

# WLJ

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## Few positive changes seen

*Report of the 7th Annual  
Survey on Retention and  
Promotion of Women In Law Firms*

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Understanding  
stereotype threat

Women and the Law  
courses spring from protest

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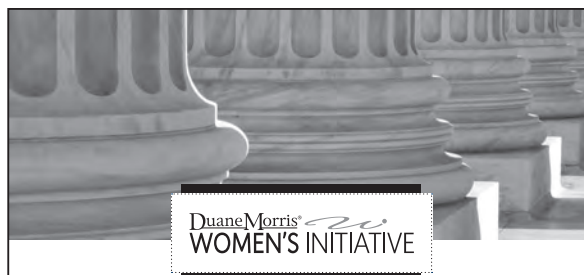
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By joining NAWL, you join women throughout the United States and overseas to advocate for women in the legal profession and women's rights. We boast a history of more than 100 years of action on behalf of women lawyers. For more information about membership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

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## Progress takes a marathoner's heart

By Maritza Ryan

Legendary endurance athlete Diana Nyad swam her way into history once more when, on her fifth attempt over 35 years, she finally conquered the 110-mile stretch of equally picturesque and perilous ocean between Cuba and Florida. In completing the nearly 53-hour swim, the 64-year-old became the first person – man or woman – to perform this extraordinary feat of endurance without use of a shark cage. Until Nyad's swim, the hazardous Florida Straits had been successfully crossed only once, in 1997, by another intrepid woman, Australian Susie Maroney, who had availed herself of a protective shark cage (these cages are towed behind boats and, aside from deterring sharks, are thought to give swimmers some minor speed and energy advantages by reducing drag). Months before Nyad's successful attempt, a second Australian woman and Nyad admirer, Chloe McCardel, had been forced to abandon her own quest, also sans shark cage, after enduring 11 hours and debilitating jellyfish stings.

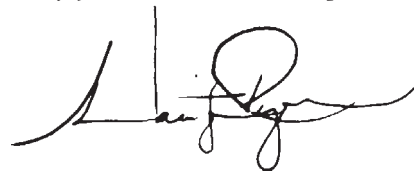
Controversy erupted the minute the sunburned, swollen-faced and exhausted Nyad touched her toes to sand near Key West. Skeptics questioned the authenticity of her record-breaking swim, claiming that it would have been impossible for anyone, much less this woman well past her athletic prime, to have completed it in the reported time without cheating. For their part, Nyad and her team have vigorously defended her achievement and her integrity, predicting that, in good time, all such attempts by critics to tarnish her record and cloud her singular accomplishment will fall by the wayside.

In late 2012, Nyad had spoken movingly to the audience gathered at NAWL's 8th Annual General Counsel Institute in New York City: no one who heard her speak that day will likely ever forget her determination, her optimism and her infectious enthusiasm for living life to the fullest, whatever the daunting challenges along the way. This edition of the Women Lawyers Journal takes a look at

where we, as women lawyers, are along the journey to equity within our profession and our society. As we take in the survey results and the articles that accompany them, it behooves us to remember and take inspiration from Nyad's extraordinary record of achievement and that of her peers. It is no accident that the swimmers who've attempted the Florida straits were all women. It turns out that women actually compete quite well in extreme long-distance sports, whether it be open-water swimming or ultra-marathon running, regularly beating male competitors. As sports psychotherapist Bruce Gottlieb put it, when it comes to our ability to endure, "Men tend to think 'harder, faster, stronger,'" he says, while "women tend to think with more determination and tenacity."

Even as we recognize, then, that although we are "holding our own" by some measures, we lag in others – such as attainment of leadership roles and equal compensation. It pays to keep our sights on the long run. Nyad's advice upon concluding her historic mission extends well beyond the sport of open-water swimming: "I've got three messages. One is we should never, ever give up. Two is you are never too old to chase your dreams. And three is, it looks like a solitary sport, but it takes a team."

*Enjoy the Journal — and keep swimming!*



P.S. One of the many women lawyers Nyad met at the General Counsel Institute, where she spoke shortly after Hurricane Sandy hit the area, was NAWL Board Member and New York City Deputy Mayor Carol Robles-Román. A native New Yorker, Nyad wanted to find some way to help survivors still dealing with the super storm's aftermath. She and Robles-Román put their heads together, and that's how a 42,000-gallon, 120-foot-long pool ended up in the middle of Manhattan. One year after Hurricane Sandy, from October 8 -10, 2013, Nyad led a 48-hour, continuous swim-a-thon fundraiser at Herald Square called "Nyad Swim for Relief," with all proceeds going directly to assist individual Hurricane Sandy victims.



Maritza Ryan is a Colonel in the U.S. Army, and is serving as Professor & Head of the Department of Law, U.S. Military Academy at West Point. She can be contacted at [Maritza.Ryan@usma.edu](mailto:Maritza.Ryan@usma.edu)



## Telling stories builds common bonds

*Each of us has a role to play in training and teaching and learning*

**By Deborah S. Froling**

Welcome to the newest edition of the Women Lawyers Journal®. I'm so excited to be on the right side of the page as President rather than the left side of the page as Editor. It's a little different perspective – a good one – but different. Which is a great segue into two things I want to address with you throughout this year:

The first is telling stories – not the types of stories you read to your children each night – life stories. Everyone has a story and everyone has a journey called life. I find that of all the speeches and talks I give or hear, the ones that affect me the most are those that tell a story.

It's a little daunting to be in the audience with some phenomenal leader at the podium and feel any kind of connection. But if you hear their story, it provides insight, a nugget that gives you the feeling they are the same as you in some respect and that you can relate to their story in a way that relates to your life. Clearly, I don't have a lot in common with someone like Michelle Obama, but when I hear stories of her early years practicing law, I feel a connection.

I feel that connection to NAWL as well. NAWL is an organization rich in stories and a vast array of journeys. This year, I am going to encourage members (and nonmembers) to tell their stories. If it provides a connection to just one person, then it's worthwhile to do.

I often am asked how I got involved in NAWL. The answer is simple – someone asked me to be involved. It was the personal connection that made all of this possible for me. I will be telling my story this year everywhere I can and hoping to make as many connections as possible.

Second, I want to explore the differences between the generations in our profession. I'm a "tweener," or part of the sandwich generation (although technically a baby boomer) stuck between aging parents and young kids. It is a unique position for experiencing how the workplace works (or doesn't work) amongst the generations.

I want to help those before and after me figure out how to succeed together as part of any organization rather than doing battle one generation against another.

Given the generational differences within the profession, we need to find common ground to make the legal profession stronger, sustainable and successful.

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legal profession stronger,  
sustainable and successful.

Each of us has a role to play in becoming a mentor or sponsor and being mentored and sponsored, in training and teaching and learning.

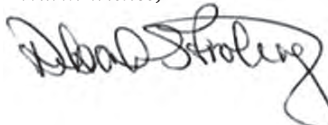
From succession plans to flexible workspace, we all have to adapt to succeed. From value billing to collaboration, the legal profession

is changing. All of us have much to learn and I hope that NAWL will be a partner with you and your organization to help you achieve success.

NAWL's programs are geared to growing leadership amongst our members and continuing the diversification of our profession. NAWL strives to be the "Voice of Women in the Law™" and has many ways in which it seeks to do so. With all of us working together, we can provide the tools for each generation to exceed the previous generation's achievements and leave a better profession for those who will follow.

If you are interested in learning more about NAWL, or having me or a member of the board of NAWL come speak to your organization, please let us know. We would be happy to tell our story and ask you to join us in making this a better legal profession for all.

Warm wishes,



Deborah S. Froling is a member of Arent Fox LLP's Corporate/ Securities and Real Estate Groups in the Washington, D.C. office. She has served as NAWL's President-elect and as Chair of NAWL's Publications Committee, and has served as editor of the Women Lawyers Journal. She can be reached at 202.857.6075 or [froling.deborah@arentfox.com](mailto:froling.deborah@arentfox.com).



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**Report of the Seventh Annual NAWL National Survey on  
Retention and Promotion of Women in Law Firms**

## Few positive changes seen in seven years

*While BigLaw insists it is working to advance women lawyers to equity partnership, the percentage of women equity partners has remained at 15% throughout the history of the Survey*

**By Barbara M. Flom**



In this seventh year of the NAWL National Survey on Retention and Promotion of Women in Law Firms, it is worth stepping back and taking note of the broader economic picture and the changing nature of law practice, since these phenomena affect both women's and men's potential for advancement and success in the large law firm environment. When we issued the first Survey

Report in late 2006, the U.S. economy was buoyant and law firm revenues were growing at an impressive pace. AmLaw 200 firms were hiring record numbers of entering associates. Since then, of course, much has changed, and the 2012 Survey responses clearly indicate that large law firms have not fully recovered.

In this challenging economic environment, faced with flat or even declining revenues, law firms have scrambled to control their own costs, the lion's share of which are personnel costs. In addition to reducing the size of incoming associate classes (in a few publicized cases even canceling employment offers to law students), firms terminated lawyers at all levels, de-equitized partners and trimmed support staff. Moreover, firms have been forced to adopt more cost-effective ways of handling certain matters. Low-level, repetitive work is frequently delegated to lawyers who have lower billing rates than even junior associates: (a) staff attorneys (i.e., nonpartner-track lawyers within the firm), (b) lawyers in firm subsidiaries (or captives) formed to perform this type of legal work at a lower cost, or (c) contract lawyers who work for independent companies in the U.S. or even outside the U.S. And one traditional bulwark of law firm hours, document review, is undergoing a sea change because of increasingly sophisticated technology for electronic data analysis.<sup>2</sup>

### About the Survey

The National Association of Women Lawyers® and The NAWL Foundation® are pleased to report the results of the seventh annual National Survey on the Retention and Promotion of Women in Law Firms.<sup>1</sup> This survey is the only national study that annually tracks the professional progress of women in the nation's 200 largest law firms by providing a comparative view of the careers and compensation of men and women lawyers at all levels of private practice, as well as analyzing data about factors that influence career progression. The Survey aims to provide (a) an empirical picture of how women lawyers forge long-term careers and attain leadership roles in firms, (b) benchmarking statistics for firms to use in measuring their own progress, and (c) over a multiyear period, longitudinal data for cause-and-effect analyses of the factors that enhance or impede the progress of women in firms.



Barbara Flom is Secretary of the NAWL Foundation and chaired the 2012 Survey Committee. She practiced law for more than two decades, primarily in AmLaw 100 firms. As Principal in Goldberg Kohn's Securities & Tax Group, Ms. Flom counseled clients on a broad range of issues, such as business formation, securitization transactions, and mergers and acquisitions. Contact her at [barbflom@gmail.com](mailto:barbflom@gmail.com).



Also, continuing a trend we have noted in previous Survey Reports, the structure of law firms has grown more complex. The typical AmLaw 200 firm is now a two-tier partnership with many different categories of lawyer in a leveraged structure: 151 equity partners (barely 15% women), 91 nonequity partners (26% women), 54 counsel (35% women), 188 associates (46% women) and 11 staff attorneys (70% women). As the preceding numbers clearly show, women constitute a smaller percentage of each category as you move up the career ladder. In other words, over the course of time women exit law firms disproportionately more than their male peers. Moreover, it is troubling to note that the percentages of women equity partners and women associates in the typical firm have declined slightly during the past two years.

Beyond the basic numbers, how are women lawyers faring in this evolving and challenging environment? The good news is that, in general, women are holding their own: for example, although median equity partner compensation is down across the board, women's compensation has declined less than men's. The bad news is that along every dimension of comparison, and in spite of law firms' expressed support for gender equity, women have not made significant progress either economically or in reaching leadership roles during the seven years the Survey has measured the impact of gender in law firms.

