



We are proud to be a 2013 Premier Sponsor of the National Association of Women Lawyers.





WOMEN LAWYERS JOURNAL

2013 VOL. 98 NO. 3

Cover Story	. 10
Grit and mindset: Implications for women lawy	ers
Grit has been shown to predict achievement, often above an	d
beyond other metrics – such as GPA or rank of law school –	that
many law firm recruiting departments often look to first. And	just
as motivation, self-discipline	
and optimism can be nurtured, experts believe	
grit and mindset can be	
learned and developed.	
By Milana Hogan	
and Katherine	
Larkin-Wong	
	1
	No su
	Total Control

FEATURES

Legal Guides: Judith Resnik Arthur Liman Professor of Law at Yale, Judith Resnik is also NAWL 2013 Arabella Babb Mansfield Award winner. The award is given in recognition of professional achievement, positive influence and valuable contribution to women in the law and in society.	
Pregnancy discrimination reexamined: Accommodations for pregnancy under the ADAAA With the enactment of the PDA, prohibiting employment discrimination on the basis of pregnancy, childbirth or related medical conditions, the legal landscape for pregnant women in the workplace changed. By Kristin L. Bauer and Emily S. Borna	24
Selma Moidel Smith Student Writing Competition call for entries Deadline is May 1. Winner receives a cash award and publication in WLJ.	30

DEPARTMENTS

About NAWL	5
A note from WLJ Executive Editor Maritza Ryan Buckle down and press on: "Grit" matters more than top grades and top-tier law school degrees, and more than luck in choosing mentors.	ŝ
A letter from NAWL President Deborah S. Froling	3
Member News Gone too soon: Remembering Lesley Weber.	2
And, Laurel Bellows and Anne E. Larson were named as Illinois Top 50 Women Super Lawyers; Christine Karol Roberts was named a 2014 Los Angeles Women Leaders in the Law by ALM and Martindale Hubbell.	
Resources and Events: Join NAWL's mentor program	5
2014 Pipeline to Equity Partnership (P2P), Chicago	õ
Book Review	3
NAWL Recognition 40 Institutional Members 2013 Sponsors New Members Networking Roster)



Supporting its challenge to increase the percentage of women equity partners to 30 percent, NAWL's Pipeline to Equity Partnership (P2P) program is targeted to women lawyers on the brink of equity partnership at their respective law firms.

Specifically designed for women income partners, counsel and senior associates, this program combines hands-on learning with insights and guidance from distinguished panel members on the new skills, strategies and priorities that women lawyers need to develop to become an owner of the business.

The P2P Program allows for frank conversation and exchange of ideas on the ethical and professional challenges women lawyers encounter on their path to equity partnership.

Guidance on topics such as gender bias, effective and ethical client management and the risk of internal politics will set the stage for participants to learn to align their skills to their particular firm's strategy, culture and position in the marketplace.

Mark your calendar:

2014 P2P May 28 in Chicago

> May 28, 2014 11:30 a.m. to 7 p.m.

Loyola University Chicago School of Law



2013 VOL. 98 NO. 3

ABOUT WOMEN LAWYERS JOURNAL

EDITOR

Laura Williams williaml@nawl.org

COPY EDITOR

Kristin MacIntosh kristin.e.macintosh@gmail.com

ART DIRECTOR

Holly Moxley hollymoxley@gmail.com

EDITORIAL POLICY

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

Articles about current legal issues of interest to women lawyers are accepted and may be edited based on the judgment of the editor. Editorial decisions are based upon potential interest to readers, timelines, goals and objectives of the association as well as the quality of the writing. WLJ also accepts book reviews related to the practice of law. We reserve the right to edit all submissions.

Send submissions via email to williaml@nawl.org or by mail to 5055 Carnoustie Dr., Reno, NV 89502. Do not send unsolicited photos or other original artwork. No material can be returned unless accompanied by a self-addressed, stamped envelope.

TO ADVERTISE

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

TO SUBSCRIBE

Annual dues include a subscription to the Women Lawyers Journal.

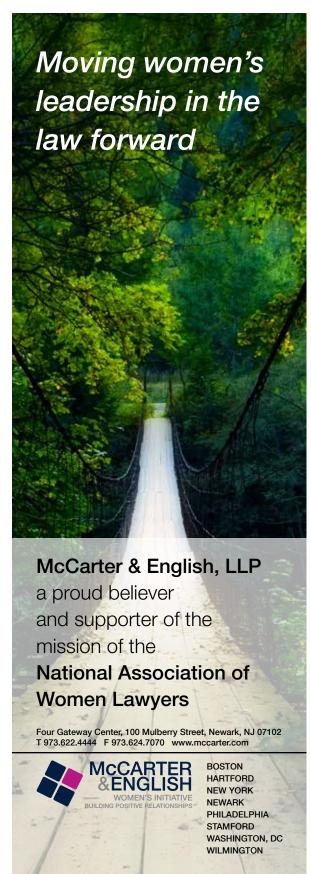
Additional subscriptions or subscriptions by nonmembers are available for \$55 in the U.S. and \$75 international. Back issues are available for \$15 each.

CONTACT

National Association of Women Lawyers American Bar Center, MS 21.1 321 North Clark Street Chicago, IL 60654 t 312.988.6186 f 312.988.5100 nawl@nawl.org www.nawl.org

© 2013 National Association of Women Lawyers. All Rights Reserved.

Women Lawyers Journal (ISSN 0043-7468) is published quarterly by the National Association of Women Lawyers (NAWL)® 321 North Clark Street, MS 21.1, Chicago, IL 60654.



Committed to the Advancement of Women











Jacquelyn Stone, Diversity and Inclusion Committee Chair; Melissa Glassman, Deputy Managing Partner of Business Development;
Joy Fuhr, Firmwide Chair of the McGuireWoods Women Lauyers Network, Board of Partners; Ava Lias-Booker, Baltimore Office Managing Partner, Board of Partners;
Amy Manning, Chicago Office Managing Partner, Executive Committee

McGuireWoods LLP demonstrates our commitment to our women attorneys by supporting their advancement into leadership positions. With strong leaders, like those pictured above, our firm continues to thrive and stand out in the marketplace. We proudly support the programs and initiatives of the National Association of Women Lawyers.

McGUIREWOODS

Joy C. Fuhr, Partner | 804.775.4341 | jfuhr@mcguirewoods.com One James Center | 901 East Cary Street | Richmond, Virginia 23219

900 Lawyers | 19 Offices | www.mcguirewoods.com

Andrews Kurth LLP is proud to support the

National Association of Women Lawyers

AUSTIN BEIJING DALLAS HOUSTON LONDON NEW YORK RESEARCH TRIANGLE PARK THE WOODLANDS WASHINGTON, DC andrewskurth.com

ANDREWS
ATTORNEYS KURTH LLP
STRAIGHT TALK IS GOOD BUSINESS.®

Copyright © 2013 by Andrews Kurth LLP Andrews Kurth, the Andrews Kurth logo and Straight Talk Is Good Business are registered service marks of Andrews Kurth LLP. All Rights Reserved. 600 Travis, Suite 4200, Houston, TX 77002 | 713.220.4200. Attorney Advertising. 13145



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

About NAWL

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

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

BENEFITS OF MEMBERSHIP

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

CONTACT NAWL

National Association of Women Lawyers American Bar Center, MS 21.1 321 North Clark Street Chicago, IL 60654 t 312.988.6186 f 312.988.5100 nawl@nawl.org www.nawl.org

2013 EXECUTIVE OFFICERS

President

Deborah S. Froling Washington, DC

President-Elect

Lisa M. Passante Philadelphia, PA

Vice President

Marsha L. Anastasia Stamford, CT

Treasurer

Leslie Richards-Yellen Chicago, IL

Treasurer-Elect

DeAnna D. Allen Washington, DC

Secretary

Angela Beranek Brandt St. Paul. MN

Assistant Secretary

Sarretta C. McDonough Los Angeles, CA

Immediate Past President

Beth L. Kaufman New York, NY

Board Members at Large

Diane E. Ambler Washington, DC

Kristin L. Bauer Dallas, TX

Heather C. Giordanella Philadelphia, PA

Jennifer M. Guenther San Bernardino, CA

Susan L. Lees Northbrook, IL

Michele Coleman Mayes New York, NY

Suzan A. Miller Santa Clara, CA

The Honorable Carol A. Robles-Román New York, NY

Col. Maritza S. Ryan West Point, NY

Wendy C. Schmidt New York, NY

Kristin D. Sostowski Newark, NJ

Buckle down and press on

'Grit' matters more than top grades and top-tier law school degrees, and more than maternal status or luck in choosing mentors.

By Maritza Ryan

This issue is full of grit.

A very good thing, as it happens, since "grit," defined as "perseverance and passion for long-term goals," might just turn out to be the *sine qua non* when it comes to achieving success in the profession of law. Research shows that this quality of grit – coupled with a "growth mindset," or optimistic belief that talents can always be developed through dedicated effort – correlates closely with the attainment of professionally and personally rewarding legal careers. Grit, in fact, matters more than top grades and top-tier law school degrees, and more than maternal status or luck in choosing mentors, when it comes to sustained top performance and even fulfillment and satisfaction in life.

Grit. Clara Foltz must have had it, else how could she have been able to fight as long and as hard as she did for women's suffrage and against endemic gender discrimination in the rough-and-tumble, Wild West atmosphere that was California in the 1870s? Clara was a contemporary of another very gritty visionary, Arabella Babb Mansfield, who likewise defied stifling tradition and casual injustice, in her case by acing Iowa's male-only bar exam and becoming the nation's first woman lawyer. Arabella is naturally first among equals in the NAWL pantheon, and the prestigious award in her name recognizes the extraordinary breadth of achievement and profound contributions of those upon whom it is bestowed. Yale Law Professor Judith Resnik, this year's winner, is a ground-breaking and highly prolific scholar, inspirational teacher, caring mentor, gifted litigator and ceaseless promoter of gender justice. Passion, tenacity and an unwavering vision of a better world: these are the hallmarks of Resnik, a champion of grit if ever there was one.

Truth:

"IF IT IS

IMPORTANT TO
YOU, YOU WILL

FIND A WAY.

IF NOT, YOU
WILL FIND AN

Posted by Lesley Weber on her Pinterest account.

EXCUSE."

