30 P.M. – 7:30 P.M.



The face behind **DIVERSITY**

"I believe in the old adage: It is the responsibility of leadership to provide opportunity, and the responsibility of individuals to contribute. Alston & Bird draws upon all available sources of legal talent, and strives to create an environment where everyone can contribute, reach their full potential and succeed. Fostering diversity is simply a way of ensuring that our clients receive the best representation we can possibly provide."

Lisa Gilford, *Partner, Products Liability; President of the National Association of Women Lawyers, the oldest women's bar organization in the country; wife and mother of two.*

ALSTON + BIRD LLP
Change in Motion

Recent NAWL Programs

NOVEMBER 5 & 6, 2009

**5th Annual General
Counsel Institute**

WESTIN NEW YORK AT
TIMES SQUARE
NEW YORK, NY

This premier program for senior in-house women lawyers celebrated its five-year milestone hosting over 250 attendees from all regions of the country and beyond. The Institute provided participants a unique opportunity to learn from leading experts and experienced legal colleagues about the pressure points and measurements of success for general counsel in a supportive and interactive environment. Participants enjoyed plenary and workshop sessions with general counsel of major public corporations and other professionals in a collegial atmosphere while also engaging in networking opportunities with other senior legal professionals.

OCTOBER 22, 2009

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

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

Many joined NAWL, Starnes & Atchison LLP and other sponsoring organizations 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

Many joined NAWL, Duane Morris LLP and other sponsoring organizations 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.

OCTOBER 21, 2009

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

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

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

NAWL NEWS

Member News

Lawyer Coach **Martha Newman**, J.D., PCC, owner of TopLawyerCoach.com, has been appointed to a three year term on the Law Practice Management Committee of the State Bar of Texas by Bar President Roland Johnson. Her duties include presentation of CLE Events for bar associations throughout the state of Texas.

Law Firm News

Holland & Knight was named a 2010 Go-To Law Firm for the nation's top 500 companies. Holland & Knight has been recognized as a Go-To Law Firm for seven years. For this year's Go-To Law Firm recognition, 13 companies selected Holland & Knight for its work in the areas of: (1) Intellectual Property, (2) International, (3) Labor and Employment, (4) Litigation and (5) Securities.

The list of Go-To Law Firms will be published in *Corporate Counsel's* national reference guide, *In-House Law Departments at the Top 500 Companies*. Nominees were chosen by a national survey of General Counsel from the Top 500 Companies coupled with in-depth research & analysis of various public filings and resources. Each year, the reference guide lists approximately 1,000 Go-To Law Firms.

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New Members

From September 1, 2009 to November 30, 2009, the following have become NAWL individual members.
Thanks for your support of NAWL.

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

NETWORKING ROSTER

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Fifth Annual Selma Moidel Smith Law Student Writing Competition

The National Association of Women Lawyers (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.

\$500 AWARD

The author of the first-place essay will receive a cash prize of \$500.

The winning essay will be published in the *NAWL Women Lawyers Journal* in Summer 2010.

NAWL is the leading voluntary organization devoted to the interests of women lawyers and women's legal rights. Founded over 100 years ago, NAWL has members in all 50 states and engages in a variety of programs and activities to advance its mission. For more information regarding NAWL, please visit www.nawl.org.

Competition Rules

TOPIC

Entrants should submit a paper on an issue concerning women's rights or the status of women in the law.

ELIGIBILITY

Essays will be accepted from students enrolled at any law school during the 2009/2010 school year. The essays must be the law student author's own work and must not have been submitted for publication elsewhere. Notwithstanding the foregoing, students may incorporate professorial feedback as part of a course requirement or supervised writing project.

FORMAT

Essays must be typed on 8 1/2 x 11 inch paper, double-spaced in 12-point font, Times New Roman font type. All margins must be at least one inch. Entries must not exceed fifteen (15) pages of text, excluding notes, with footnotes placed as endnotes. Citation style should conform to the 18th edition of *The Bluebook – A Uniform System of Citation*. Essays longer than 15 pages of text, excluding notes, or which are not in the required format will not be read.

JUDGING

NAWL *Women Lawyers Journal*® designees will judge the competition. Essays will be judged based upon content, exhaustiveness of research, originality, writing style, and timeliness.

QUESTIONS


Questions regarding this competition should be addressed to the chair of the Writing Competition, Professor Jennifer Martin at jmart@uoregon.edu.

SUBMISSION AND DEADLINE

Entries must be received by April 30, 2010. Entries received after the deadline will be considered only at the discretion of NAWL. Entries must be submitted in two formats: (1) email an electronic version (in Microsoft Word or PDF format) to jsart@uoregon.edu; and (2) mail, with a postmark dated by April 30, 2010, four paper copies of the essay to:

Selma Moidel Smith Law Student Writing Competition
National Association of Women Lawyers
American Bar Center, MS 15.2
321 North Clark Street
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