### 2012 Survey Snapshot

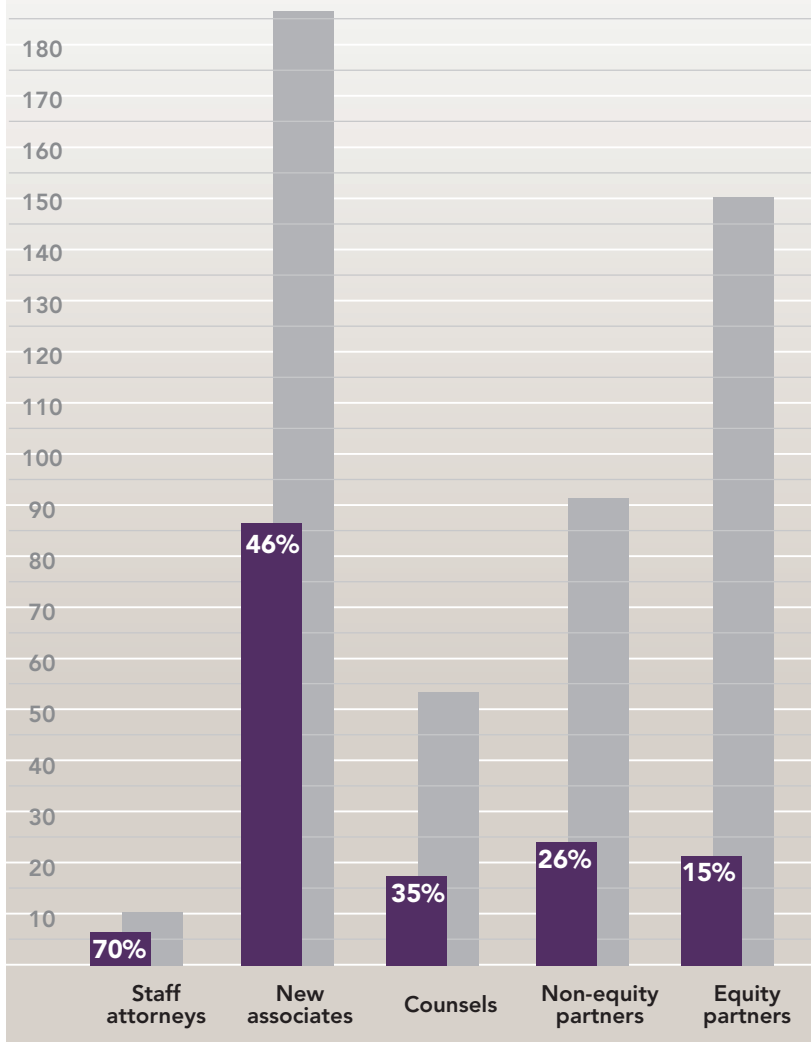
- Female flight from BigLaw starts early and accelerates over time; the only countervailing trend is in the lower-status staff attorney role, where women are an increasing majority.
- Women are substantially more likely to reach the equity partner position at one-tier firms; they are least likely to reach the equity partner position at two-tier AmLaw 100 firms.
- Women's median compensation lags men's at all levels, with the worst discrepancy at the equity partner level, where women typically earn only 89% of what men make.
- Women's median billable and total hours generally lag men's at all levels; however, for nonbillable hours, women above the associate level record significantly more hours than men. Pro bono hours are typically negligible for both men and women above the associate level.
- Women partners are credited with a smaller median book of business than men, even though their business development efforts may be substantial.
- The gap between the median compensation of male and female equity partners cannot be explained by differences in billable hours, total hours or books of business.
- Women still typically hold only 20% of the positions on a firm's highest governance committee, and only 4% of firms have a woman as the firm-wide managing partner.

## *Firm management structure has changed significantly, but the roles of women lawyers have not*

By examining the Survey results in detail, we hope to uncover some of the reasons why women are not achieving success comparable to their male peers, and to suggest tactics that firms might employ in order to positively affect the long-term advancement of their women lawyers.

### Typical Law Firm Structure

The typical AmLaw 200 firm is now a two-tier partnership with many different categories of lawyer in a leveraged structure: 151 equity partners (barely 15% women), 91 nonequity partners (26% women), 54 counsel (35% women), 188 associates (46% women) and 11 staff attorneys (70% women).



### Gender differences in core data at each stage of firm practice

#### 1. Associates: Even at the entry level, discrepancies emerge

The pipeline of entry-level women attorneys continues to shrink. Women constituted 47% of graduating lawyers in 2011,<sup>3</sup> but only about 45% of the first- and second-year associates in AmLaw 200 firms. This trend, while not overwhelming, nonetheless does not bode well for increasing the percentage of women lawyers in the upper echelons of practice, especially because our research shows that women lawyers leave law firms disproportionately more than men, at every stage.

Even at the associate level, where starting salaries are typically equivalent and there often isn't much to distinguish one fledgling lawyer from another, women begin to fall behind. Although the typical overall compensation for women associates is 99% of what men earn, when it comes to bonuses, a disparity emerges: women constitute nearly 45% of the associate pool, yet they receive only 40% of the bonuses.

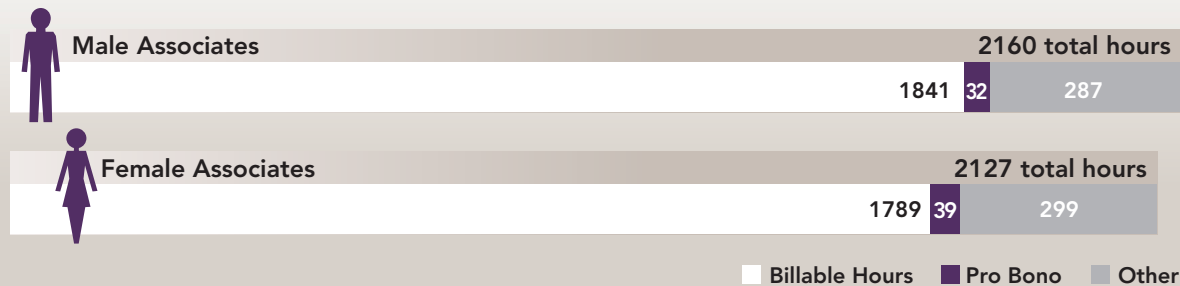
One occasionally hears the suggestion that women earn less because they work less, or because they expend disproportionately greater efforts on pro bono projects or various nonbillable activities (committee work, bar activities, business development, legal publications, women's initiatives, etc.). To explore this concept, this year we asked firms to tell us about the median hours recorded by lawyers in every category, broken down into total hours, billable hours and pro bono.<sup>4</sup> Although the precise discrepancies vary at different stages of practice (and will be noted further in succeeding sections of this report), there are some differences between male and female work profiles at the associate and each senior level.

In a typical firm, male associates recorded 2,160 total hours, of which 1,841 were billable and 32 were pro bono. Female associates, in contrast, recorded 2,127 total hours and 39 hours of pro bono – not much different than men's hours. However, in the typical firm, women associates' median billable hours were only 1,789 – 52 hours less than their male peers. Overall, women associates are typically logging slightly fewer billable hours than men, although it is also the case that these data vary firm by firm.

Firms vary in how many billable hours they expect of associates and also how they treat a difference at the level



Overall, women associates are typically logging slightly fewer billable hours than men, although it is also the case that these data vary firm by firm.



of 50 hours. For some firms, the difference would not be meaningful. In a firm where the expected target for associates is 1,800 billable hours or higher, a difference of this magnitude may have more impact. Some firms tie associate bonuses to the number of billable hours, which may adversely affect women who bill less, although this is not uniformly the case.

We also have a tentative conclusion about gender differences for nonbillable hours.<sup>5</sup> Of course, the nature of nonbillable hours varies widely. Some firms expect

lawyers to keep track of time spent on activities such as reading advance sheets or new court decisions in their field of specialization; others do not. In the area of business development, some firms only count activities such as preparing pitch materials or taking part in a beauty contest, while others expect lawyers to note all time spent on business development, regardless of the nature of the activity. Some firms treat write-offs as nonbillable hours; others do not. Nevertheless, keeping in mind that the precise components of nonbillable hours

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## *Women lawyers' compensation lags at every level*

will differ from firm to firm, it would appear that women associates are logging somewhat higher nonbillable hours than their male counterparts.

It is important to note that the Survey data merely show the difference; they do not explain the causes, of which there may be several. A traditional firm might rely on individual partners to parcel out work to associates, which may not achieve an equitable result. Or a project-assignment protocol designed to achieve equity among associates might not work as planned. Women associates may spend more time on CLE or practice development activities. Or, women associates may devote more time than their male counterparts to in-firm activities targeting associates or women.<sup>6</sup>

Whatever the causes, we recommend that firms track billable and nonbillable hours, and also implement or review policies to ensure that billable work is being allocated in a way that is fair to both men and women.

We recommend that firms track billable and nonbillable hours, and also implement or review policies to ensure that billable work is being allocated in a way that is fair to both men and women.

On the other hand, many, many women choose to be on a partner track and aim for partnership. Our ideal would be that, as more women entered big-firm legal practice, the standards and expectations would evolve to be more accepting of all women's lives and goals – not to slot more women at the lowest, nonpartner track position. That approach sends an unfortunate message: “Yes, Ms. J.D., you can work in BigLaw, but the right to advance, along with

profits, professional status and the most interesting projects, are restricted to those who accept the 24/7 on-demand mentality in every year of their practice, and the resultant stresses and warping of their lives.”

Our goal is to encourage firms to have systems of advancement that build in flexibility and accommodate the needs of women (and men) lawyers at various phases of their careers. After all, when more than one-third of the legal profession is female, it cannot be beneficial to firms to lose so much legal talent after a relatively short span of years. Our disappointment is that so many firms have not yet figured out how to develop policies and practices to retain women lawyers without simply relegating them to a bottom-tier role.<sup>8</sup>

## **2. Staff Attorneys: Off-track and predominantly female**

The Survey was the first national study to measure law firm use of “staff attorneys,” defined as full-time lawyer positions that are not partner-track. Over time, the data tell a consistent and troubling story. The use of staff attorneys is on the rise: this year, 80% of the responding firms reported using staff attorneys. The typical firm employs 11 staff attorneys, 70% of whom are women – the only category where women constitute a majority.<sup>7</sup> In the typical firm more than half of the staff attorneys are in their first decade of practicing law, but almost all of the senior staff attorneys are women.

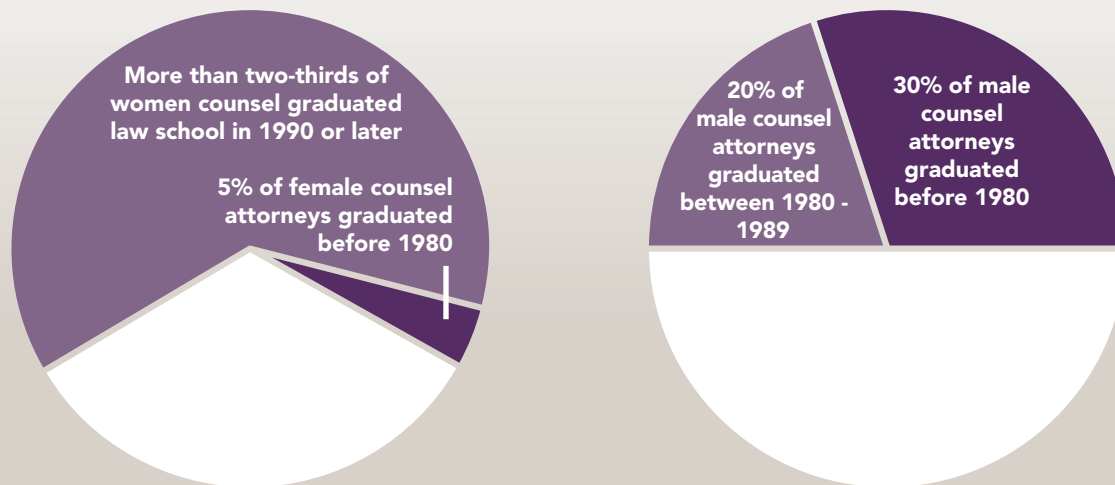
Anecdotally, we understand some women staff attorneys are pleased with their situation: they work in a pleasant environment with intelligent colleagues, earn good wages, and can achieve the kind of work-life balance that simply isn't possible for partner-track lawyers and partners in the large firm environment. Some even view their exclusion from a partnership track as beneficial, since they don't face the same competitive stresses as associates and don't have to concern themselves with firm “up or out” policies.

## **3. Counsel: Many mid-career women lawyers, potentially off-track for further advancement**

The typical firm has 54 counsel attorneys, of whom roughly 35% are women. The 2011 Survey found that the counsel role in firms varies widely. Among the people holding counsel positions in large firms are (1) senior partners winding down their practices, (2) de-equitized partners, (3) lawyers who do not possess a sufficient book of business to be considered for partnership or (4) lawyers who for one reason or another are not deemed “suitable” to be partners. Given these responses, it is not surprising that only a minority of firms (30%) told us that all or nearly all of their counsel are on a partnership track.

This year, women counsel earned 92% of the median compensation of their male peers, the same difference as we saw in 2011. When it comes to total hours recorded, the results differed depending on size of firm. In AmLaw100 firms, women counsel recorded

Our data show that men and women counsel are typically in different stages of their careers. More than two-thirds of women counsel graduated law school in 1990 or later. Among the women, only some 5% graduated before 1980. In contrast, roughly 30% of men in the counsel position graduated from law school before 1980, suggesting that they may be winding down their practices in preparation for retirement, and another 20% graduated between 1980 and 1989.



slightly higher total hours than men, while in Second Hundred firms men's total hours were somewhat higher. Looking just at billable hours, however, the results were consistently in one direction: the median male-female difference was 119 billable hours overall, and higher if one looked solely at Second Hundred firms.