These women and others profiled in the following pages do at first blush seem to come by the gift of grit naturally: perhaps they were born into the world like Athena springing from the head of Zeus, fully grown and armed with gritty inclinations from the first. Luckily for the rest of us mere mortals, as the authors of "Grit & Mindset: Implications for Women Lawyers" emphatically note, these practical yet profound ways of approaching the demands that work and life continually present can be learned. Moreover, nurturing the grit-quotient of young women lawyers (and the young in general) while strengthening grittiness in more seasoned attorneys, will ultimately pay dividends in their own individual professional lives, but also – optimistically speaking –for the

advancement of women in the law and society as a whole. *Enjoy the Journal*.

Jan Page

el in the U.S. Army, and is Head of the Department

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.

Proud Sponsor

COOLEY CONGRATULATES

National Association of Women Lawyers

for their ongoing dedication to promoting the interests and progress of women lawyers and women's legal rights.

BOSTON | BROOMFIELD, CO | LOS ANGELES | NEW YORK | PALO ALTO | RESTON SAN DIEGO | SAN FRANCISCO | SEATTLE | WASHINGTON, DC | SHANGHAI



© 2012 Cooley LLP, Five Palo Alto Square, Palo Alto, CA 94306. 650/843-5000

Successful Women: From all perspectives.

Arent Fox LLP proudly supports the National Association of Women Lawyers







I hope that each member of our NAWL community will do something to honor her memory and share any stories of Lesley that you have. I know that she will forever be young, beautiful and smiling in my mind and I have wonderful memories of the tiara she gave me at GCI.



Deborah, left, and Lesley at GCI.

Mourning the loss of a dear friend

Take time out from the daily stress to contemplate the most important things in this world.

By Deborah S. Froling

SOMETIMES, THINGS HAPPEN to you that make you stop everything and think about the big picture of this thing we call "life." Recently for me, it was a phone call from a friend on New Year's Day that stopped me in my tracks. My friend told me that one of our NAWL family members, Lesley Weber, had died – unexpectedly and well before her time. Just as the new year began, with all its promise and shininess, I was instead immediately sent into despair and sadness.

As a mother, I couldn't even begin to comprehend the pain her parents were feeling. As a member of NAWL who had worked with her on many things over the years, I was bereft. As a friend, I was

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 president@nawl.org.

devastated to know that her smile, fun-loving attitude and extraordinary competence in everything she touched would be lost to me and the NAWL family. I have had a few moments like this in my 49 years, some very close and others a little further away. But with each of these events, it makes some of the things we stress about on a daily basis fall to the bottom of the pile, as they should. Too often, we get caught up in the stresses of daily life and fail to look at the big picture.

For many of us, the loss of a close friend or family member makes us pause, take stock and think about the important things in life. When I look back on my life, I know I will not remember that big deal I closed or the big raise I got in a given year. What I will remember is how my family had a great time on vacation over the summer, how each of my children looked when they were born, how every family dinner seems to end with hysterical laughter or how proud I felt when I dropped my daughter off at college to begin her new life as an "adult." Those are the moments that matter in this world.

I hope you take time to read a little about Lesley in this issue and reflect upon the important people in your life. Appreciate them and stop often to smell the roses with them. I hope that each member of our NAWL community will do something to honor her memory and share any stories of Lesley that you have. I know that she will forever be young, beautiful and smiling in my mind and I have wonderful memories of the tiara she gave me at GCI.

My wish for you in the new year is health and happiness. I also hope to hear your stories and look forward to you becoming part of the NAWL community. I continue to hope that NAWL will become a valued a partner with you, your organization and your community to help you make connections and achieve success.

If you are interested in learning more about NAWL or having me or a member of the NAWL board 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,

Shop Sholing



The Many Faces of Humanity.



We transcend national borders at Jones Day. Our more than 2,400 lawyers come from diverse backgrounds and cultures. They are citizens of 40 countries and speak 56 languages. Here they thrive in a culture of teamwork, which depends upon—and fosters—diversity and inclusion. Their accomplishments bring them to Jones Day, where they are encouraged to develop their full and distinctive potential as people and lawyers, and where they unite to serve clients as One Firm Worldwide.

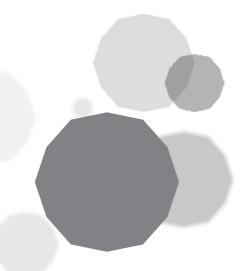
Visit us online at www.jonesdaydiversity.com

Ensuring all our voices are heard.

We proudly support the National Association of Women Lawyers and thank NAWL for its dedication to helping women thrive in the legal profession and beyond.

Sally L. Olson, Chief Diversity Officer

One South Dearborn Chicago, IL 60603 +1.312.853.7000

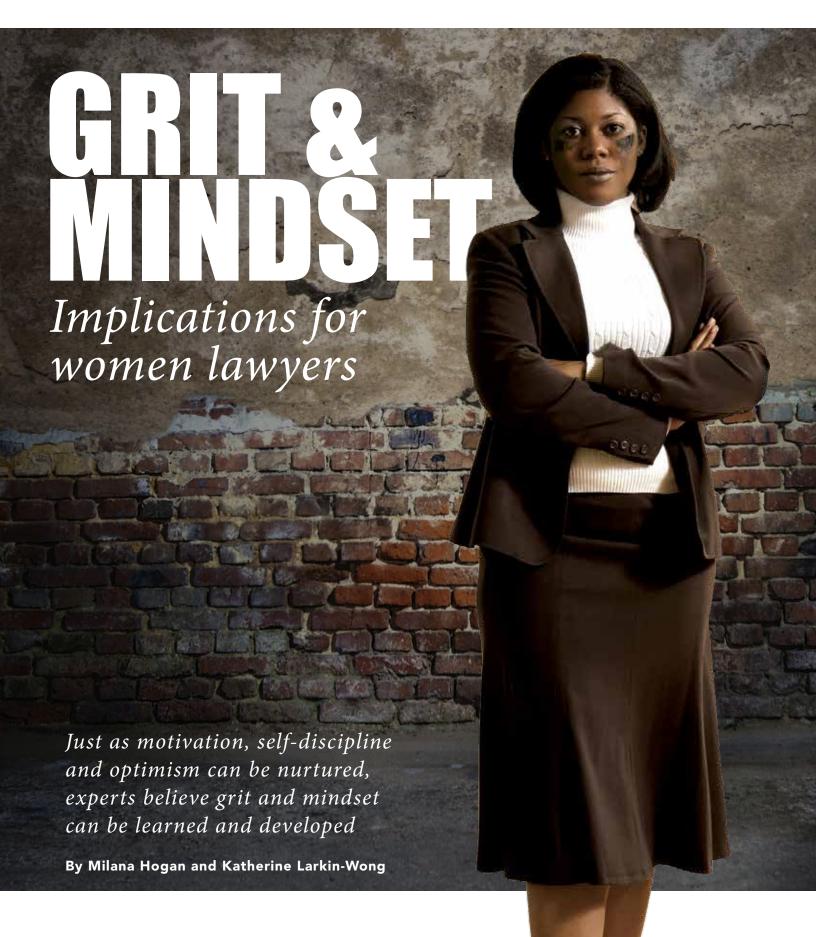


Find out more about our commitment to diversity at www.sidley.com/diversity



 $BEIJING \cdot BRUSSELS \cdot CHICAGO \cdot DALLAS \cdot FRANKFURT \cdot GENEVA \cdot HONG KONG \cdot HOUSTON \cdot LONDON \cdot LOS ANGELES \\ NEW YORK \cdot PALO ALTO \cdot SAN FRANCISCO \cdot SHANGHAI \cdot SINGAPORE \cdot SYDNEY \cdot TOKYO \cdot WASHINGTON, D.C.$

Attorney Advertising - For purposes of compliance with New York State Bar rules, our headquarters are Sidley Austin LLP, 787 Seventh Avenue, New York, NY 10019, 212.839.5300; One South Dearborn, Chicago, IL 60603, 312.853.7000; and 1501 K Street, N.W., Washington, D.C. 20005, 202.736.8000.





This article resulted from the panel discussion *Dust Yourself Off* and *Keep on Going: Improving Your Grit & Mindset to Overcome* the Challenges that Women Face in the Practice of Law at NAWL's 2013 Annual Conference. The panel was based on Milana Hogan's research into two traits, grit and mindset, and their correlation with women's success in the law. Katherine Larkin-Wong discussed the implications of grit and mindset as a young associate and how you might view your career path – and incidents that occur in the life of every young associate – differently depending on your grit and mindset scores. Charmaine Slack also spoke on the panel and discussed how she saw grit and mindset applying to legal practice from a partner's perspective.

The response to the panel prompted the current Chairwoman of the ABA Commission on Women in the Profession, Bobbi Liebenberg, to make the "GRIT Project" the Commission's signature project for this year. Among other things, the GRIT Project will produce two "programs in a box." The first will provide training on grit and mindset for attorneys and will be designed so that firms, bar associations and other attorney organizations can teach their lawyers about the power of true grit and a growth mindset. The second will provide the same tools for a law school and law student audience.

This article offers an overview of the results of Hogan's research and a preview of the types of issues that the GRIT Project will be addressing this year. To read Hogan's full dissertation, go to: http://www.linkedin.com/profile/view?id=15541534&trk=nav_responsive_tab_profile (LinkedIn Premium account required).

IN THE PAST TWO DECADES, men and women have entered law firms as first year associates in roughly equal numbers. As of 2012, about 45 percent of incoming associates were female (*Report of the Seventh Annual NAWL National Survey on Retention and Promotion of Women in Law Firms*, 2012). There is, however, a gradual erosion of women that increases with seniority, and by the time women arrive at the most senior leadership levels – of counsel, nonequity and equity partners – they represent only 35 percent, 26 percent, and 15 percent, respectively (NAWL, 2012). These somewhat grim numbers have remained static for close to 30 years so it is clear that the significant number of women entering the profession – although there is some





Milana Hogan, top right, recently completed her doctorate in Education at the University of Pennsylvania. She earned her undergraduate degree at Brown University, Providence, R.I., and is currently the Director of Recruiting and Professional Development at Sullivan & Cromwell LLP in New York.

Katherine Larkin-Wong, bottom right, is a litigation associate in the San Francisco office of Latham & Watkins LLP. Her practice focuses on white collar and antitrust litigation. She is also the president of Ms. JD (www.ms-jd.org), a professional development organization dedicated to empowering young women lawyers and aspiring lawyers.

Hogan and Larkin-Wong, along with Carrie Hightman, are co-chairs of the ABA Commission on Women in the Profession's GRIT Project.



Hogan's research focused on factors that don't involve luck

evidence that this number is on the decline – has not translated into staying power and equal advancement (NAWL, 2012).

Such stark and seemingly dismal statistics have led to a number of studies attempting to identify the obstacles and barriers that have led to this year-over-year failure to reduce the gender gap at the leadership level. While such studies represent important work, relatively little is known about the shared characteristics and competencies of the women who do manage to succeed in the law firm environment. What do these women leaders have in common, and what, if anything, can we learn from their journeys?

If you ask women at the top to describe factors that contributed most to their success, you're likely to hear a variety of answers, including finding the right mentor or sponsor, inheriting the right clients and taking advantage of opportunities to develop new business. But what about the factors that do not depend – at least in some small way – on good luck? What about the factors that one

Grittier individuals tend to work harder and longer than their peers and are more likely to engage in deliberate efforts to improve their performance.

has complete control over and can alter, or not, at an individual level? It is this latter set of traits that Hogan's research seeks to address. Specifically, her study considers how noncognitive traits like grit and a growth mindset impact female success in BigLaw.

Defining grit

Grit is defined as "perseverance and passion for long-term goals" (Duckworth, 2007, p. 1087). Angela Duckworth, a psychologist at the University of Pennsylvania, Philadelphia, has developed a 12-item self-report grit test (bit.ly/1alTt8Z) that measures grittiness on a scale

of 1 to 5. Using this and other measures, grit is shown to predict achievement, often above and beyond other metrics – such as GPA or rank of law school – that many law firm recruiting departments often look to first.

Among other things, the research on grit has shown that: 1) grittier individuals tend to work harder and longer than their peers and are more likely to engage in deliberate efforts to improve their performance, 2) grittier individuals are more likely to "stay the course" and not get distracted by immediate, short-term interests or needs and 3) having grit is particularly important in very challenging contexts.

What is mindset?

Carole Dweck, a psychologist at Stanford (Calif.) University, suggests that people generally have one of two mindsets – either a fixed mindset or a growth mindset. People with a fixed mindset believe their strengths are predetermined. They believe they have a certain amount of intelligence and talent and these gifts are immutable. In

contrast, people with a growth mindset see their abilities as flexible entities that can be developed through dedication and effort. They understand that no one has ever reached expert levels of performance – not Mozart, Einstein nor Tiger Woods – without years of practice and hard work, and many setbacks along the way. Research has shown that individuals with a growth

mindset tend to outperform those with a fixed mindset, and are also far less likely to get frustrated when things become challenging. Dweck argues that your mindset is a powerful tool that profoundly affects the way you lead your life and can determine whether you commit to, and accomplish, the things you set out to do.

Grit, Mindset and BigLaw

Given that almost all lawyers are expected to achieve at very high levels and to work long, sometimes grueling hours in a very challenging environment, it stands to reason that having grit and a growth mindset can help you to achieve success. Indeed, grit (or a synonym of grit) is often on the short list of answers successful women lawyers give when asked to describe the traits or behaviors that led to their success. While there is strong anecdotal evidence to support the power of these two traits, Hogan wanted to take things a step further by trying to answer the following questions: What is the nature of the relationship between grit and success, and mindset and success, for women lawyers currently

practicing in BigLaw? Are successful women lawyers more likely than less successful women lawyers to have grit and growth mindsets? If so, how important are these traits and how much do they tell us about a lawyer's future prospects? Are grit and mindset more or less important to success when we account for other

important factors (i.e. whether or not a woman has children, her law school GPA, etc.)? Are grit and a growth mindset outcomes of – or precursors to – success?

Research methodology

To answer these questions, Hogan undertook a two-part, mixed methods study. The first part of the study consisted of a confidential, online survey that was sent to a random sampling of lawyers from firms in the AmLaw 200. In

Research has shown that individuals with a growth mindset tend to outperform those with a fixed mindset, and are also far less likely to get frustrated when things become challenging.

Drinker Biddle is proud to support the National Association of Women Lawyers and joins in celebrating women as leaders in the law.

At Drinker Biddle, our commitment to diversity is embodied in our dedication to providing exceptional value and service to our clients. We are proud of the achievements of our women lawyers and their exceptional contributions to our firm, the legal profession, and their communities, and we support their professional and personal growth.

DrinkerBiddle

www.drinkerbiddle.com

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

Drinker Biddle & Reath LLP | A Delaware limited liability partnership

Jonathan I. Epstein and Andrew B. Joseph, Partners in Charge of the Princeton and Florham Park, N.J., offices, respectively.



There is a statistically significant relationship between grit and success for women in BigLaw

total, the survey was completed by 477 women (a 25 percent response rate). Of those women, 35 percent were partners, and 65 percent were nonpartners, including counsel, specialists and associates at all levels of seniority. The survey asked roughly 60 questions, and included the administration of the grit test and the mindset scale. The survey also included questions that were designed to ascertain various measures of success, including the

Grit is a precursor to BigLaw success rather than an outcome of it.

message that the respondents had received at their last performance review and whether or not they were on partnership track.

The second part of the study was a series of phone interviews with women who had completed the survey. Interviewees were chosen based on their grit and mindset scores, and where they fell on the success spectrum, in order to make sure that the sample was

representative of as many different perspectives and outcomes as possible (i.e., women with high and low grit and mindset scores and high and low measures of success). Each semi-structured interview lasted approximately 30 to 60 minutes.

Once all of the data had been collected, Hogan built a series of models that looked at the impact of grit and mindset on different measures of success in order to ascertain what happens to the strength of these relationships when we account for other factors that have also been known to contribute to success.

Findings

The results showed a very strong, statistically significant relationship between grit and success for women in BigLaw. Specifically, the results showed that grit is related to several success measures including: the most recent message participants received at their performance reviews (e.g., "your performance was outstanding or your performance was average or below average"), and most significantly to the number of hours a lawyer works and her own perception of the quality of work she receives (e.g., "I get the best and most interesting work" or "I get

Average grit score for women in BigLaw:

3.94 (equates to ~ 80th percentile)

Average grit score for all women = 3.43

Women also have the edge when it comes to selfdiscipline

Decile	Men (N- 4,169)	Women (N – 6,972)
1	2.5	2.5
5	3.38	3.5
6	3.54	3.63
7	3.75	3.79
Women Lawyers	n/a	3.94
8	3.92	4
9	4.21	4.25
10	5	5
Mean (Standard Deviation)	3.37 (0.66)	3.43 (0.68)

GT GreenbergTraurig

simple, routine work"). Furthermore, the data suggested that grit is a precursor to BigLaw success rather than an outcome of it. Finally, Hogan found that many successful female lawyers display growth mindset characteristics, and rely heavily on them to navigate challenging situations in the workplace (including their responses to negative feedback from senior lawyers, self-doubts, and the – sometimes overwhelming – pace and volume of the work itself).

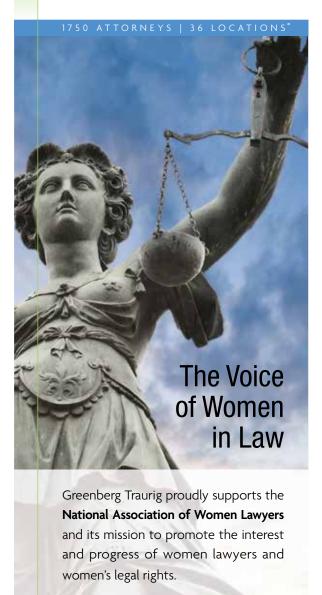
How firms can use grit and mindset in professional development and recruiting

The very best news about grit and mindset is that most experts believe they can be learned and developed given the right conditions (this is based on the fact that similar traits such as motivation, self-discipline and optimism are traits that can be nurtured and strengthened). Following are some preliminary ideas for ways firms may reinforce and strengthen grit and growth mindsets in their lawyers. Look for these ideas to be expanded and refined through the GRIT Project.

1. Learn how to handle and learn from failure

Most successful people have failed repeatedly. Just ask Oprah Winfrey, J. K. Rowling, Venus Williams, Ruth Bader Ginsburg or any number of wildly successful athletes, business leaders, actors or women lawyers and they will all tell you about times when they struggled and weren't sure they had what it takes to be successful. We need to teach lawyers how to deal with the negative emotions that go hand-in-hand with the inevitable setbacks, losses and failures that are a part of practicing law.

In general, most lawyers are not good at failing, because they are so used to succeeding, and it feels really foreign when things don't work out the way they had planned. Stop for a second to think about the success one needs just to get into law school. Legal practice is often one of the first times that associates



ATTORNEYS AT LAW | WWW.GTLAW.COM

Greenberg Traurig is a service mark and trade name of Greenberg Traurig, LLP and Greenberg Traurig, P.A. ©2014 Greenberg Traurig, LLP. Attorneys at Law. All rights reserved. Contact: Judith D. Fryer in New York at 212.801.9200 or Jacqueline Becerra in Miami at 305.579.0500 "These numbers are subject to fluctuation. Images in this advertisement do not depict Greenberg Traurig attorneys, clients, staff or facilities.



Long-term goals and a positive outlook go hand in hand

face serious and recurring challenges to their work product. (In re-reading our draft, we realized that this framework suggests something about our own "grit." We define these moments not as "failures" but as challenges. Challenges are something one overcomes. Failure is an end. Challenge is just the beginning. This is one example of grit and a growth mindset.)

We can teach lawyers appropriate coping strategies such as distancing oneself from the loss, understanding the limits of what you can and cannot control, and even deep breathing and journaling to process negative emotions (this last suggestion may be a little "out there" for most law firms!). Understanding how to learn from failure goes hand in hand with grittiness and a growth mindset.