Our data show that men and women counsel are typically in different stages of their careers. More than two-thirds of women counsel graduated law school in 1990 or later: i.e., they are likely to be in their prime childbearing years. Among the women, only some 5% graduated before 1980. In contrast, roughly 30% of men in the counsel position graduated from law school before 1980, suggesting that they may be winding down their practices in preparation for retirement, and another 20% graduated between 1980 and 1989. This overall pattern resembles what we observed in looking at counsel positions in past Surveys: most men working part-time did so at a time when they might be expected to be considering retirement, while most women were in a much earlier stage of practice. It is also the case that this pattern of results mirrors previous findings about part-time lawyers.

We would be less concerned about significant numbers of mid-career women in the counsel role if we had confidence that these women could return to

a partnership track at a later point in time. However, with women continuing to make up only a dismal 15% of equity partners, it is an unavoidable conclusion that women who go off the prescribed partnership path, even for a few years, seldom if ever make it back.

#### 4. Nonequity Partners: Close to parity

The large majority of AmLaw200 firms (78%) are two-tier partnerships. The typical firm includes 91 nonequity partners, of whom women constitute slightly over 26% (an increase of one percentage point from last year's number). Female nonequity partners typically earned 98% of the compensation of their male peers, which is a heartening sign, particularly when one compares it with Survey data from prior years. At the Survey's inception in 2006, women nonequity partners, at the median, made only 84% of what their male colleagues earned, but since then the compensation gap has narrowed almost every year.

The median hours recorded by nonequity partners show the same pattern we have observed in most other categories, i.e., women's total hours were only slightly fewer than men's, but women's billable hours lagged by 64. Pro bono hours for men and women were only slightly different. It is difficult to know the impact on

### *Few women lawyers make it into senior leadership roles*

women of a typical gap of 64 billable hours. Although we recognize that nonequity partners are seasoned lawyers and expected to take charge of their own careers, we believe firms still have a role to play in supporting the professional development of lawyers at this level, both women and men. If fewer billable hours – even if the gap is not large – is detrimental to the further advancement of women nonequity partners, firms have the obligation to consider what techniques they might employ to ameliorate the situation.

#### **5. Equity Partners: Structural and operational challenges abound**

We have reached the pinnacle: the career path for lawyers in firms culminates with seizing the brass ring of equity partnership. Equity partners hold an ownership interest in their firms and occupy the most prestigious, powerful and lucrative positions.<sup>9</sup> Unfortunately, the Survey data make clear that disappointingly few women reach this

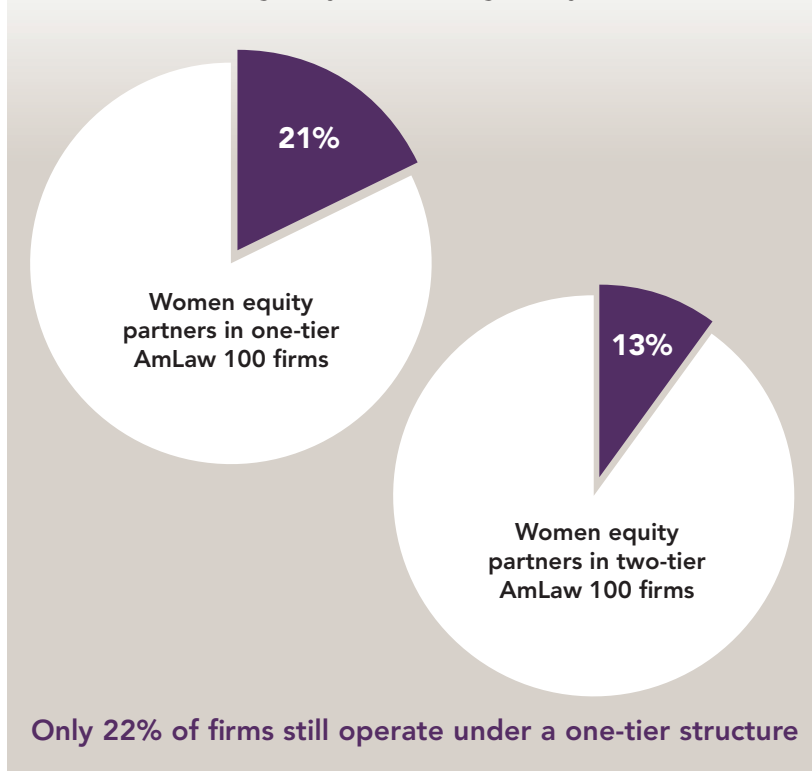
stage. Moreover, in many respects, even women who have achieved this rarefied level face significant career challenges.

Once again, the survey data show that women lawyers account for barely 15% of equity partners in the typical firm. There has been essentially no change in this percentage during the seven years the Survey has examined this statistic, and anecdotally this percentage has not increased in more than two decades. In other words, throughout an era when substantial numbers of women have been graduating top law schools and beginning practice in large law firms, through both boom and bust economies, and irrespective of the oscillating political climate, women's representation in this elite group has not increased. The United States Supreme Court – certainly the most prestigious and vetted set of lawyers in the United States – has a far higher percentage of women members than equity partnerships in large U.S. law firms.

In past Surveys, we observed that women have achieved relatively greater success in one-tier firms than in two-tier firms, and for this year the difference is particularly noteworthy.<sup>10</sup> Overall, in a typical one-tier firm, women constitute 21% of the equity partners while in the typical two-tier firm, women make up only 15% of the equity partners. Although a woman lawyer's chances of achieving equity partnership are significantly higher in a one-tier firm, the prevalence of one-tier firms has been declining for decades: only 22% of responding firms still operate under a one-tier structure.


In our initial review of the data, we saw a modest difference in the women equity partner median percentage for AmLaw100 (14.8%) versus Second Hundred firms (16.2%), which might suggest that a Second Hundred firm is a slightly more promising environment for women lawyers. However, we also noted that almost all of the one-tier firms are in the AmLaw 100 rather than the Second Hundred, and in fact one-tier firms made up a significant fraction of the responses we received from AmLaw 100 firms. Therefore, we took the further step of calculating the median percentage of women equity partners in one-tier AmLaw100 firms (21%) vs. two-tier AmLaw100 firms (barely 13%) – an even greater and striking difference. These data suggest that the chance of long-term success for a woman lawyer is greatest with a one-tier firm – although they are

**The chance of long-term success for a woman lawyer is greatest with a one-tier firm – although they are becoming a rarity.**



*Continued on page 16*





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## *Complex firm structure hinders women's access to equity partnership*

*Continued from page 14*

becoming a rarity—and then with a two-tier, Second Hundred firm, with a two-tier AmLaw 100 firm typically offering the lowest chance of success for women lawyers.

### **The phenomenon of mixed-tier firms**

While firms generally describe their partnership structures as one-tier or two-tier, depending on whether they have a significant number of nonequity partners, the NAWL Survey has identified a third type of structure: the “mixed-tier” firm.<sup>11</sup> In a mixed-tier firm, a subset of the equity partners, “fixed-income equity partners,” are required to contribute capital to the firm, like other owners, but they are not compensated like full equity partners. Instead, they receive most of their compensation in the form of a fixed annual salary and/

It significantly strains the concept of equity partner to report lawyers as “equity” partners when they lack the traditional perquisites and advantages of ownership.

or a performance-based bonus. Moreover, fixed-income equity partners seldom possess the control rights of an owner: they cannot vote as equity partners and possess little or no governance authority.<sup>12</sup>

In our view, it significantly strains the concept of equity partner to report lawyers as “equity” partners when they lack the traditional perquisites and advantages of ownership.

Be that as it may, the data over time suggest this category is growing. In 2012, 15% of firms govern under a mixed-tier structure, with the typical firm reporting eighteen fixed-income equity partners, an increase from prior years. Another difference from the 2011 Survey is that this year, in the typical mixed-tier firm, women constitute 37% of fixed-income equity partners.<sup>13</sup>



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We remain concerned about the mixed-tier phenomenon. Even if women do not dominate the fixed-income equity partner category, the data suggests that a far greater proportion of women occupy the mixed-tier category – over 1/3 of fixed-income equity partners – than the full equity category (with typically only 15% women). Fixed-income equity partners may be held out as partners to the world, but within the firm environment they lack power and therefore are unlikely to take senior leadership roles or have a decisive influence on firm policies and programs that affect women lawyers.

### Participation by women lawyers in law firm leadership

As one would expect, the senior leadership roles in large law firms are staffed almost exclusively by equity

Women's voices are few in the important discussions of strategy and policy that give rise to our notion of firm culture.

partners. Since women comprise only 15% of equity partners in the typical firm, it should come as no surprise that women have similar levels of progress in reaching firm-wide leadership ranks. Women constitute only 20% of the members of a typical firm's highest governing committee.<sup>14,15</sup> The data on firm-wide managing partners is similarly disappointing: a woman is a firm-wide managing partner in only 4% of firms. In another 6% of firms there are multiple firm-wide managing partners of which at least one is a woman.

Thus, we continue to see that women are not visible in significant numbers at the top, either as owners of firms or in management or leadership roles. The relative dearth of women at this level cannot help but have depressive effects on the advancement of succeeding cohorts of women lawyers, not only because of the relative lack of

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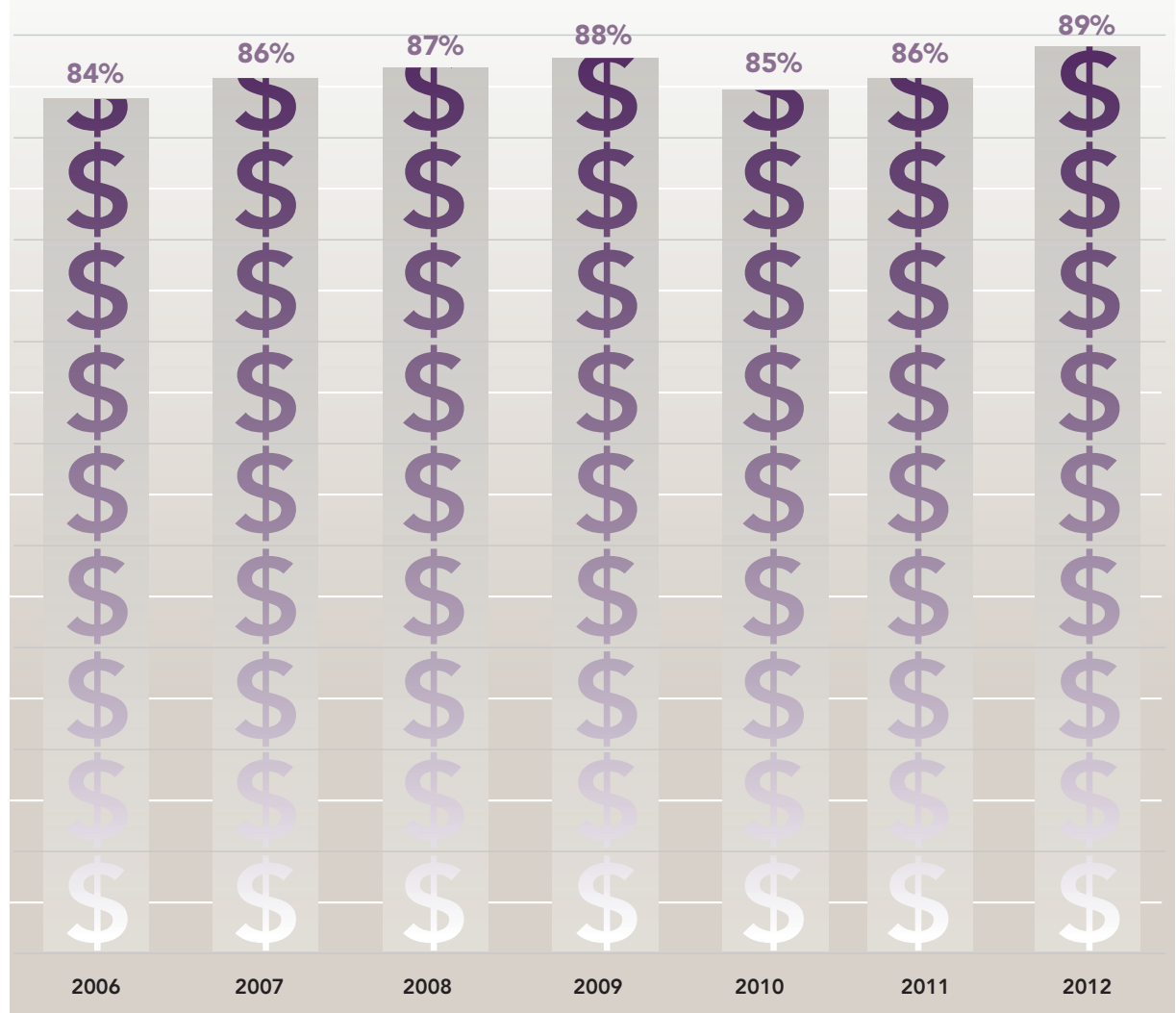
*The percentage of women equity partners in the  
200 largest U.S. law firms stands stagnant*

female role models, but for at least two other important reasons. First, women's voices are few in the important discussions of strategy and policy that give rise to our notion of firm culture. If a firm's culture and policies are not developed with the input of all appropriate constituencies, they are unlikely to reflect the values and goals of all of its lawyers, and thus it is only to be expected that those whose views went unheard (whether women, minorities, or other marginalized groups) "vote with their

feet" and leave the law firm in search of a more responsive, supportive professional environment.