2. Learn how to receive criticism

Closely related to learning how to deal with failure is learning to receive criticism. This is key, because it allows

We can teach lawyers appropriate coping strategies such as distancing oneself from the loss, understanding the limits of what you can and cannot control, and even deep breathing and journaling to process negative emotions.

us to learn quickly without popping the enthusiasm bubble. Lawyers, at all stages of their careers, need to know how to digest constructive feedback and criticism, and how to act on the messages they are being given in order to improve their performance. Associates need to be able to take criticism from senior lawyers and focus on how to address it; partners need to be able to learn from a client about why they lost that particular pitch and bounce back from it. Gritty individuals who have growth mindsets are much more likely to respond well

when receiving this kind of advice, but even those who don't start out that way can develop these skills over time. "Fake it 'til you make it" is one way of developing your skills for internalizing and addressing criticism. It may very well be that, after a lot of practice believing that you can do something that feels impossible, eventually you will actually develop a growth mindset.

3. Praise efforts, not outcomes

As Dweck points out, you don't want to inadvertently send the wrong message about the importance of grit or growth mindset by overlooking these traits in the evaluation processes. Your evaluations shouldn't focus on only results. Instead, praise effort in addition to ability. Insert a category that evaluates lawyers on how persistent they are, or the extent to which they persevere in spite of challenging obstacles. Often, firms are afraid to do this, but we don't think it's really that risky. Biglaw

is largely populated with extremely smart overachievers. It's OK not to be so focused on results, at least early on in a lawyer's career while she is still building critical skills. It is far better for the firm to encourage effort and continuing to work on developing those lawyer skills because it will increase the likelihood of both the individual lawyer's success and the creation of more well-rounded lawyers at the firm. The alternative:

that lawyers, especially young lawyers, avoid tasks at which they believe they will not be successful, encourages lopsided development.

4. Be realistically optimistic

Recent research by Martin Seligman and colleagues has shown a link between optimism, grit and mindset. It makes sense. It's hard to set long-term goals and persevere, and to have a growth mindset, without having a positive outlook. We should make every effort to

positively reinforce our lawyers, and to pursue programs that help them stay optimistic about their careers, even (and especially) when there is room for improvement.

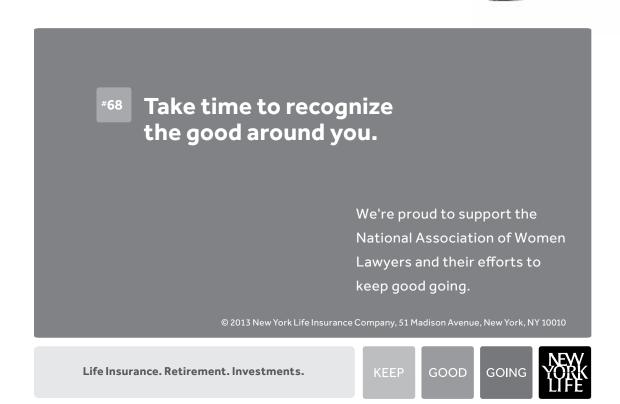
5. Identify what you are passionate about

Grit is as much about passion as it is about perseverance. We should encourage lawyers to identify what they love to do and then pursue it with zeal. Too often, lawyers don't take the time to think about their passions because they are so focused on their immediate to-do lists. If you don't know what makes you happy, it's hard to pursue it, and if you're not passionate about what you're pursuing you won't be able to achieve the same levels of success.

6. Specialize

People who are highly successful tend to over-focus in one area. Sometimes that's OK. Don't worry so much about having the perfect balance when it comes to work. We cannot excel in every area. There is simply not enough

It's OK not to be so focused on results, at least early on in a lawyer's career while she is still building critical skills.





Don't worry so much about having the perfect balance when it comes to work

time in the day to be good at everything and to develop the necessary skills that will set you apart – so we should think about encouraging our lawyers to be the best that they can be at the things that they love. They are much more likely to stick around if they love their jobs and will be grateful that we've allowed them to make a career out of doing what they like most. Notably, we are not the only ones pushing this message. Sheryl Sandburg talks about the trade-offs women need to make for success in their careers in her blockbuster book *Lean In.* Larkin-Wong has also written about how these tenets apply to young lawyers (See Grover Cleveland and Katie Larkin-Wong, *10 Things Every New Lawyer Should Do – Right Now*, The Careerist, (Oct. 29, 2013) bit.ly/1m2Qw27.)

7. Don't assume that you can't do it

We should be reminding lawyers of this regularly, either through the review process or in meetings with professional development team members or career counselors. If a lawyer is hitting a wall, and having trouble getting past it, she should not be so quick to assume that it's because she lacks a certain ability or innate talent – it could just be that she doesn't have a particular skill set, but that doesn't mean she can't *develop* it. By way of example, when Hogan was training for the marathon, and she ran her first 20-mile training run, she

Introducing the idea that there are different mindsets which can significantly impact or detract from future success can have a huge impact on students and employees.

really started to panic at mile 19. She kept thinking, "If I am having this much trouble running 20 miles, how am I ever going to finish 26 miles?" Like many women who have attempted something that was not easy (e.g. the road to partnership) it was a really bad moment. She was

doubting herself. When she got home (after successfully running the 20 miles), she was feeling pretty defeated, and then her husband pointed out that she shouldn't feel discouraged because her training plan called for only 20 miles that day, not 26. Just because she couldn't run 26 miles on that particular day did not mean that she wouldn't be able to do it on race day. Training for something, learning about something, working towards something is a process. There are many little milestones along the way, and lawyers should try to focus on those, and not just on the endpoint. The feeling that you need to be perfect from Moment No. 1 is caustic both for individual lawyers and for firms. We should all strive for perfection and there is no doubt that mistakes in law can have serious consequences. However, we will make mistakes. The question is how we deal with them and that is something we should probably talk about more.

8. Try on a growth mindset

Another running story will help explain this one. A few years ago, Hogan was having trouble running hills. She read that if you force yourself to smile when running up a hill, it can actually make you feel better. She thought it seemed a little crazy, until she tried it: "Something about plastering on a fake smile while running up a mountain of a hill just struck me as hilarious, and then I really did

start smiling and eventually even laughing. It was still painful – don't get me wrong – but at least it was enough of a distraction to make the experience more enjoyable." Her experience is not unique: Science shows that often a physical action alone, such as smiling, or giving someone a hug or breaking into dance, can prompt feelings of happiness or love and affection, even if those feelings did not lead to the action in the first place. So, we should create the kind of environment where lawyers can practice having

a growth mindset, and act like they would if they did have one, even if they don't really buy it yet: "Fake it 'til you make it." Notably, while most lawyers are largely outside of the average on the grit scale, their mindset scores are much closer to the average. This fact suggests that developing a growth mindset may have the greatest impact on success for law firms and individual lawyers.

9. Educate

This may seem obvious, but we need to educate our lawyers about these traits and other traits that lead to success. Too many people simply do not know enough about them to make use of them. Science shows that, when it comes to mindset, simply introducing the idea that there are different mindsets which can significantly impact or detract from future success can have a huge impact on students and employees. For example, in one study, Dweck and colleagues introduced the idea of the brain as a muscle to junior high math students (in a 30-minute session) and those students went on to significantly outperform a control group of students

who were not introduced to this concept. This, by the way, is the fundamental belief behind the GRIT Project. We hope that by creating easy-to-use programs in a box that we will encourage law firms, bar associations, law schools and other organizations to begin teaching grit and mindset to the legal profession.

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

If you are interested in learning more about the GRIT Project, contact Katie Larkin-Wong at katherine.larkin-wong@lw.com or Milana Hogan at hoganm@sullcrom.com.

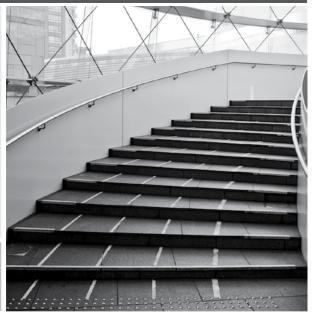
Taking diversity and inclusion to the next level

At Ogletree Deakins, we believe that our philosophy and practice of inclusion—soliciting, valuing, and incorporating the myriad viewpoints of our lawyers—makes the firm more creative, stronger, and better able to address the evolving issues in the workplace.

With more than 650 attorneys in over 40 offices in the USA and Europe, Ogletree Deakins is one of the nation's largest labor and employment law firms, exclusively representing management.







FOR QUESTIONS ABOUT OGLETREE DEAKINS' INCLUSION EFFORTS, PLEASE CONTACT:
Michelle P. Wimes, Director of Professional Development and Inclusion
michelle.wimes@ogletreedeakins.com | Phone: (816) 471-1301 | www.ogletreedeakins.com



Legal Guide: **Judith Resnik**

Arthur Liman Professor of Law, Yale Law School



AT THE NAWL ANNUAL MEETING in July 2013, Judith Resnik was presented with the Arabella Babb Mansfield Award. Resnik is the Arthur Liman Professor of Law at Yale Law School, New Haven, Conn., where she teaches courses focused on federalism, procedure, courts, incarceration, equality and citizenship. Her list of accomplishments is impressive – and the social causes she has championed, endless.

Indeed, when named the Alumna of the Month at New York University Law School, she said her philosophy was "to be as useful as possible."

Resnik works both in the United States and abroad, and a good many of her efforts aim to promote equality. She holds a term appointment as an Honorary Professor, Faculty of Laws, University College London; she is also a Managerial Trustee of the International Association of Women Judges, and she serves as a member of the Academic and Scientific Council for the Gender Equality Project, based in Switzerland. On this side of the Atlantic, Resnik is a co-chair of the Judicial-Academic Network of the National Association of Women Judges and the founding co-chair of the Women's Faculty Forum at Yale. Created in 2001, WFF fosters attention to the role that gender plays in the workplace and promotes scholarship on gender and scholarship about and by women. Resnik is also the current chair of Yale's Global Constitutional Seminar, a part of the Gruber Program for Global Justice and Women's Rights.

Upon returning to Yale in 1996-97, Professor Resnik became the founding director of the Arthur Liman Public Interest Program, which supports fellowships for Yale Law School graduates. When she began, the fellowship supported one graduate of the Law School. Thereafter and with the support of many, the Liman Program has grown. As of 2013, 94 graduates have held one-year fellowships to work in public interest jobs around the United States. The program also helps support summer fellowships for students from Barnard College and Yale, Princeton, Spelman, Brown and Harvard Universities. At Yale Law School, the Liman Program convenes classes and yearly conferences on access and equality in the civil and criminal justice systems.

Incarceration is a particular focus of the Liman Program and has been a concern of Resnik's for a long time. When a law student, she worked on improving healthcare for prisoners and on the rights of mentally ill criminal defendants. Last summer, Resnik joined a group concerned about the closing of the one federal prison in the Northeast for women; she worked on enlisting support of senators and judges in the Northeast to press for protecting services, programs and facilities for female prisoners. The proposal to send some women to institutions in the South was especially problematic, as studies make plain how much visitors matter to inmates and how difficult and expensive it is to visit family members hundreds of miles away. The Liman Program recently published a national survey of policies related to visiting inmates, as well as another study on long-term isolation and administrative segregation in U.S. prisons.

Resnik has chaired the Sections on Procedure, on

Federal Courts and on Women in Legal Education of the American Association of Law Schools. She is an occasional litigator. In 2009, she argued Mohawk *Industries, Inc. v. Carpenter,* addressing rights of appeal and decided by the U.S. Supreme Court. In 1987, she argued on behalf of women's admission to the Rotary Club. In Rotary International v. Rotary Club of Duarte, the Court upheld California's authority to require the Rotary Club to admit women to its membership. Resnik also has testified before Congress, before rulemaking committees of the federal judiciary and before the House of Commons of Canada.

Resnik's books include Representing Justice: Invention, Controversy, and Rights in City-States and Democratic Courtrooms (with Dennis Curtis, Yale University Press, 2011), which analyses the relationship between courts and democracy and does so in part by exploring – through more than 200 images – the history of didactic images displayed in courthouses. *Representing Justice* won the 2014 Order of the Coif Award, a biennial prize given for legal scholarship. Patricia A. Cain, professor of law at Santa Clara (Calif.) University and Chair of the Coif Book Award Committee said the committee quickly came to the consensus that *Representing Justice* was the most creative book on a legal topic published in the past two years. "It is a bold and original book," Cain said.

Resnik also authored Federal Courts Stories (co-edited with Vicki C. Jackson, Foundation Press 2010); and Migrations and Mobilities: Citizenship, Borders, and Gender (co-edited with Seyla Benhabib, NYU, 2009). Recent articles include Inventing Democratic Courts: A New and Iconic Supreme Court (Journal of Supreme



Resnik was Joined by family and friends at the 2013 Awards Luncheon. From right, Resnik's spouse, Professor Dennis Curtis, Resnik, their son Jonathan Curtis-Resnik, her sister, Elinor Slater, former student and law professor Johanna Kalb and her brother-in-law Robert Slater.

Look for 'Legal Guides' in future issues of WLJ. This section was established to profile women lawyers – present day or historical figures – who have made a significant contribution to the profession, to the cause of women or to society as a whole. The editors welcome your suggestions for women to profile. Tell us about the mentors, coworkers, teachers or public figures who have inspired you.

Court History, Wiley, 2013); Equality's Frontiers: Courts Opening and Closing (Yale L. J. online, 2013); Comparative (In) Equalities: CEDAW, the Jurisdiction of Gender, and the Heterogeneity of Transnational Law Production (International Journal of Constitutional Law, 2012); and Fairness in Numbers (Harvard Law Review, 2011). She was the co-author in 1993 of The Effects of Gender: The Final Report of the Ninth Circuit Gender Bias Task Force (republished, So. Calif. L. Rev., 1994).

In 1993, Resnik was the recipient of the Florence K. Murray Award from the National Association of Women Judges, and, in 1998, she received the Margaret Brent Women Lawyers of Achievement Award from the Commission on Women in the Profession of the American Bar Association. In 2001, she was elected a fellow of the American Academy of Arts and Sciences, and in 2002, a member of the American Philosophical Society, where she delivered the Henry LaBarre Jayne Lecture in 2005.

In 2007, Resnik's oral history was added to the Women Trailblazers in the Law Project of the American Bar Association's Commission on Women in the Profession. In 2008, Resnik received the Outstanding Scholar of the Year Award from the Fellows of the American Bar Foundation. In 2010, she was named a recipient of the Elizabeth Hurlock Beckman Award, presented to outstanding faculty in higher education in the fields of psychology or law. That year, Resnik also had a cameo role in the Doug Liman film, Fair Game. In addition to being recognized by the Coif award, her book, Representing Justice (with Dennis Curtis) was also selected by the American Publishers Association as the recipient of two PROSE awards for excellence, in social sciences and in law/legal studies, and by the American Society of Legal Writers for the 2012 SCRIBES award.

Resnik attended Bryn Mawr (Penn.) College and NYU Law School, where she was an Arthur Garfield Hays Fellow.

"To be as useful as possible," Resnik said in 2012. That philosophy is a benefit to all. ■

Arabella Babb Mansfield through time

Judith Resnik is the 2013 recipient of The Arabella Babb Mansfield Award. The Award is given in recognition of professional achievement, positive influence and valuable contribution to women in the law and in society. Named in honor of the first American woman admitted to the Bar in the United States, Resnik joins a long line of prestigious women in the law.

1996 Martha Barnett, former ABA President

1997 *Judge Bernice Bouie Donald*, U.S. District Court, Western District of Tennessee

1998 Judge Ilana Diamond Rovner,

U.S. Court of Appeals, Seventh Circuit

1999 *Judge Phyllis Kravitch*, U.S. Court of Appeals, Eleventh Circuit

2000 Judge Sonia Sotomayor,U.S. Court of Appeals, Second Circuit

2001 *Chief Justice Mary Ann McMorrow,* Supreme Court of Illinois

2002 *Justice Ruth Bader Ginsburg,* U.S. Supreme Court

2003 State Senator Sheila Kuehl, California

2005 *Judge Ann Claire Williams*, U.S. Court of Appeals, Seventh Circuit

2006 *Judge Katharine Sweeney Hayden*, U.S. District Court, District of New Jersey

2007 Karen J. Mathis, former ABA President

2008 Elena Kagan, Dean of Harvard Law School

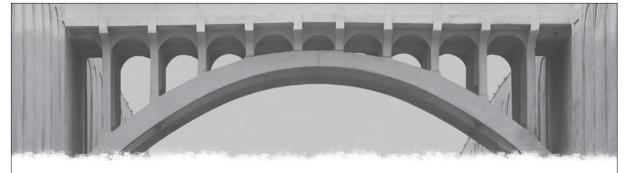
2009 *Marcia Greenberger*, founder and co-president, National Women's Law Center

2010 *Judge Judith Kaye*, Skadden Arps Slate Meagher & Flom LLP & Affiliates

2011 *Jamie S. Gorelick*, Wilmer Cutler Pickering Hale & Dorr LLP

2012 *Judge Nancy Gertner*, retired professor of law, Harvard Law School

2013 *Judith Resnik*, Arthur Liman Professor of Law, Yale Law School



BUILDING BRIDGES TO A BETTER TOMORROW

DLA Piper salutes the National Association of Women Lawyers for building bridges to success by providing career and business development opportunities for women lawyers.

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

www.dlapiper.com



Heidi Levine, 1251 Avenue of the Americas, 27th Floor, New York, NY 10020 Stefanie Fogel, 33 Arch Street, 26th Floor, Boston, MA 02110 | DLA Piper LLP (US) | Attorney Advertising



Pregnancy discrimination reexamined: Accommodations for pregnancy under the ADAAA

With the enactment of the PDA, prohibiting employment discrimination on the basis of pregnancy, childbirth or related medical conditions, the legal landscape for pregnant women in the workplace changed.

By Kristin L. Bauer and Emily S. Borna



everal years before Congress passed the Pregnancy Discrimination Act in 1978, the Equal Employment Opportunity Commission took the position that Title VII sex discrimination encompassed discrimination on the basis of pregnancy and related conditions.¹ At that time, the EEOC was on unstable legal footing in light of two U.S. Supreme Court decisions that had adopted a narrow view of sex discrimination.

The tide changed, however, when Congress passed the PDA, amending Title VII of the Civil Rights Act of 1964's definition of "sex discrimination" to include discrimination on the basis of pregnancy and related conditions.² Now, more than 30 years later, the EEOC is in a similar position,

this time advocating for the provision of accommodations to pregnant workers pursuant to two existing laws – the PDA and the Americans with Disabilities Amendments Act. Although there is no clear obligation under the ADAAA or PDA to provide accommodations for pregnant employees, in light of recent developments, employers are at risk if they fail to provide such accommodations.

Brief overview of the PDA, ADA, ADAAA and accommodation issues

Prior to the PDA's enactment in 1978, the U.S. Supreme Court concluded in two cases that disparate treatment on the basis of pregnancy was not prohibited by Title VII. In the first such case, the Court refused to find sex discrimination when an employer provided disability benefits for all nonoccupational disabilities, except those resulting from pregnancy.3 In the second case, the Court likewise did not find sex discrimination when an employer provided sick pay to employees with non-occupational injuries or illnesses, but not for employees disabled by pregnancy.4 In other decisions, however, the Court's reasoning did indicate change was on the horizon. In Cleveland Board of Education v. LaFleur, decided in 1974, the Court struck down mandatory unpaid leave policies implemented to prevent pregnant schoolteachers from working after a certain point in their pregnancy.⁵ But it was not until enactment of the PDA, prohibiting employment discrimination on the

basis of pregnancy, childbirth or related medical conditions, that the legal landscape for pregnant women in the workplace definitively changed.

Although the PDA prohibits pregnancy discrimination, it does not specifically address pregnancy-related accommodations. The law

Although the PDA

prohibits pregnancy

discrimination,

it does not

specifically address

pregnancy-related

accommodations.

requires pregnant workers to be treated similarly to other employees temporarily restricted in their ability to work. When the PDA was passed in 1978, however, there were few protections for workers with temporary medical conditions. That is because the Americans with Disabilities Act of 1990 did not take effect for more than

a decade after enactment of the PDA.⁶ Even then, many courts would interpret the ADA for the next 18 years to exclude temporary conditions from its coverage, including pregnancy.⁷

Shortly after the ADA's enactment, Congress passed the Family and Medical Leave Act of 1993. The FMLA did provide job-protected leave for pregnant workers, but only for those who met the FMLA's eligibility requirements. As a result, not all pregnant workers will be covered by the FMLA, and non-leave based accommodations are not addressed.⁸

In 2008, after years of restrictive judicial interpretation of what it means to be disabled under the ADA, Congress passed the Americans with Disabilities Amendments Act. The ADAAA overturned years of case law, including decisions from the U.S. Supreme Court, which had applied a narrow lens to the disability inquiry. The ADAAA provides that whether someone is disabled is to be interpreted in favor of expansive coverage. Indeed, the ADAAA and its implementing regulations go into great detail regarding what may be a disability, while providing little guidance, if any, regarding what is not a disability.