Second, and equally important, the scarcity of visible, senior, successful women in large law firms sends a powerful message to other women, either those coming up the ranks within firms or those who are making a decision whether to attend law school or to apply for an associate position in BigLaw. The message – whether or not intended by those in power – is clear and simple:

**This year, at the median, women equity partners earned about 89% of what their male peers earned – a narrower gap than we observed in 2011 and the narrowest gap we have seen since the inception of the Survey in 2006.**





“You do not belong here.” Perhaps this, as much as anything, is responsible for a trend we first noted in the 2011 Survey: the declining percentage of women attending law school.

### **Compensation and hours at the highest levels**

The news for women equity partners is slightly better when we look at relative compensation. This year, at the median, women equity partners earned about 89% of what their male peers earned – a narrower gap than we observed in 2011 (when it was 86%) and the narrowest gap we have seen since the inception of the Survey in 2006.<sup>16</sup> However, Survey responses show that median compensation – for both men and women equity partners – has been declining every year

The relative compensation gap between women and men equity partners differs for one-tier, two-tier and mixed-tier firms.

since 2008, suggesting that many lawyers – male and female – have suffered a reduction in compensation due to the continuing economic malaise. Thus, rather than saying that women equity partners have gained ground,

a more apt observation might be that women equity partners have suffered disproportionately less than men.

Although the effects are not as pronounced, we observed that the relative compensation gap between women and men equity partners differs for one-tier, two-tier and mixed-tier firms. Once again, women equity partners fared best in one-tier firms and worst in two-tier firms; with mixed-tier firms falling somewhere in between.

A review of hours recorded by men and women at the equity partner level discloses a somewhat different

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*Over time women exit law firms disproportionately  
more than their male peers*

pattern than we saw for other lawyers. At the median, women's total hours exceeded men's by 34. When it came to billable hours, women lagged men by 28 hours. Once again, women's and men's pro bono hours were not meaningfully different. So one must infer that women's overall hours are higher because they spend more time on nonbillable matters. That being said, women's and men's

hours – total or billable – are sufficiently close that they do not explain the difference in relative compensation.

**Books of business and gender**

That differences in hours worked does not correlate to differences in median equity partner compensation is perhaps not surprising. After all, at the equity partner level it is generally understood that a lawyer's value to a firm inheres less in the hours the lawyer bills than in the client business or relationships she controls.

For the past several years, recognizing that the ability to generate business is critically important to a lawyer's advancement, the Survey has been asking questions about rainmaking. Initially, we found that few firms counted even a single woman among their top ten rainmakers. And from the 2011 Survey, we learned that women equity partners are significantly less likely than their male peers to receive credit from their firms for even a modest \$500,000 book of business. In this year's Survey, we added another innovation: we asked firms to tell us the amount of their median book of business – for men, for women, and overall. Although many firms declined to answer these questions, we nevertheless garnered substantial data.

Consistent with the responses to previous Surveys, we found that the typical female equity partner receives less credit for business generation: women equity partners receive only 75% of the amount credited to their male colleagues. The percentage gap was notably higher in AmLaw100 firms (71%) than in Second Hundred firms (83%), suggesting that women in the largest firms face disproportionately greater challenges in receiving credit for business generation.

To our surprise, the level of credited business appears to be uncorrelated to compensation level for both men and women. The typical woman equity partner's compensation is 63% of her billings, while the typical

Women partners have not generally been credited with the level of business generation of their male peers, whether at the highest levels, at the median, or at the \$500,000 level.



male equity partner's compensation is only 57% of his billings. Thus, if billings were the only factor firms utilized in setting compensation, women equity partners should be receiving higher compensation than men. Of course, except in the purest of "eat what you kill" law firms, one wouldn't expect billings to be the exclusive touchstone of compensation. Indeed, we observed such wide variation in the data that firms must be considering much more than a partner's billings (or hours) when setting her or his compensation.<sup>17</sup>

Over time, the composite picture we are developing of rainmaking confirms that women partners have not generally been credited with the level of business generation of their male peers, whether at the highest levels, at the median, or at the \$500,000 level. Although we have found no direct correlation between credit for business and compensation, the coincidence that

women fall behind in both may be telling. The challenge is for women and their firms to develop strategies that give women appropriate credit for business generation, and to translate that credit in ways that eliminate compensation gaps.<sup>18</sup>

Looking at the overall picture, the difference between median compensation for men and women equity partners cannot be explained either by reference to relative hours worked or to relative billings credited. It thus remains unclear what factors firms use in setting equity partner compensation, and how those factors are weighted. The Survey data highlight the fact that compensation systems in large law firms typically lack transparency. Our concern is that, in the absence of transparency, there is the potential for unintended bias to affect the process in ways that disadvantage women lawyers disproportionately.

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## Conclusion

The NAWL Foundation, in cooperation with NAWL, sponsors an annual Survey designed to assess the status of women lawyers in the largest private U.S. law firms and to elucidate the factors that impede or support their retention and promotion. Firms have repeatedly advised us that they are committed to the goal of increasing gender equity and they wish to implement concrete steps to assist their women lawyers in advancing their careers. We hope that the data presented here will assist

those efforts by sparking constructive dialogue across the profession on these important topics.

We express deep appreciation to all of the firms that participated in the Survey and their willingness to entrust us with confidential and sensitive data to facilitate the analyses presented above. We especially applaud NAWL's Law Firm Members and Sponsors for their interest in the Survey as well as their other cooperative efforts to enhance the role of women in the legal profession. ■

## Appendix on Survey Methodology

The NAWL Survey was sent in March 2012 to the 200 largest firms in the U.S. as reported by The American Lawyer.<sup>19</sup> Although we recognize that most attorneys in private practice work in smaller organizations, we have chosen 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 and bellwethers for the larger profession.

The Survey solicited information about each firm's U.S.-based lawyers as of Feb. 1, 2012. The 2012 questionnaire included comparative questions about associates, counsel, nonequity and equity partners, staff and contract attorneys, law firm structure, compensation, governance and rainmakers. As has been true since the inception of the Survey in 2006, NAWL does not publish any individual law firm data. We believe that performing aggregate analyses of the law firm population, rather than highlighting individual firm data, is more consistent with the goals of tracking how women are doing overall and setting benchmarks. We also believe that the confidentiality we promise encourages firms to be forthcoming with sensitive information that immeasurably enriches the data available for our analysis.

A total of 107 firms responded to the 2012 Survey, which is an overall response rate of 56%. Responding firms were not significantly smaller

than nonresponding firms in terms of revenue per lawyer and profits per partner. Responding firms were somewhat larger than nonresponding firms in terms of gross revenue and net operating income. Geographic representation was not consistent: the response rate was highest for National and Southern firms, and lowest for Western firms. Not all firms answered every question. The Survey's questions on compensation, books of business and hours worked obtained the lowest response rates with, on average, 52 firms responding to questions about compensation, 56 firms responding to questions about billings and 59 firms responding to questions about hours worked. Based on anecdotal reports, the lower response rates for these questions suggest that the Survey results are likely to under-represent the levels of gender disparity along these dimensions.

The Survey was designed and developed by Stephanie Scharf, currently President of the NAWL Foundation as well as a practicing lawyer and former Senior Study Director at NORC, a national survey research center based at The University of Chicago. The Survey has been administered annually since 2006. The 2012 analysis was assisted by Russell Bittmann, Economics Ph.D. student at The University of Chicago. ■





## Endnotes

- 1 We thank Stephanie Scharf, President of the NAWL Foundation and a partner in Scharf Banks Marmor LLC for her leadership in creating the NAWL Annual Survey, and for her thoughtful ideas and edits to this 2012 report. We also thank the Survey Committee for their tireless efforts in encouraging firms to respond to the Survey: Andi Groomes <andi@thresholdadvisors.com>, Ava Youngblood <ava@yngbloodexecsrch.com>, Brenda Ryals <brenda@yngbloodexecsrch.com>, Kandice Bridges <kbridges@alvarezandmarsal.com>, Ya Marie Cham <yamarie.cham@snrdenton.com>, Charlotte Pashley <cpashley@mcguirewoods.com>, Christine Stanitski <CStanitski@fdh.com>, Dawn Simmons <dawn@yngbloodexecsrch.com> Felice B. Ekelman <ekelmanf@jacksonlewis.com>, Gail Golden <ggolden@gailgoldenconsulting.com>, Beverly Garofalo <GarofalB@jacksonlewis.com>, Jill Pryor <pryor@bmelaw.com>, Joni L. Landy <jlandy@thorpreed.com>, Linda Chanow <LChanow@law.utexas.edu>, Linda Lemel Hoseman <lhoseman@winston.com>, Mary A Kelly <mkelly@prudential.com>, Melissa Zabor <zaborm@mail.maricopa.gov>, Sabrina Rose-Smith <SRoseSmith@goodwinprocter.com>, Jennifer L. Ryan <jryan@curtis.com>, Sara G. Sidwell <SidwellS@jacksonlewis.com>, Lynn A. Whitcher <LWhitcher@mcguirewoods.com>, and Chidinma Ukonne <cukonne@gmail.com>. We take special note of the help provided by Courtney Murtaugh, Administrator of the NAWL Foundation and Survey Administrator, and express deep appreciation for her dedication and unflagging energy on the work of the Survey.
- 2 Anecdotally, one particular technology, ‘predictive coding’ of documents, is already squeezing hundreds of hours out of major legal projects, particularly in the area of litigation discovery. Although lawyers are still needed to analyze the output of these programs, the bottom line is that the work can be done faster and more cheaply – meaning the firm needs fewer lawyers.
- 3 National Summary Chart for Class of 2011, available at [www.nalp.org/classof2011](http://www.nalp.org/classof2011).
- 4 Firms reported on the most recent data for an entire year, which is the 2011 year.
- 5 While the Survey did not ask specifically about nonbillable hours, we were able to create an index of nonbillable hours. From data on total hours, we deducted total billable hours and total pro bono hours and then estimated the remainder as time spent on nonbillable hours.

- 6 Note that the observed difference in billable hours is unlikely to be due to the fact that some women may be working a part-time schedule. All of the reported numbers are medians, i.e., the data for the person, man or woman, who falls in the middle of the pack. If the pack includes some small number of part-time workers, their hours are likely to fall below the median.
- 7 When we asked the same question last year, women only constituted 55% of the staff attorneys in the typical firm. A one-year increase, even of this magnitude, is not sufficient to confirm a trend, but it is disturbing to see growing female predominance in a low-status role. Our expressed fear that this role would become a “pink-collar ghetto” may have been prescient.
- 8 Along these same lines, some thoughtful commentators suggest that we need to reconceptualize work norms and career arcs, in all fields, to better fit not only women, but Generation-Y and later cohorts of men, as well as their families. “[N]ow is the time to revisit the assumption that women must rush to adapt to the ‘man’s world’ that our mothers and mentors warned us about.... If women are ever to achieve real equality as leaders, then we have to stop accepting male behaviors and male choices as the default and the ideal.” “Why Women Still Can’t Have It All,” Anne-Marie Slaughter, *The Atlantic Monthly* (July 2012), available at <http://www.theatlantic.com/magazine/archive/2012/07/why-women-still-cant-have-it-all/309020/>. Slaughter particularly singles out the prevailing norm of “face time” as detrimental to women’s ability to structure manageable, and complementary, work and home lives.
- 9 The Survey defines an equity partner somewhat more restrictively than other definitions we have seen: for our purposes, an equity partner is a lawyer who owns an interest in her or his firm and who typically receives the majority of her or his compensation as a distribution with respect to that ownership interest (rather than in the form of a fixed salary or performance-based bonus). Nevertheless, irrespective of the differences in how observers define equity partner, the trend is clear: there has been no substantial improvement in the numbers of women equity partners among most of the large firms.
- 10 Our conclusions have been corroborated from time to time by other surveys, most recently by the National Law Journal. See “At big firms, equity gender gap continues,” Vivia Chen, 7/23/12, available at <http://law.com/jsp/nlj/PubArticlePrinterFriendlyNLJ.jsp?id=1202563849769> (pegging women’s equity percentage in NLJ250 firms as 15.1% overall, but notably higher in one-tier firms, 17.6%, than in two-tier firms, 14.7%).
- 11 The 2008 NAWL Survey was the first national study to identify and collect data on mixed-tier firms. To our knowledge, although the numbers of fixed-income equity partners in mixed-tier firms are increasing, no other entity has studied the phenomenon.
- 12 Economically, fixed-income equity partners, depending on the required buy-in, may be at greater risk: they stand to lose their capital if the firm fails, yet if the firm is successful they enjoy little or none of the profits. And, to compound the risk, it is an open question whether a court would find these people liable for a share of a failed firm’s debts (even some nonequity partners are currently fighting this battle in some highly-publicized cases). See, e.g., “Quote of the Day: What’s In A Name?” at Above the Law: <http://abovethelaw.com/2012/09/quote-of-the-day-whats-in-a-name> (9/19/12), discussing the efforts by former nonequity partners of Howrey to avoid clawback in the defunct firm’s bankruptcy proceedings.
- 13 Some responding firms reported having a large number of fixed-income equity partners, both women and men, although this was not typical.
- 14 Such committees are called the Executive Committee, Policy Committee, Management Committee, or some similar title.
- 15 Roughly one-third of responding firms indicated that they have at most one woman on their highest governing committee.
- 16 The percentage compensation gap between men and women equity partners for the years of the Survey are as follows: 2006, 84%; 2007, 86%; 2008, 87%; 2009, 88%; 2010, 85%; 2011, 86%; 2012, 89%.
- 17 For example, for men and women alike, median compensation translated to a minimum of roughly 30 cents for every dollar of billings and a maximum of roughly \$1.23 per dollar of billings.
- 18 See, e.g., the PAR/MCCA 2010 study, finding that women are often excluded from rainmaking opportunities, their contributions to rainmaking efforts are discounted, and their claims of billing credit are often disputed.
- 19 The list of the nation’s 200 largest firms was published by *The American Lawyer* in 2011 and served as the basis for the population of firms surveyed in early 2012. Certain other data about these firms was obtained from lists published in *The American Lawyer* at various times between 2009 and 2011.