The issue of accommodations for pregnancy is not squarely addressed by the ADAAA. The only reference to pregnancy is in the preamble and appendix to the ADAAA implementing regulations, both of which note that a normal pregnancy is not a disability, but pregnancy-related complications could be covered.¹¹

The ADAAA's broad mandate for expansive coverage effectively encourages conservative

employers to err on the side of assuming a medical condition is a disability. Therefore, employers are encouraged to provide accommodations to workers with all but indisputably minor conditions, even if they are not "substantially limited in a major life activity" – what the ADAAA requires before an employer's accommodation obligation is triggered. Moreover, pursuant to

the ADAAA, the temporary nature of a condition is not determinative of whether someone is disabled, depending on its severity. As such, more physical or mental conditions of a short-term duration may be considered disabilities than was the case under pre-ADAAA case law.

The ADAAA and its expansive interpretation of what it means to be disabled, and hence broader accommodation coverage for employees, and the PDA's mandate that pregnant employees be given the same benefits as employees who are similar in their inability to work, begs the question of whether accommodations are required for pregnant workers and if so, on what basis.

The EEOC's enforcement position

Under the PDA, there is no clear obligation to provide accommodations or light duty for pregnant workers. Instead, judicial outcomes are The ADAAA overturned years of case law, including decisions from the U.S. Supreme Court, which had applied a narrow lens to the disability inquiry.





Kristin L. Bauer, left, and Emily S. Borna are shareholders in the Dallas and Atlanta offices of the national workplace law firm Jackson Lewis PC, representing management exclusively in workplace law and related litigation. Both Bauer and Borna are members of the firm's Disability, Leave and Health Management Practice Group, counseling employers on the numerous laws touching ill and injured workers to enhance businesses' legal compliance and to reduce business risk. Bauer currently serves on the NAWL Board.

Shortly after the ADA's enactment, Congress passed the Family and Medical Leave Act of 1993

fact-specific, and many cases aimed at enforcing some sort of accommodation obligation for pregnancy or pregnancy-related conditions have not met with success. ¹² As for the ADAAA, there is little case law addressing whether pregnancy-related complications may be a disability, and results are likewise mixed and fact specific. ¹³ But this does not mean that employers are without risk if they do not provide accommodations for pregnant workers.

In its Strategic Enforcement Plan for 2013 through 2016, approved in December 2012, the EEOC committed to focusing on "emerging" issues, including pushing employers to accommodate pregnant women.¹⁴ A quick review of EEOC press releases reveals a host of pregnancy discrimination litigation filed by the agency, demonstrating enforcement muscle behind this proclamation.¹⁵ The EEOC clearly is taking the position that accommodations for pregnancy and related conditions are required under the PDA and the ADAAA. Indeed, EEOC Commissioner Chai R. Feldblum noted the EEOC's position that the PDA's protection is now enhanced based on the ADAAA's broader coverage, which "shifted the background" against which pregnant workers will be compared to non-pregnant workers.16

Through the EEOC Strategic Enforcement Plan and its litigation choices, the EEOC sends the message that employers who make decisions, even in part, on the basis of pregnancy risk legal challenge. Rather, the EEOC encourages employers to focus on an

employee's ability to do the job and treat pregnant workers the same as nonpregnant workers who are limited in their ability to work.

The EEOC is not alone – the Department of Labor, Civil Rights Division and the American Civil Liberties Union have similarly challenged employer policies that deny pregnant workers accommodations or light duty and force them to go on leave. 18 Groups such as these take the position that employers must leave it to mothers and their doctors to determine whether the employee is able to work, and not automatically exclude pregnant workers from certain positions or arbitrarily force them to go on leave. 19 Given these aggressive advocacy and enforcement stances, there is ample incentive for employers who want to stay in good graces with government agencies and advocacy groups to accommodate pregnant workers as they would accommodate other ill or injured workers.

Local legislative protections

In addition to the EEOC's aggressive enforcement stance, city and state legislatures are leading the conversation when it comes to mandating accommodations for pregnant workers. For example, on Sept. 24, 2013, the New York City Council amended the New York City Human Rights Law to prohibit discrimination based on pregnancy, childbirth or a related medical condition. Though pregnancy was already provided protected status, this amendment creates an additional right of action against employers that fail to provide reasonable accommodations, such

The EEOC's website currently states the following in its "Facts About Pregnancy Discrimination":



Pregnancy and temporary disability

If an employee is temporarily unable to perform her job due to pregnancy, the employer must treat her the same as any other temporarily disabled employee; for example, by providing light duty, modified tasks, alternative assignments, disability leave, or leave without pay.

Additionally, impairments resulting from pregnancy (for example, gestational diabetes) may be disabilities under the Americans with Disabilities Act (ADA). An employer may have to provide a reasonable accommodation for a disability related to pregnancy, absent undue hardship (significant difficulty or expense). For example, an employer may be required to provide modified duties for an employee with a 20-pound lifting restriction stemming from pregnancy-related sciatica, absent undue hardship. The ADA Amendments Act of 2008 makes it much easier to show that a medical condition is a covered disability.¹⁷

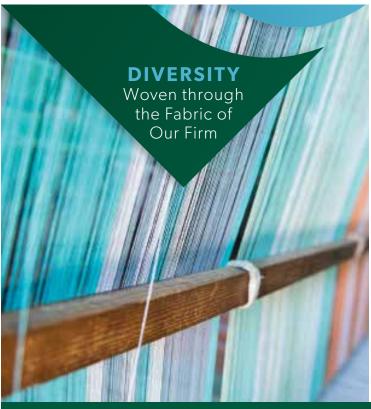


We are proud to support the National Association of Women Lawyers and to work together to advance women in the legal profession.

As a pioneering international law firm, we help our clients achieve their ambitions across the world's developed and emerging markets.

whitecase.com





WE PROUDLY SUPPORT THE NATIONAL ASSOCIATION OF WOMEN LAWYERS

- Focused on environmental and natural resources law and litigation
- ♦ 37% of our lawyers are women
- 30% of our Principals are women
- 2013 MCCA Thomas L. Sager Award
- Sustaining member of the Diversity & Flexibility Alliance

How can the women and men of Beveridge & Diamond help you? Learn more at www.bdlaw.com/diversity or from our NAWL lead contact Sarah Albert, Principal (salbert@bdlaw.com or (410) 230-1375).



CALIFORNIA MARYLAND MASSACHUSETTS NEW JERSEY NEW YORK TEXAS WASHINGTON, D.C.

EEOC is pushing employers to accommodate pregnant women

as bathroom breaks, leaves of absence, periodic rest and assistance with manual labor, to pregnant women.

Though pregnancy was already provided protected status, this amendment creates an additional right of action against employers that fail to provide reasonable accommodations, such as bathroom breaks, leaves of absence, periodic rest and assistance with manual labor, to pregnant women.

The new law, signed by Mayor Michael Bloomberg on Oct. 2, 2013, took effect on Jan. 30, 2014.²⁰

The State of New Jersey similarly introduced legislation on Sept. 30, 2013, that would amend the New Jersey Law Against Discrimination to include pregnancy as a protected class and expressly prohibit workplace discrimination against women because of pregnancy, childbirth, and related medical conditions.²¹ New Jersey Governor Chris Christine signed the law on

January, 2014. In addition to preventing pregnancy discrimination, the New Jersey law requires employers to make reasonable accommodations for an employee's needs related to pregnancy when, with the advice of a physician, the employee requests an accommodation. New York City and New Jersey join approximately 10 other jurisdictions mandating certain employers to provide some form of accommodation to pregnant employees.

Proposed federal legislation

In addition to active city and state legislatures, there is movement in Congress to codify ADA-like protections for pregnant women. The Pregnant Workers Fairness Act, introduced to Congress in 2012, would add to the existing framework of legal protections prohibiting pregnancy discrimination.²² The PWFA would make it unlawful for an employer to refuse to make reasonable accommodations related to the pregnancy,

childbirth or related medical conditions of a job applicant or employee, absent some showing of an undue hardship on the business. The PWFA actually goes a step further than the ADA, making it unlawful to force a pregnant woman to accept an accommodation she does not want, which is troubling to some lawmakers and employers, and stands in stark contrast to the ADA, which in its regulations provides that employers are able to choose among effective accommodations and do not have to provide an employee's preferred accommodation²³

Conclusion

Employers seeking to determine their accommodation obligations with respect to pregnant employees will not find easy answers, at least for now. But aggressive government enforcement agencies and advocacy groups, varying judicial precedents, and the patchwork of local laws such as those noted above create the risk of avoidable litigation in this area of the law. Many employers are exploring potential accommodations for workers with temporary restrictions due to pregnancy or related conditions. Such practices include, but are not limited to:

- providing light duty for employees with pregnancyrelated medical restrictions (if such leave is provided for other employees),
- providing unpaid leave even if a pregnant worker is not eligible for FMLA or other forms of state leave related to pregnancy,
- considering workplace accommodations for pregnant workers who are temporarily restricted in their ability to work, and
- not making assumptions about a pregnant worker's abilities or the health or safety of her fetus.

As with most accommodation issues, an open, interactive dialogue between the employer and employee is an effective way to explore solutions and minimize risk. In addition, employers should be sure to evaluate applicable state and local laws for additional protections mandated for employees on the basis of pregnancy and related conditions.

Employers seeking to determine their accommodation obligations with respect to pregnant employees will not find easy answers, at least for now.

Endnotes

- 1 EEOC Compliance Manual, v. II, Number 915, § 626.1 (October 1983).
- 2 42 U.S.C. § 2000e (k).
- 3 General Electric Company v. Gilbert, 429 U.S. 125 (1976)
- 4 Nashville Gas Company v. Satty, 434 U.S. 136 (1977).
- 5 Cleveland Board of Education v. LaFleur, 414 U.S. 632 (1974).
- 6 Section 504 of the Rehabilitation Act, which went into effect in 1977, provided disability protections similar to the ADA for the employees of programs or activities that receive federal financial assistance. See 29 U.S.C. § 701 et seq.
- 7 See, e.g., Cvern v. Enter. Solution Providers, Inc., No. 00 CIV. 8704, 2001 WL 533723 (S.D.N.Y. May 18, 2001) (pregnancy-related complications were not disability based on short-term nature); Colwell v. Suffolk Cnty. Police Dept., 158 F.3d 635, 646 (2d Cir. 1998) (seven month impairment with limited residual effect not disability); Roush v. Weastec, Inc., 96 F.3d 840, 844 (6th Cir. 1996) (temporary kidney condition not disability); Sanders v. Arneson Prods., Inc., 91 F.3d 1351, 1354 (9th Cir. 1996) (temporary mental impairment with limited residual effects not disability).
- 8 29 U.S.C. § 2061. The FMLA eligibility requirements are, generally speaking, that an employee (1) work for an employer for at least 12 months; (2) work at least 1250 hours in the 12 months preceding the leave; and (3) work at a location with at least 50 employees within a 75 mile radius.
- 9 Public Law 110-325.
- Despite the expansive coverage dictated by the ADAAA, determining whether someone is disabled is still an individualized inquiry. 29 C.F.R. § 1630.2(j)(iv).
- 11 See Federal Register, v. 76, N. 58, at 16980 and 17007 (Mar. 5, 2011).
- 12 See, e.g., Berrios v. University of Miami, No. 11:-CV-22586, 2012 U.S. Dist. LEXIS 186572 (S.D. Fla. June 2, 2012) (denying accommodation claim under PDA because evidence showed employer used same accommodation process it did for non-workers' compensation occupational injuries and plaintiff failed to turn in required paperwork); see also Freppon v. City of Chandler, No. 12-6176, 2013 U.S. App. LEXIS 13424 (10th Cir. July 1, 2013) (no PDA violation when employer had light duty policy that applied only to workers' compensation injuries and when employer stated that policy had been discontinued at time of pregnant employee request for light duty); Serednyj v. Beverly Healthcare, LLC, 656 F.3d 540, 546-549, 553-556 (7th Cir. 2011) (workers' compensation only light duty policy does not violate the PDA; denied accommodation claim under pre-ADAAA

- case law based on temporary nature of pregnancy and related conditions); Reeves v. Swift Transp. Co., 446 F.3d 637, 641 (6th Cir. 2006) (workers' compensation only light duty policy does not violate PDA); Urbano v. Cont'l Airlines, Inc., 138 F.3d 204, 206 (5th Cir. 1998) (same); but see Meadors v. Ulster County, No. 1:0-CV-550, 2013 U.S. Dist. LEXIS 165488 (Nov. 21, 2013) (noting PDA claim could survive summary judgment when despite light duty for workers' compensation injuries only policy, plaintiff presented evidence that other male employees who did not suffer on-the-job injuries were permitted to work light duty); cf. EEOC v. Houston Funding II, Ltd, 717 F.3d 425, 430 (5th Cir. 2013) (discrimination against a breastfeeding employee may be sex-discrimination); Puente v. Ridge, 324 F. Appx 423, 428 (5th Cir. 2009) (break time for breastfeeding mother measured with reference to break time given other employees).
- 13 Wonasue v. University of Maryland Alumni Assoc., No. PWG-11-3657, 2013 U.S. Dist. LEXIS 166150 (S.D. Md. Nov. 22, 2013) (severe morning sickness not disability); Heatherly v. Portillo's Hot Dogs, Inc., No. 11-C-8480, 2013 U.S. Dist. LEXIS 100965 (N.D. Ill. July 19, 2013) (fact issue as to whether high risk pregnancy rendered employee disabled under ADAAA, but summary judgment entered for employer based on finding that it made reasonable accommodations); Nayak v. St. Vincent Hosp. & Health Care Ctr., Inc., No. 1:12-CV-0817, 2013 U.S. Dist. LEXIS 3273 (rejecting employer's 12(b)(6) motion on claim that pregnancy-related complications were disability under ADAAA).
- 14 U.S. Equal Employment Opportunity Commission Strategic Enforcement Plan FY 2013-2016, available at http://www.eeoc.gov/eeoc/plan/sep.cfm.
- 15 U.S. Equal Employment Opportunity Commission, Newsroom, http://www.eeoc.gov/eeoc/newsroom/ index.cfm.
- 16 As reported by Patrick Dorrian, EEOC Commissioner, Plaintiffs' Lawyer Review ADA in Light of Post-2008 Amendments, Bloomberg BNA, June 26, 2012.
- 17 U.S. Equal Employment Opportunity Commission, Pregnancy Discrimination, http://www.eeoc.gov/eeoc/ publications/fs-preg.cfm.
- 18 See Drew Douglas, DOJ Settles Claims With Florida City Alleging Bias Against Pregnant Firefighters, BNA Daily Labor Report, 122 DLR A-10, June 25, 2012.
- 19 *See id.* (quoting Thomas E. Perez, assistant attorney general for DOL Civil Rights Division).
- 20 New York City Local Law Int. No. 974-A.
- 21 S-2995.
- 22 S. 942, 113th Cong. (2013); H.R. 1975, 113th Cong. (2013).
- 23 29 C.F.R. Pt. 1630, App., § 1630.9.



forum and active voice for the concerns of women lawyers in this country and abroad. Through its programs and networks, we provide the tools for women in the profession to advance, prosper and enrich the profession. Reaching out to students, NAWL established the annual Selma Moidel Smith Law Student Writing Competition to encourage and reward original law student writing on issues concerning women and the law. The 2014 competition is under way. Rules for submission are as follows:

TOPICS: Entrants should submit a paper on an issue concerning women's rights or the status of women in the law. The most recent winning paper was "Prosecutorial Indiscretion: District Attorneys' Misuse of Alabama's Chemical Endangerment Law to Criminalize Pregnant Women's Substance Abuse" written by Amy Kokot, Catholic University of America, Columbus School of Law (Please view paper at www.nawl.org).

QUALIFICATIONS: Essays will be accepted from students enrolled at any law school during the 2013-14 school year. The essays must be the law student author's own work and must not have been submitted for publication elsewhere. Papers written by students for coursework or independent study during the summer, fall or spring semesters are eligible for submission. Notwithstanding the foregoing, students may incorporate professorial feedback as part of a course requirement or supervised writing project.

FORMAT: Essays must be double-spaced in 12-point, Times New Roman font. All margins must be at least one inch. Entries must not exceed 15 pages of text, excluding notes, with footnotes placed as endnotes. Citation style should conform to The Bluebook – A Uniform System of Citation. Essays longer than 15 pages of text, excluding notes, or those that are not in the required format may not be read.

JUDGING: NAWL designees will judge the competition. Essays will be judged based upon

content, exhaustiveness of research, originality, writing style and timeliness.

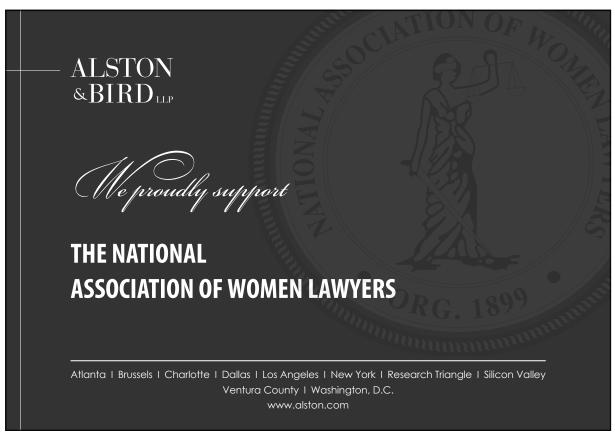
Entries must be received by May 1, 2014.

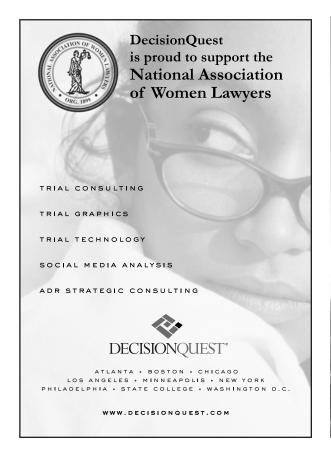
QUESTIONS: Questions regarding this competition

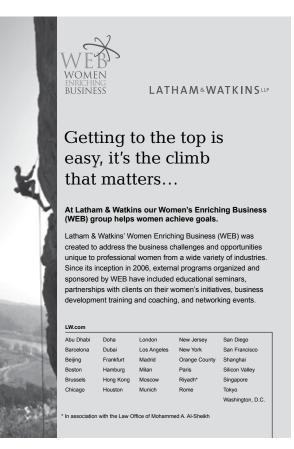
should be addressed to the chair of the Writing Competition, Professor Jennifer Martin at jmartin@stu.edu.

SUBMISSION AND DEADLINE: Entries must be received by May 1, 2014. Entries received after the deadline will be considered only at the discretion of NAWL. Entries must provide a cover letter providing the title of the essay, school affiliation, email address, phone number and mailing address. Entries must be submitted in the following format: email an electronic version (in Microsoft Word or PDF format) to imartin@stu.edu.

AWARD: The author of the winning essay will receive a cash prize of \$500. NAWL will also publish the winning essay in Women Lawyers Journal in Fall 2014.









Allstate remembers Lesley Weber

She had a kind energy and infectious demeanor that made her a favorite among those who worked with her.

Thoughts and recollections from Lesley's colleagues

a family. This isn't just hyperbole. You have to look no further than the bonds of friendship and camaraderie that live in every corner of our company to see a genuine connection that ties us together. Our strength is our people. They are who define us.

A few months ago, we unexpectedly lost one of our treasured family members. Lesley Weber was a dear friend, colleague and inspiration to everyone who knew and loved her. She embodied the Allstate spirit of excellence, leadership and service to others. While our hearts are breaking over the loss of our friend, and we continue to pray for her family and loved ones, we celebrate Lesley's remarkable life and the way in which she lived it.

Lesley was a dedicated attorney who brought professionalism, compassion and partnership to her work. She had a kind energy and infectious demeanor that made her a favorite among those who worked with her.