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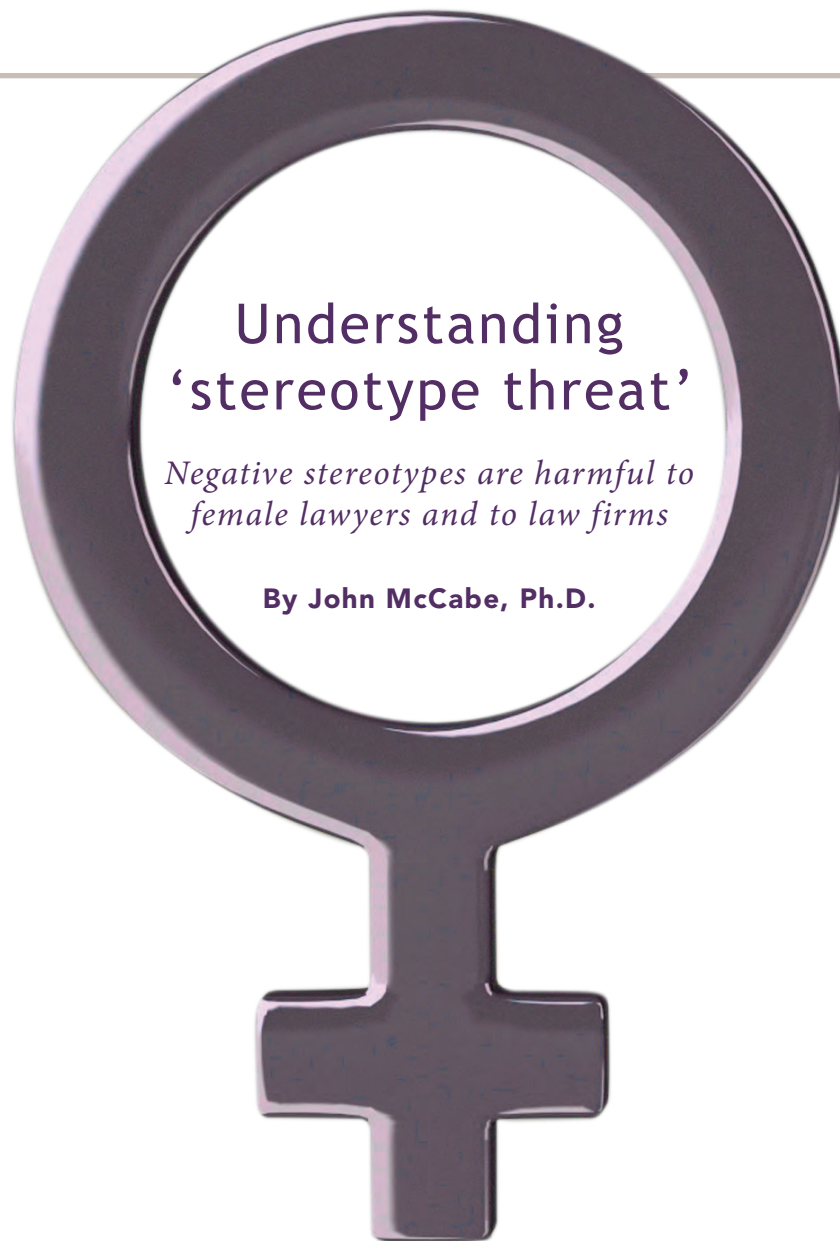


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## Understanding 'stereotype threat'

*Negative stereotypes are harmful to  
female lawyers and to law firms*

**By John McCabe, Ph.D.**

**T**he year 1993 marked the first and only year in which the enrollment of women in U.S. law schools exceeded 50 percent. In the 20 years since, the percentage has hovered below 50 percent (Catalyst, 2013). While this is a far cry from the 10 percent female enrollment in 1973 (Catalyst, 2013), recent statistics paint a bleak picture of the expected

commensurate gains for women in firms' leadership positions. The statistical evidence is pervasive and overwhelming. To cite just two sources, while women comprise 33 percent of all attorneys, they make up only 20 percent of firm partners, 15 percent of firm equity partners and just 4 percent of managing partners at the 200 largest firms, according to 2013 ABA statistics. At the same time, according to NAWL's Report of the Seventh Annual NAWL National Survey on Retention and Promotion of Women in Law Firms (2012), women comprise only 15 percent of equity partners in the typical firm, so it should come as no surprise that women have similar levels of progress in reaching firm-wide leadership



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ranks. Women constitute only 20 percent of the members of a typical firm's highest governing committee.

Articles discussing these statistics are relatively easy to come by. For the most part, past articles offered solace that technology should lead to greater retention of female lawyers and remedy women's absence from firms' higher echelons to some degree, at some point. For example, the increased use of Blackberrys, iPhones and other PDAs allows a more flexible work schedule that accommodates women who may have responsibilities outside the workplace that their male colleagues do not. While possible, these solutions seem to focus more on the symptoms than the disease.

Why are there so few women in leadership positions in law firms? Possibly, it is because the law firm environment allows for their exclusion. Further, it may be because men (often unconsciously and sometimes consciously) hold negative stereotypes about female lawyers. Maybe male lawyers believe that female lawyers cannot be as tough as they are, as smart as they are or as savvy as they are. It is possible that female lawyers who act assertively sometimes are derogated for being "too tough," because they are acting against traditional feminine stereotypes. Thus, it is conceivable that most firms' entrenched male leadership may not share power with women, whom these male lawyers (consciously or not) hold in lower regard relative to male lawyers.


You may be saying, "That's not just a possibility; there is gender inequality in law firms, and an undercurrent of contempt that many male lawyers have for female lawyers."

Then wait; it gets worse. If a female lawyer believes that male lawyers hold these negative gender-based stereotypes, there is the possibility that her belief about

her male colleagues' attitudes is hurting her performance, even if she does not believe the stereotypes herself. This cruel irony is what social psychologists call "stereotype threat."

Stereotype threat refers to situations in which people are aware of a negative stereotype about their group. For instance, consider the stereotype that women are inferior to men in math. When women are tested in math, they bear an extra cognitive burden of self-monitoring and dealing with the anxiety of not wanting to confirm the negative stereotype, hence the threat. This threat actually can interfere with performance, especially when the task is difficult, as the stereotype may be more salient, more anxiety-producing and cognitive resources are already strained by the difficulty of the task.

In fact, in psychological experiments performed by Spencer, Steele and Quinn in 1999, when men and women were given difficult math tests and told that the test shows



***Stereotype threat refers to situations in which people are aware of a negative stereotype about their group.***

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## *Negative stereotypes about female lawyers are more harmful than previously thought*

“gender differences,” women performed significantly worse than men. At the same time, when other comparable test takers were told that gender did not affect performance on the test, men and women performed equally well. Past research also shows that the threatened person does not have to believe the stereotype, only that others in a given situation do.

In a more recent experiment, performed by Mehl and Schmader and reported by National Public Radio on July 12, 2012, male and female scientists were asked to wear unobtrusive recording devices that would sample their conversations throughout their daily work. An analysis of the content of the recordings revealed that when male scientists spoke to other male scientists about their research, they sounded enthusiastic. However, when female scientists talked to male scientists about the female scientist’s research, they reported feeling disengaged. Still, when female scientists talked to other female scientists, they sounded animated and eager. There are alternative explanations for why this may be, including that female scientists have come to expect, and become inured to, male scientists’ more overt, rather than unconscious, bias against female colleagues, thus causing the disengagement. Still, stereotype threat is such a well-documented phenomenon that it may also play an important role.

Like the sciences, the law is a male-dominated field, as the statistics cited above attest. As a result, female lawyers, when speaking to male lawyers, may be as susceptible to the effects of stereotype threat as the scientists in Mehl and Schmader’s study appear to have been. The hindrance to performance and the disengagement these female

lawyers feel may foretell their movement out of the legal field. Moreover, women may shy away from the legal field entirely, simply because it is a male-dominated field, thus their absence only reinforces stereotypes that women are not as capable as men are in the practice of law.

To be clear, this is not to say that the effects of stereotype threat are the fault of the person who feels the threat.

Indeed, the focus on stereotype threat is to call attention to the insidious nature of negative stereotypes about female lawyers and possible remedies.

Mehl and Schmader’s remedy for the sciences is as paradoxical as it is unsatisfactory. The researchers propose that in order for more women to get into sciences, there have to be more women in the sciences. While this is a noble goal for the sciences, as well as the law, a more direct (and less Zen koan-like) route may be to attempt to counter the negative stereotypes.

Stereotypes are what cognitive psychologists call heuristics, or mental shortcuts. They are ways in which our brains handle the flood of information they encounter daily. We cannot possibly meaningfully process all of the information, so we use these mental rules of thumb to make sense of the world efficiently. Stereotypes may be negative, positive or even relatively neutral. In any event, stereotypes are part of the brain’s fast processing system, which is effortless, and based on experience and intuition. This is in contrast to the brain’s slow processing system, which requires effort, and uses facts, reason and arguments to draw conclusions (see *Thinking, Fast and Slow* by Daniel Kahneman, 2011).

Stereotypes persist due to a confirmation bias, another artifact of the fast processing system, in which people tend only to notice information that confirms what

**Stereotypes may be negative, positive or even relatively neutral. In any event, stereotypes are part of the brain’s fast processing system, which is effortless, and based on experience and intuition.**

they already believe. Disconfirming information is often avoided or readily ignored. (Stereotypes also are used by powerful majorities to denigrate minorities to maintain power, but that is a topic for another article.)

Unless motivated to put forth the cognitive effort, the brain's default mode is fast thinking. So what motivates more effortful thinking? One reliable motivator is self-interest. Firms may want to examine the real losses they suffer because of the firm's female lawyers being held back by negative stereotypes. These losses not only include potential diminished performance (and therefore revenue) caused by stereotype threat,

but also the cost of resources devoted to the training and retention of women lawyers who choose to leave the firm in favor of a better environment, or leave the field altogether.

**Firms may want to examine the real losses they suffer because of the firm's female lawyers being held back by negative stereotypes.**

Firms should consider training programs to bring these negative stereotypes to the conscious attention of male lawyers. Some male lawyers do consciously hold negative stereotypes about female lawyers, but most do not. The male lawyers who consciously hold negative stereotypes need to be held accountable for the firm resources they are squandering by being unwelcoming to female lawyers. Those who are unconsciously stereotyping female lawyers simply



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## *The harm can be measured in dollars and cents*

need to have their consciousness raised, so that their slow processing system can gather information and use reason to see through these stereotypes by examining all of the disconfirming evidence (see *The Double Bind Dilemma for Women in Leadership: Damned if You Do, Doomed if You Don't* by Catalyst, 2007, for some excellent program suggestions).

Another motivator, perhaps not as powerful as self-interest, is the norm of fairness. It simply is not fair that female lawyers not only compete with other lawyers, but also have the added burden of the perception that they that they are not as capable as are their male counterparts. It seems hypocritical to claim to uphold the ideals of justice as a lawyer, while simultaneously allowing unfounded stereotypes to thwart the progress of one-third of the people in the profession.

Cognitively speaking, stereotypes and other heuristics are necessary to process the deluge of information the brain encounters each day. These shortcuts serve an important function, often innocuously. However, negative stereotypes create real harm for those in the stereotyped group, and others as well. This harm can be measured in dollars and cents and in terms of simple fairness. It also is compounded by the effect it has on those in the stereotyped group who must guard against the threat of perpetuating the negative stereotype. This can then lead to diminished performance and disengagement, both of which, ironically, only serve to perpetuate the negative stereotype.

Finally, awareness of the problem is the best place to start to solve it. ■

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Women gained ground in the midst of upheaval

# Brains vs. Beauty

*How the 1968 Miss America Pageant  
led to the first 'Women and the  
Law' course in America*

By Diane Schulder Abrams

In 2014 we will mark the 45th anniversary of the first Women and the Law course taught in law schools in the United States. So much has been achieved in the intervening period that it is easy to forget that many of the things we take for granted today were barely beginning to be fought for back then. Looking back from a longer perspective, it is not even 100 years since American women finally gained the right to vote – in 1917. I was fortunate to enter adulthood at the dawning of the new wave of Feminism and was privileged to play a role in the 1960s in

the creation of the first women's law course in this country. It came about in a most unexpected way, triggered by the 1968 Miss America Pageant, in Atlantic City, N.J.

A feminist demonstration was held at the hotel where the Miss America Pageant was being staged. Feminist sociologist Peggy Dobbins, an activist and a leader of the demonstration, was arrested for throwing a stink bomb at the runway during the pageant. Outside, on the

boardwalk overlooking the Atlantic Ocean, a small group of women marched in a circle holding signs that read, "Let's judge ourselves as people," or "If you want meat, go to the butcher!" and "Welcome to the Miss America Cattle Auction." The mood was serious but mostly quite good natured. In an effort to trivialize and marginalize us, the media made much of proclaiming that many of the protesting women were "bra burners," a phrase that achieved traction for years. In fact, women did not burn their bras, but some did throw them, with gusto, into a large wooden barrel situated on the edge of the famed Atlantic City boardwalk. I was there that day, but did not throw anything into the barrel.

Two days later, Peggy called to ask me to represent her in court concerning the criminal charges pending against her. We did not know each other but since there were very few women working as criminal lawyers in those days, it was not hard for her to track me down. I was working



After graduating from Columbia Law School in 1964, Diane Abrams practiced law for 10 years in New York City, then took time to raise her two daughters and participate in her husband's political campaigns. She is currently a real estate broker specializing in high-end residential properties in Manhattan.

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**Both the civil rights movement and  
the anti-war movement energized the  
nascent women's movement.**

as a criminal defense lawyer for the Legal Aid Society in Manhattan, having just completed a year's clerkship with Federal Judge Dudley B. Bonsal of the United States District Court for the Southern District of New York, after graduating from Columbia Law School. Public interest law was my passion, and Peggy's case called to me. However, I had to decline since I was licensed only in New York and she needed to engage an attorney licensed to practice in New Jersey.

"Well," she responded, "in any event, why don't you come to our weekly women's consciousness-raising sessions?"

It is difficult to describe the great upheaval of 1968 to someone who did not live through it. In early April, the Rev. Martin Luther King, Jr., was assassinated. By the end of April, at Columbia University, students were arrested for taking over the offices of the administration. Hundreds of students were hauled into criminal court. In June, Robert Kennedy was assassinated. I was in Boston at the time of this horrible event, serving on the defense team of Dr. Benjamin Spock, the world's pre-eminent pediatrician and author of "Baby and Child Care," (which had sold more copies than any book other than the Bible) who was being tried for "conspiracy" for urging young men to burn their draft cards. The war in Vietnam was creating vast unrest in the country. The civil rights movement had influenced the anti-war movement; both the civil rights movement and the anti-war movement energized the nascent women's movement. As Bob Dylan had presciently written in 1964, the times they were "a-changin'."

I took Peggy Dobbins up on her invitation. The women's consciousness-raising group was vibrant and exciting. A few law students from New York University School of Law were participants and said they were interested in having a Women and the Law course taught at the school. Such a course had never been taught at any American university, and the time seemed ripe. After the consciousness-raising session, I was so inspired that I went home that very

night and began to write the outline for the Women and the Law course. Leo Kanowitz, who wrote "Women and the Law: The Unfinished Revolution" (1970), had begun publishing and his writings proved very helpful.

The law students lobbied to get the Women and the Law course offered at NYU. But, unfortunately, NYU was not yet ready for such an undertaking, so I contacted a mentor of mine, Professor A. Leo Levin, who was a highly respected and well-loved law professor, as well as Vice Provost at the University of Pennsylvania. Professor Levin was able to arrange for the two of us to teach a Women and the Law course together in the Spring Semester of 1969, at the University of Pennsylvania Law School. I took the train to Philadelphia once a week and taught the course with Professor Levin. The course was a great success.

As luck would have it, Professor Levin was a colleague and close friend of the then dean of NYU Law School, Robert B. McKay. Levin's strong, positive recommendation, the continued lobbying of the women law students at NYU, together with a big change in the environment favoring women's rights and more student power, resulted in the course being instituted at NYU Law School in the Fall





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## *Protest clears way for progress*

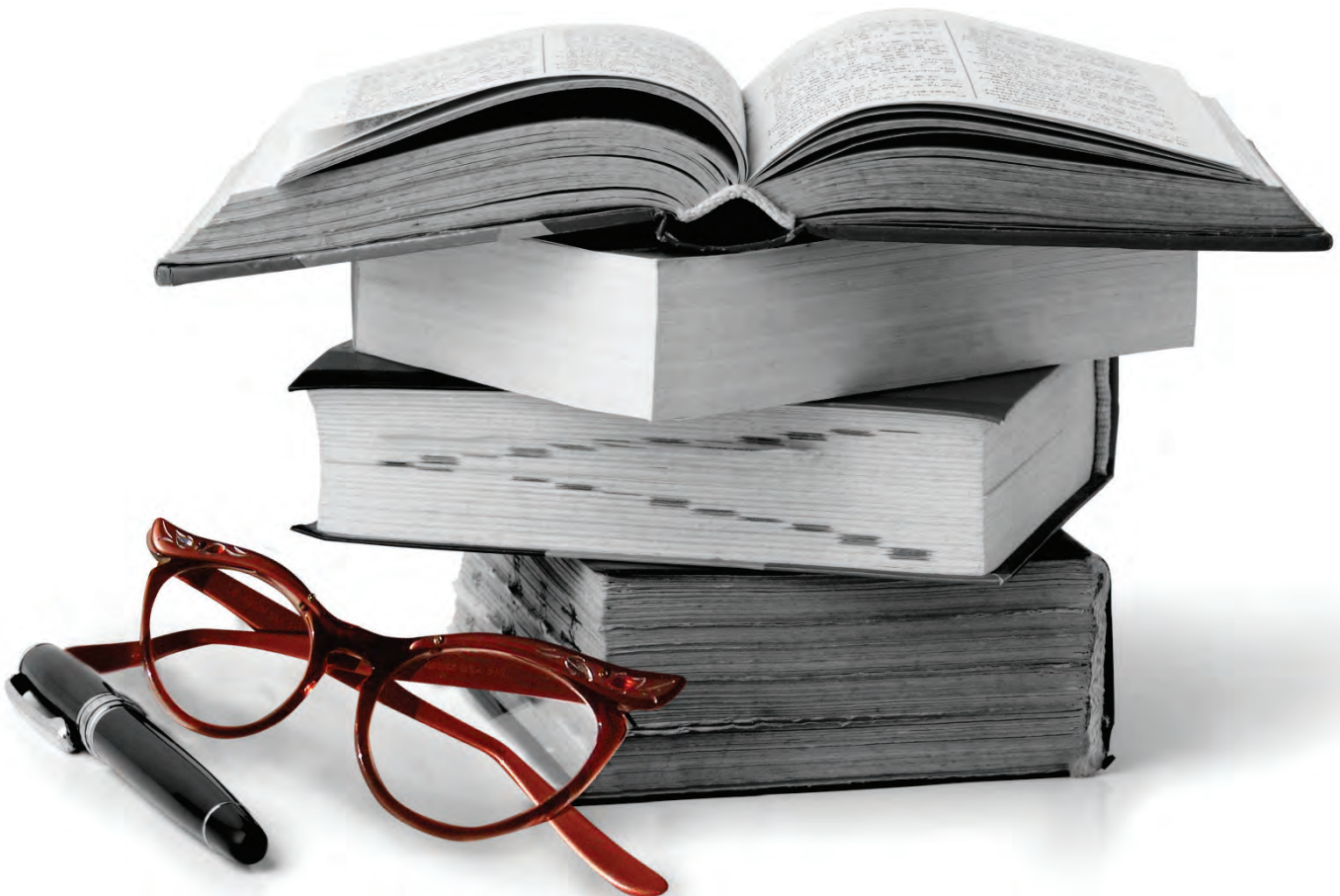
of 1969, which I taught as a seminar for third-year law students.

As it turned out, things dovetailed nicely. Robin Morgan, one of the organizers of the Miss America Pageant demonstration, called to ask if she could include my outline for the course in her forthcoming book, “Sisterhood is Powerful,” (Random House, 1970). The chapter, entitled “Does the Law Oppress Women?” was a footnoted discussion of the contents of my proposed course and was divided into five sections: Civil Rights; Employment; Marital Relationship; Welfare Law; and Criminal Law.

Morgan explained: “This article is based on the outline of what will be the first law school seminar on sex discrimination in U. S. history, to be taught by Diane B. Schulder, at New York University.” Morgan’s book became one of the first widely disseminated anthologies of new feminist writings.

At about that time, the first all-women law firm in Manhattan was founded by Carol Lefcourt and Ann Garfinkle. Florynce (Flo) Kennedy – one of the earliest African-American women to graduate from Columbia Law School, a civil rights activist, and the founder of the Feminist Party – asked me to join along with her, the new women’s law firm and Emily Goodman (today a New York Supreme Court justice), in an exciting class action lawsuit. The suit challenged as unconstitutional the New York State law that made abortion a crime, except in cases of incest, rape or to save the woman’s life. A three-judge federal court was convened at Foley Square in Manhattan.

There were 300-plus plaintiffs, including women of child-bearing age, doctors and other caregivers. Flo and I had the task of choosing which plaintiffs would testify in the federal court proceedings and we worked with them to organize their testimony. This testimony of the women who had been harshly affected by the law





was very dramatic and had never before been presented publicly. Various experts also testified. Preparation of the complaint, injunction, application and brief was done by Nancy Stearns. Although clinical courses were not yet available in law schools as they are today, I invited my students to take part in the case. The NYU Law School student newspaper made reference to our efforts:

Diane Schulder, who teaches a Law School seminar on Women and the Law, is involved in a movement to bring a Federal Court action to declare the New York State Abortion laws unconstitutional. ... Miss Schulder has brought the movement to the classroom and her seminar class. Before the action was filed, six of her students recorded statements and affidavits of women who had undergone abortions, and yesterday, a long-time advocate of the repeal, Harriet Pilpel, of Greenbaum, Wolff

and Ernst, was a guest lecturer in the seminar. (George F. Burns, "Schulder, Women's Rights Class Help in Anti-Abortion Law Suit," *The Commentator*, October 15, 1969, page 8.)

A review of the federal court proceedings, including the women's testimony, is found in the book that Flo and I wrote ("Abortion Rap," McGraw Hill, 1971). Prior to the decision in the lawsuit – and also possibly influencing the New York State Legislature, which later overturned the old law (by one vote) – was the first feminist march down Fifth Avenue since Suffragette days. Flo and I spoke at the terminus of the march at Union Square.

Prominent attorneys as well as activists were guest speakers in my NYU seminar. I was able to convince

**At about that time,  
the first all-women  
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## ***NYU became a leader in public interest law***

Dr. Benjamin Spock to be a guest in the class. In July 1969, in a widely covered story, Doctor Spock's "conspiracy" conviction, at the trial at which I had participated, was set aside and the judgment vacated on First Amendment grounds.

There was a women's issue in the appeal as well, namely that many more men than women were called to be in the Spock jury pool. Consequently the Spock jury consisted of more men than women. Since polls showed that women were more "anti-war" than men, this discrepancy, it was argued, had been prejudicial to the defendant. The students in class chose to focus their comments, however, primarily on Dr. Spock's famous baby book. The students took the opportunity to "attack" him (as Dr. Spock later described it to me) for the manner in which he distinguished between boys and girls in his book. As a result of the seminar discussion, Spock modified his book to include some of the students' excellent suggestions, equalizing references to gender in children.

Interesting and important feminists and authors, such as Betty Friedan, best-selling author of "The Feminine Mystique," and Harriet Pilpel, a lawyer, civil libertarian and prominent advocate of women's rights, addressed the class. Helen Lehman Bittenwieser, an early female graduate of NYU Law School, was also a mentor of mine during this period. Helen became the first woman to work at the law firm of Cravath, Swaine, and Moore. She then went on to found her own office, and practiced law in Manhattan for 50 years.

"I decided when you get to be 80, you retire," she said. Helen's legal work focused on aiding women and children and preserving civil liberties.

NYU Law School was soon to become the recognized leader in public interest law as well as a nationwide pioneer in fostering clinical courses

for law students, in which students combine classwork together with hands-on experience with clients.

After teaching the course at the University of Pennsylvania Law School and the seminar at NYU Law School, I was ready to return to the practice of law full time, with some writing on the side. Many women were calling me regarding issues in matrimonial cases. I became a member of the American Academy of Matrimonial Lawyers and also pioneered, with

Ann Korelitz of the Ackerman Institute for

Family Therapy, methods of arbitration for divorcing couples, bringing together a lawyer and a family therapist for a less confrontational process.

One day, I had a call from someone who said that she was thinking of teaching a women's law course at Rutgers Law School, and would I please send her a copy of my curriculum. Of course, I sent it to her promptly! Her name was Ruth Bader Ginsburg. Little did I imagine that she would make history by becoming the second female justice

on the United States Supreme Court, deciding the most important cases in this nation and being a protector of women's rights.

Back in 1969, I had no idea that a course like this would one day be taught in every major law school in the country and that women would comprise approximately 50 percent of the average law school student body. In 2014, one of my daughters is scheduled to graduate from NYU Law School, and the other has just received her doctorate. While discussing all the changes that have occurred, my daughters remind me that what is, is not necessarily what must be, nor what will be. ■



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## Trafficking laws provide little protection for children

*Existing strategies, laws and policies seldom capture the interrelationship between child abuse, human trafficking and other exploitative crimes against children*

**By Norma Abbene**



When Nadine was 5 years old, her mother suggested a game of “dress-up.” She remembers her mother putting make-up on her and dressing her in provocative clothing, and that one day, a man came over and abused her in exchange for money. Her mother continued to sexually exploit her, and later so did Nadine’s boyfriend. She ran away from home at age 11, only to find herself being exploited once more, this time prostituted by professional pimps.

Nadine wanted to go back to school. Her trafficker refused, not wanting to grant her any measure of independence, and threatened to kill her. Soon after, Nadine became pregnant, and risked her life to escape. Her child was stillborn. Her captor soon found her and brought her back under his control, going to great lengths to isolate her. When Nadine’s aunt recognized her in a restaurant, her pimp made it clear that she wasn’t to say a word.



Norma Abbene is chief of staff for legal affairs and deputy counsel to New York City’s Mayor Michael Bloomberg. She served as an observer on the Uniform Law Commission Drafting Committee on Prevention of and Remedies for Human Trafficking.



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**One solution to counter these challenges may be to enhance current child protective laws and policies to include human trafficking.**

She knew that other girls had been beaten for talking to outsiders. She stayed quiet. “Nadine” was one of 200 children who shared their stories with Covenant House New York, the city’s largest provider of services to homeless youth ages 16 to 21, for a study done in May 2013. (<http://www.covenanthouse.org/sites/default/files/attachments/Covenant-House-trafficking-study.pdf>).

Girls like Nadine are not anomalies. Sex trafficking occurs right under our noses. It’s not just strangers smuggling girls across foreign borders. Young women and girls are being forced into sexual slavery, often by the people they trust the most. And when they do break free, we must have a system in place that treats them like what they are – *children*.

New York State family courts, for example, do not have jurisdiction over persons over the age of sixteen. Despite their legal status as minors, 16- and 17-year-olds are treated as criminals when, in cases like Nadine’s, they should be treated as victims. Currently, New York prosecutors must prove that 16- and 17-year-olds being prostituted were subject to force, fraud or coercion for them to be considered victims under the law.

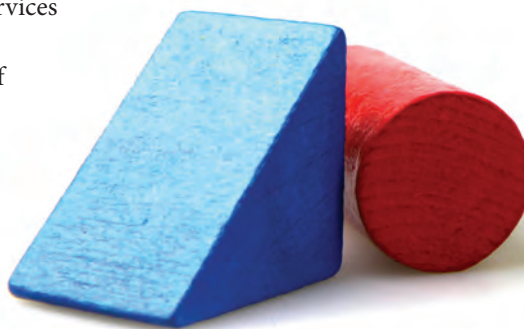
To adequately combat human trafficking and create a protective environment for survivors, we need a new, multimodal approach combining legal, medical and service strategies. Most current policies and programs to combat human trafficking face challenges in implementation due to the patchwork nature of anti-trafficking laws, which offer unfunded mandates and little operational guidance.

One way to counter these challenges may be to enhance current child protective laws and policies to include human trafficking. These laws were designed to prevent child abuse and exploitation in addition to punishing the perpetrator. By enhancing existing child protection laws, we can better address the realities faced by children and teens like Nadine.

## **Government response**

Government-sponsored child protective services began in 1962 when medical professionals began publishing accounts of medical conditions resulting from child abuse and neglect. Among the best received of these reports was *The Battered Child Syndrome*, written by pediatrician Henry Kempe.<sup>1</sup> The report brought unprecedented national media attention to the issue of child abuse, creating public awareness and leading to public demand for reform. In direct response to public outcry, Congress amended the Social Security Act to include recommendations that individual states create child protection services and suggested an implementation deadline of July 1, 1975.

That same year, the Federal Children’s Bureau recommended passage of state legislation requiring medical doctors to report suspicion of child abuse to government authorities. By 1967, every state had passed mandatory reporting laws.



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## *Laws need to be uniform and specific to children*

Washington recognized the insufficiency of passing state-by-state laws, and in 1974 Congress passed the Child Abuse Prevention and Treatment Act (CAPTA),<sup>2</sup> which incentivized state action by funding the mandate for training in regional multidisciplinary centers. CAPTA also focused on improving investigation and reporting of child abuse and maltreatment.

Today, child abuse policies and laws continue to be modified as we learn more about the crimes committed. New policies, just like existing child protection/trafficking strategies, laws and policies, however, seldom recognize that child and teen victims of child abuse are at greater risk of exploitation in the community and are often victims of related and concurrent crimes. As with Nadine, the risks for runaway children are compounded.

**Laws and policies seldom recognize that child and teen victims of child abuse are at greater risk of exploitation in the community and are often victims of related and concurrent crimes.**

The Trafficking Victims Protection Act (TVPA), passed in 2000,<sup>3</sup> was a good start in government response to trafficking. However, it does not focus specifically on children, therefore creating confusion for legislators, law enforcement and service providers. This weakness is compounded by many state laws, enacted after the TVPA, that fail to provide definitional clarity of child trafficking. In New York State, for example, because of the gaps in state statutes, having sex with a 17-year-old who is being prostituted is not treated as rape. Rather, it is considered a transactional “victimless” crime that all parties have entered into willingly.

To make laws more effective, they need to be uniform and specific to children. A few key legislative attempts to correct the shortcomings of current anti-human trafficking laws have been made recently, including

the Violence Against Women Reauthorization Act, which includes the Trafficking Victims Protection Reauthorization Act.<sup>4</sup> Section 1243 of VAWA is a model state criminal law for child trafficking victims and survivors. The model law calls for protection of children exploited through prostitution by:

- (1) treating a minor arrested for engaging in a commercial sex act as a victim of a severe form of human trafficking,
- (2) prohibiting charging or prosecuting such a victim,
- (3) requiring the referral of such a victim for appropriate services,
- (4) eliminating the requirement to prove force, fraud or coercion for such a victim to be protected by the law.

California Congresswoman Karen Bass introduced the Strengthening the Child Welfare Response to Human Trafficking Act of 2011 (H.R. 2730),<sup>5</sup> which offered a prescriptive solution to some of the shortcomings of current human trafficking laws by following the model set by the federal government in response to child abuse in 1975. The act would have amended the Social Security Act to require child welfare agencies to document and report data on children who they identify to be trafficking victims under federal law. Agencies also would be required to document measures they take to ensure the child is safe and the extent to which the child is receiving services designed specifically for trafficking victims. The bill died in committee, despite bipartisan support, but was reintroduced in April 2013 as the Strengthening the Child Welfare Response to Human Trafficking Act of 2013 (H.R. 1732).<sup>6</sup> After referral to the Ways and Means Committee, the bill stalled, but picked up 13 new cosponsors in June and July.

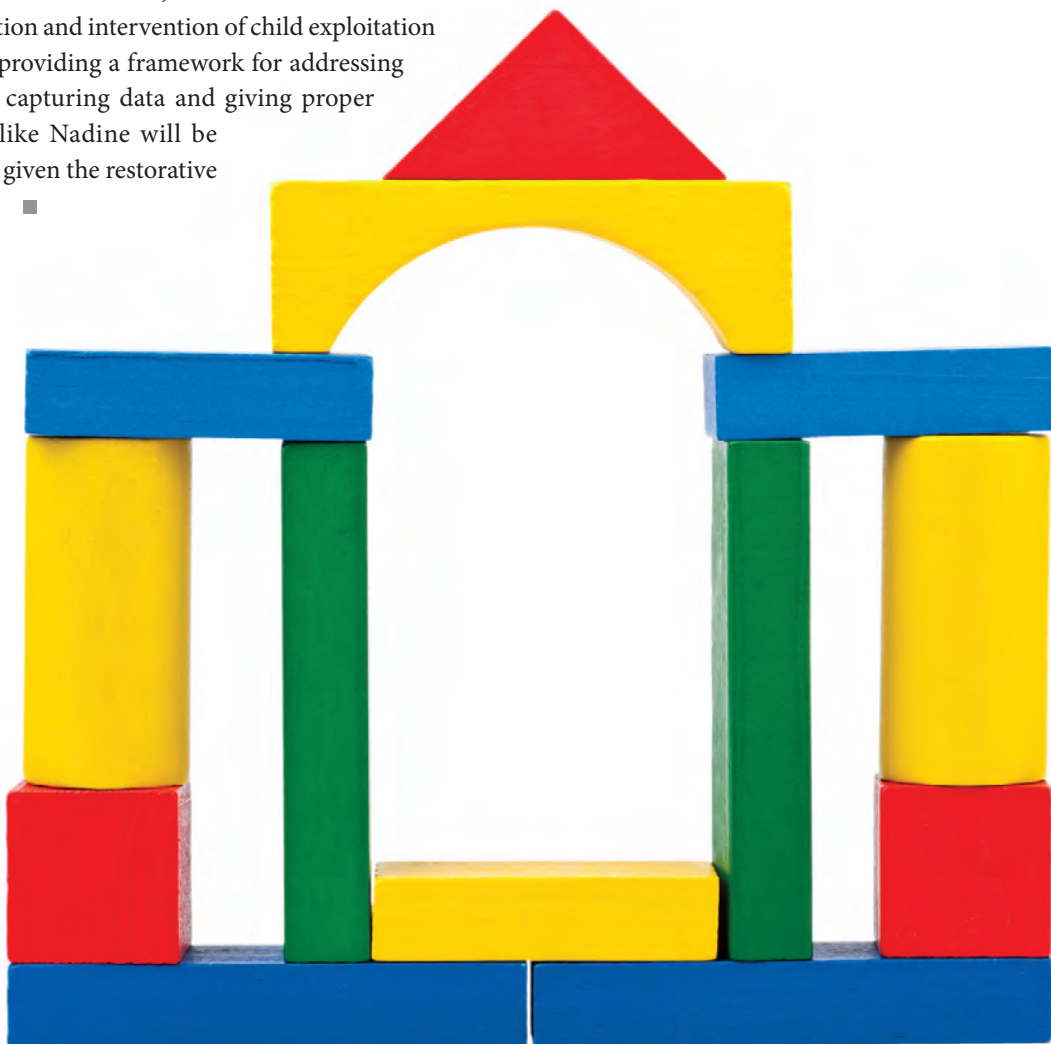
The Uniform Law Commission, which provides nonpartisan draft legislation to states aimed at providing clarity and stability to statutory law, recently published model state anti-human trafficking

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legislation. The Uniform Act on Prevention of and Remedies for Human Trafficking<sup>7</sup> addresses the need to grant immunity from prosecution for prostitution offenses to persons under age 18, as well as the importance of providing services to them. This is an important step toward recognizing trafficked children as victims. The draft legislation also recommends that penalties for patronizing a minor victim of sexual servitude be distinct from, and more severe than, patronizing an adult victim of sexual servitude. It also recognizes that a minor engaged in commercial sexual activity should be considered a victim of trafficking regardless of whether the minor consented to participating in the act.

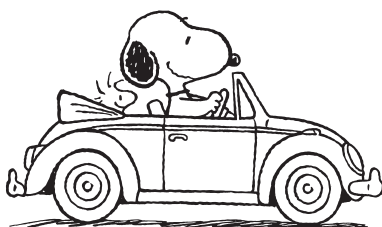
The ULC's model law was approved by the American Bar Association's House of Delegates at the ABA's Annual Meeting on August 12. Supreme Court Justice Anthony M. Kennedy, a keynote speaker at the meeting, reaffirmed the gravity of the issue: "Let's stop human trafficking," Kennedy said. "I urge you to continue to bring this to the world's attention."<sup>8</sup>

It appears that The U.S. Department of Health and Human Services Administration for Children, Youth and Families (ACYF) heard Justice Kennedy's clarion call, and in September 2013 issued a report, *Guidance to States and Services on Addressing Human Trafficking of Children and Youth Services in the United States*.<sup>9</sup> Recognizing that "no single system can successfully combat trafficking,"<sup>10</sup> the report sets out a collaborative, multimodal child-centered approach to prevention and intervention of child exploitation and trafficking. By providing a framework for addressing human trafficking, capturing data and giving proper support, children like Nadine will be identified early and given the restorative services they need. ■



## Endnotes

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- 2 Child Abuse Prevention and Treatment Act of 1974, Pub. L. 93-247 (1974), available at <http://www.gpo.gov/fdsys/search/pagedetails.action?st=public+law+93-247&granuleId=STATUTE-88-Pg4&packageId=STATUTE-88>
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- 4 Violence Against Women Reauthorization Act of 2013, Pub. L. 113-4 (2013), available at <http://www.govtrack.us/congress/bills/113/s47/text>
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- 6 Strengthening the Child Welfare Response to Human Trafficking Act of 2013, H.R. 1732, Introduced Apr. 25, 2013; available at <http://www.govtrack.us/congress/bills/113/hr1732>
- 7 Uniform Law Commission, Uniform Act on Prevention of and Remedies for Human Trafficking (2013), available at [http://www.uniformlaws.org/shared/docs/Prevention%20of%20and%20Remedies%20for%20Human%20Trafficking/2013AM\\_UPRHT\\_As%20approved.pdf](http://www.uniformlaws.org/shared/docs/Prevention%20of%20and%20Remedies%20for%20Human%20Trafficking/2013AM_UPRHT_As%20approved.pdf)
- 8 James Podgers, "Human Trafficking Must End, Says Justice Kennedy at ABA's Opening Assembly" (2013), available at [http://www.abajournal.com/news/article/human\\_trafficking\\_must\\_end\\_says\\_justice\\_kennedy\\_at\\_abas\\_opening\\_assembly](http://www.abajournal.com/news/article/human_trafficking_must_end_says_justice_kennedy_at_abas_opening_assembly)
- 9 Children's Bureau, Administration for Children and Families, Administration on Children, Youth and Families, U.S. Department of Health and Human Services., "Guidance to States and Services on Addressing Human Trafficking of Children and Youth Services in the United States" (2013), Available at [https://www.acf.hhs.gov/sites/default/files/cb/acyf\\_human\\_trafficking\\_guidance.pdf](https://www.acf.hhs.gov/sites/default/files/cb/acyf_human_trafficking_guidance.pdf)
- 10 Id, pg. 7 , available at [https://www.acf.hhs.gov/sites/default/files/cb/acyf\\_human\\_trafficking\\_guidance.pdf](https://www.acf.hhs.gov/sites/default/files/cb/acyf_human_trafficking_guidance.pdf)



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## Powers & Frost joins Wilson Elser

*The move expands Wilson Elser's Texas presence as well as its national reach*



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Chandria Jackson,  
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Michelle Scheiffele,  
Associate

In January, eight lawyers of the Houston law firm Powers & Frost LLP joined the Am Law 100 firm, Wilson Elser, nearly doubling the number of attorneys in Wilson Elser's Houston office.

The move became official Jan. 1, bringing the number of attorneys in Wilson Elser's Houston office to 20. Sharla J. Frost, one of the founding partners of Powers & Frost, was named the new regional managing partner of the combined office.

"With like practices and a national reach, the synergies that will be realized will undoubtedly benefit our clients and bolster the firm's presence in Houston and throughout Texas and the South," said Daniel J. McMahon, Wilson Elser chairman.

Many of the Powers & Frost attorneys are licensed in multiple jurisdictions outside of Texas, expanding Wilson Elser's geographic footprint to Arkansas, Louisiana, Mississippi, Oklahoma and West Virginia.

In addition to Frost, other Powers & Frost attorneys who joined Wilson Elser include James Powers – Of Counsel, Gwendolyn Frost – Of Counsel, Shawn Golden – Of Counsel, Clive Markland – Of Counsel, Laura Rahman – Of Counsel, Chandria Jackson – Associate and Michelle Scheiffele – Associate.

"This is an exciting time for Powers & Frost," said Frost, who founded Powers & Frost 18 years ago. "Joining Wilson Elser allows us to augment our thriving national practice with an established, successful national platform. 'I couldn't have picked a better firm to join,' she said. "Both Wilson Elser and Powers & Frost are litigation firms with trial attorneys who don't cower from the courtroom. We also share practice areas – commercial litigation, employment law, class action and national trial counsel – and are equally committed to diversity and providing pro bono counsel to those who are less fortunate."

The doubling of the Houston office coincides with Wilson Elser's opening of offices in Milwaukee. Wilson Elser ([www.wilsonelser.com](http://www.wilsonelser.com)) has nearly 800 attorneys in 24 offices in the U.S. and throughout a network of global affiliates. Founded in 1978, it ranks among the top 100 law firms identified by The American Lawyer and is included in the top 50 of The National Law Journal's survey of the nation's largest law firms.

## Christine Karol Roberts selected as one of L.A.'s leading female lawyers



Christine Karol Roberts

Christine Karol Roberts was named one of Los Angeles' Women Leaders in the Law for 2013

by American Lawyer Media and Martindale-Hubbell.

In practice for nearly 30 years, Roberts established The Law Offices of Christine Karol Roberts in 1985. An intellectual property law boutique, it specializes in all intellectual property law matters. The firm has successfully litigated high profile cases in numerous U.S. judicial districts involving such entities as the Major League Baseball Players Association, Upper Deck Co., Score, Leaf/Donruss, NFL Properties, the Cleveland Browns, the World Boxing Council and Deckers Outdoor Corp. (UGG Boots).

Additionally, Roberts is the author of two children's books, "The Jewel Collar" and "Hannah the Hummingbird." She donates a large part of her book royalties to children's charities.

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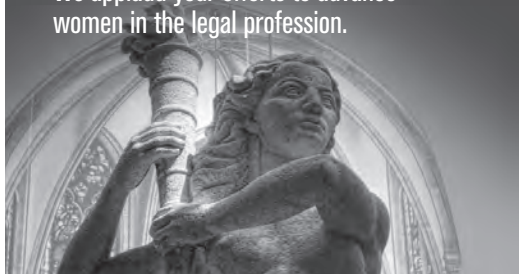


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At the NAWL 2013 Annual Meeting, education came with a large measure of camaraderie. Left, speakers Koriambanya (Kori) Carew, director of strategic diversity initiatives at Shook Hardy & Bacon LLP and Kimberly L. Watson, associate, Kirkland & Ellis LLP share a light-hearted moment during "Crossing the Generational Divide: Bridging the Gap Among Women Lawyers of All Ages." Right, Amanda Ballard, associate, Jackson Lewis LLP and Michelle P. Wimes, director of professional development and inclusion at Ogletree Deakins Nash Smoak & Stewart PC, (center) take notes during one of the sessions.

Photos: Paula Vlodkowski



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NAWL gatherings are a good place to network. Left, Marcia Wilf and Karen Kahn of Threshold Advisors LLC, share a moment with Cynthia Ouzts, president of South Carolina Women Lawyers Association. Below left, Susan White of Letterman White Consulting and Lawyers Leaders Teams attends one of the sessions at the 2013 Annual Meeting. Below, audience participation is welcome. Leila Sokkar Narvid, partner in the Employment Law Group at Payne & Fears LLP, shares her perspective.

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Photo: Paula Vlodkowski



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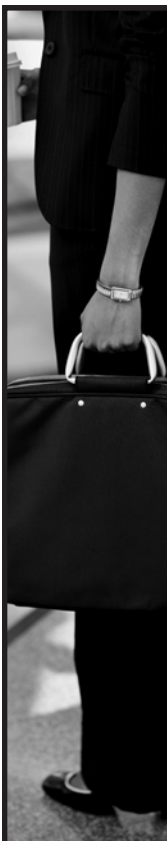
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<b>ADV</b>	Advertising	<b>INS</b>	Insurance
<b>ANT</b>	Antitrust	<b>INT</b>	International
<b>APP</b>	Appeals	<b>INV</b>	Investment Services
<b>ARB</b>	Arbitration	<b>IST</b>	Information Tech/ Systems
<b>BDR</b>	Broker Dealer	<b>JUV</b>	Juvenile Law
<b>BIO</b>	Biotechnology	<b>LIT</b>	Litigation
<b>BKR</b>	Bankruptcy	<b>LND</b>	Land Use
<b>BNK</b>	Banking	<b>LOB</b>	Lobby/Government Affairs
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<b>CAS</b>	Class Action Suits	<b>MEA</b>	Media
<b>CCL</b>	Compliance Counseling	<b>MED</b>	Medical/Malpractice
<b>CIV</b>	Civil Rights	<b>M&amp;A</b>	Mergers & Acquisitions
<b>CLT</b>	Consultant	<b>MUN</b>	Municipal
<b>CNS</b>	Construction	<b>NET</b>	Internet
<b>COM</b>	Complex Civil Litigation	<b>NPF</b>	Nonprofit
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<b>COR</b>	Corporate	<b>PIL</b>	Personal Injury
<b>CRM</b>	Criminal	<b>PRB</b>	Probate & Administration
<b>CUS</b>	Customs	<b>PRL</b>	Product Liability
<b>DOM</b>	Domestic Violence	<b>RES</b>	Real Estate
<b>EDU</b>	Education	<b>RSM</b>	Risk Management
<b>EEO</b>	Employment & Labor	<b>SEC</b>	Securities
<b>ELD</b>	Elder Law	<b>SHI</b>	Sexual Harassment
<b>ELE</b>	Election Law	<b>SPT</b>	Sports Law
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<b>ENT</b>	Entertainment	<b>STC</b>	Security Clearances
<b>EPA</b>	Environmental	<b>TAX</b>	Tax
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<b>EST</b>	Estate Planning	<b>TOL</b>	Tort Litigation
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<b>EXC</b>	Executive Compensation	<b>TRD</b>	Trade
<b>FAM</b>	Family	<b>TRN</b>	Transportation
<b>FIN</b>	Finance	<b>T&amp;E</b>	Wills, Trusts&Estates
<b>FRN</b>	Franchising	<b>WCC</b>	White Collar Crime
<b>GAM</b>	Gaming	<b>WOM</b>	Women's Rights
<b>GEN</b>	Gender & Sex	<b>WOR</b>	Worker's Compensation
<b>GOV</b>	Government Contracts		
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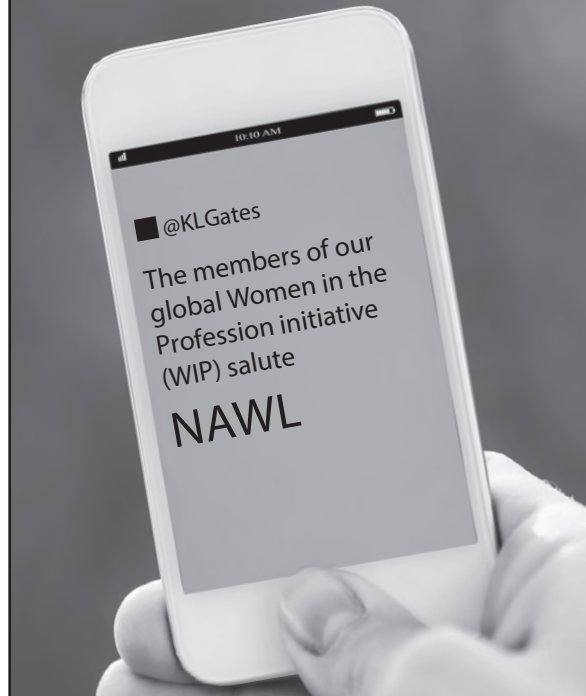
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