Lesley began her legal career in private practice, focusing on commercial insurance and professional malpractice issues. She was a part of the Allstate family for roughly 10 years, having first joined our company as a contract attorney. After a brief stint with Bollinger, Ruberry & Garvey, she came back to the fold in 2004 as a full-time employee in the Chicago office. That she returned to Allstate after a short time away underscores the degree to which she was loved and respected by so many. Since 2004, Lesley worked in our protection law practice, where she had many roles, including serving as the lead attorney supporting Allstate's marketing and product departments. She was a trusted partner and counselor to leaders across Allstate through her

work to support the mission of the company to protect our customers and prepare them for the future.

Just last year, Lesley's hard work, passion and focus on success led to her selection as the regional counsel for Allstate's New York Region, where she served as the face and voice of Allstate with state regulators and lawmakers.

In her all-too-short time in this role, she made an immediate impact.

Upon her arrival in New York, Lesley's energetic spirit lit up the hallways. As part of the senior leadership team, she quickly became a valued colleague and

trusted adviser, as well as a beloved teammate and friend of our New York family. Rolling up her sleeves and immersing herself in the New York legal, regulatory and legislative environment, Lesley worked very hard at becoming a fast adapter so she could proudly represent Allstate and the communities we serve. Her outgoing, personable nature combined with her charismatic relationship skills quickly helped Lesley build key partnerships with legislators and regulators alike, personifying Allstate's "Good Hands" promise throughout the entire state. In a very short period of time, Lesley became a deeply cherished member

Weber, far right, shared the red carpet with, from left, Judy Gaston, Frank Lukes, Kendra Roberts and Kelly Clark at the Minority Corporate Counsel Association Diversity Honors Gala in 2013.

As part of the senior leadership team, she quickly became a valued colleague and trusted adviser, as well as a beloved teammate and friend of our New York family.

of the team and a contributor to the greater good.

Lesley took her work seriously. But she also knew how to get the job done with a smile. Anyone who knew Lesley knew her to be filled with fun. In fact, in both her professional and personal life, she brought cheerfulness to everything. A native of Detroit,

Lesley earned her bachelor's degree at James Madison College at Michigan State University and her J.D. at the Loyola University Chicago, School of Law. She was especially proud of her Michigan State Spartans and was not ashamed to let anyone know it. This



was matched only by her deep-seated love of celebrity gossip and pop culture. A colleague of hers recently shared a story of Lesley's remarkable ability to explain the intricacies of the Tom Cruise-Katie Holmes marriage. We can only imagine the odd looks and smiles that

display brought to anyone within earshot.

She understood the power of encouraging others to succeed. She represented all that NAWL stands for.

Too often, we get caught up in our work, to the point where we forget to enjoy what we do. Not Lesley. Everyone who knew her understands

this. She brought energy, passion and spirit to all that she did. Whether through her work at Allstate or her tireless service to NAWL and the General Counsel Institute, she was a leader and mentor to others. She understood the power of encouraging others to succeed. She represented all that NAWL stands for.

The character that Lesley embodied is one we can all admire. We can and should honor her legacy by carrying her life's work and passion forward. As leaders and as lawyers, each of us has an opportunity in our life to inspire others, force positive change in the world and instill confidence in the next generation of women attorneys. This drove Lesley. And it is what allowed her to leave an indelible mark on the world she leaves behind.

Daughter, sister, niece, aunt, cousin, coworker, mentor, leader, friend: Lesley Weber was all of these things. But more than these she was an inspiration. She empowered us. And our world is better for having had her in it.

NAWL members named 2014 Top 50 Illinois Women Super Lawyers

Super Lawyers is a rating service of outstanding lawyers from more than 70 practice areas who have attained a high-degree of peer recognition and professional achievement. Top 50 and 100 awards are given to attorneys who receive the highest point totals in a review process conducted by Illinois Super Lawyers and Chicago Lawyer magazines.

ABA President Laurel G. Bellows is a nationally recognized attorney, founder and managing partner of The Bellows Law Group PC, in Chicago. She has been named to the Super Lawyers listing every year since 2005.



Laurel G. Bellows



Anne E. Larson

Also named to the 2014 list was Anne E. Larson, a shareholder in Ogletree Deakins Nash Smoak & Stewart PC, Chicago. Larson concentrates her practice on management-side labor and employment matters and tries

discrimination, breach of contract and noncompetition/trade secrets disputes throughout the country.

Roberts named to L.A. Women Leaders in the Law



Martindale-Hubbell and American Law Media have named

Christine Karol Roberts

attorney Christine Karol Roberts to the 2014 Los Angeles Women Leaders in the Law. The list features AV Preeminent rated women lawyers who have achieved leadership status.

Roberts also recently launched a new service, GazetteWatch – a weekly watch and review of the Official Gazette and the United States Patent and Trademark Office website. GazetteWatch determines if any identical or confusingly similar conflicting marks exist. The service alerts trademark owners to the publication of potential confusing or conflicting names or designs, which may infringe one or more trademarks, before they become registered trademarks. GazetteWatch also will watch the USPTO site for newly filed applications.

Keep us informed



Contribute your member news via email to Laura Williams at williaml@nawl.org.

manatt

Together we can change the world.

Manatt is proud to support

National Association of Women Lawyers

Manatt, Phelps & Phillips, LLP manatt.com

© 2013 Phillips Lytle LLP



Phillips Lytle is pleased to support the National Association of Women Lawyers. We applaud NAWL's efforts to promote the interests of women in the law and the voice it gives to so many.



ALBANY BUFFALO CHAUTAUQUA GARDENCITY NEWYORK ROCHESTER WATERLOOREGIONICANADA PHILLIPSLYTLE.COM

NAWL's mentor program matches young lawyers with seasoned professionals

If you are a woman lawyer with 10 years or fewer in practice, NAWL's mentor program may be a good fit for you. The program works to help advance junior lawyers both socially and professionally by matching them with senior mentors with 10 or more years in practice.

The program requires a one-year commitment. Participants have monthly one-to-one contact in which mentors provide coaching, encouragement, motivation and support in helping mentees reach



their goals. Both mentor and mentee will also participate in NAWL's topical conference/open forum discussions every other month.

Participants find the program helpful. "When I first reached out to NAWL to be matched with a mentor, I was in need of career direction. I had been practicing law for about nine months, and was feeling the pressure to figure out my whole career future as I approached the one-year mark. The experiences [my mentor] has shared with me from her career have pushed me to think about my career in a different way. It is great to be able to bounce ideas off of her when I have issues or questions. I truly think it is so important and helpful to have someone outside of my work environment, and even outside of my area of practice to gain career advice from. I encourage more young attorneys to get involved in the program." says Virginia Graves, NAWL mentee.

If you would like to find a mentor, visit www.nawl.org and click on the NAWL Mentor Program Expectations link on the home page. Likewise, if you are interested in mentoring a young woman lawyer, you'll find a link on the home page to the application.

EVENTS

P2P May 28 in Chicago

Supporting its challenge to increase the percentage of women equity partners to 30 percent, NAWL's Pipeline to Equity Partnership (P2P) program is targeted to women lawyers on the brink of equity partnership at their respective law firms.

Specifically designed for women income partners, counsel and senior associates, this program combines hands-on learning with insights and guidance from distinguished panel members on the new skills, strategies and priorities that women lawyers need to develop to become an owner of the business.

The P2P Program allows for frank conversation and exchange of ideas on the ethical and professional challenges women lawyers encounter on their path to equity partnership.

Guidance on topics such as gender bias, effective and ethical client management and the risk of internal politics will set the stage for participants to learn how to align their skills to their particular firm's strategy, culture and position in the marketplace.

P2P is slated for May 28, 2014, 11:30 a.m. to 7 p.m. at Loyola University Chicago School of Law, 25 East Pearson St., Chicago, 60611. CLE credit is currently pending.

Find your

better value higher service more experienced

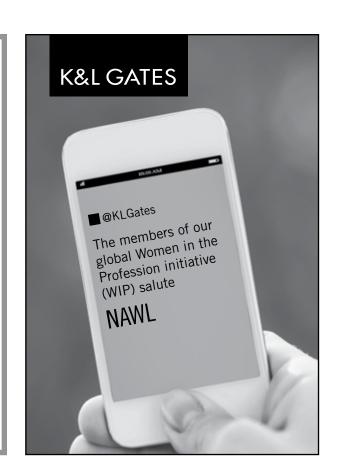
solution.

LARSON · KING

LITIGATION REDEFINED



Angela Beranek Brandt Larson • King, LLP abrandt@larsonking.com direct 651-312-6544 www.larsonking.com





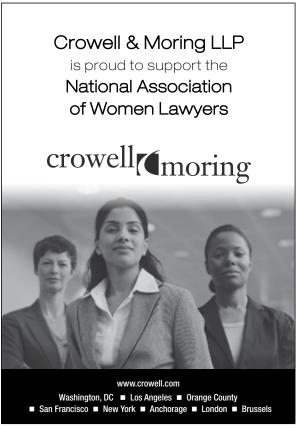
Stronger together

When people and organizations come together, they truly do make a difference. We proudly sponsor NAWL.

JPMORGAN CHASE & CO.

© 2011 JPMorgan Chase & Co.

jpmorganchase.com



First woman lawyer in California championed the idea of public defenders

Woman Lawyer – The Trials of Clara Foltz by Barbara Babcock

Reviewed By Jackie Ruffin

The life of Clara Foltz, 19th-century trailblazing lawyer, women's rights activist and social reformer, has few equals for drama, achievement and sheer chutzpah. In Woman Lawyer, Professor Emerita Barbara Babcock, herself a trailblazer as the first woman appointed to the regular faculty at Stanford Law School, has written a richly detailed account of Foltz's bold and remarkable life, replete with "firsts," including first female lawyer in

A clause she promoted prohibiting employment discrimination on the basis of sex was passed, the first such provision in the country.

California, first woman to serve in a statewide California office and first female deputy prosecutor.

Aspiring women lawyers in the 19th century routinely encountered many obstacles to realizing their dreams, including finding a law school that would admit them, gaining acceptance at the bar and attracting clients willing to take a risk on a "lady lawyer." Clara Foltz, born in 1849 in Indiana, had even more hurdles to overcome. She had

just a few years of formal education. She eloped at 15 and she had five children. In 1874, the Foltz family moved west with Clara's parents, ending up in California. When her husband deserted the family (although she later divorced him, she claimed ever after to be a widow), Foltz was

in desperate need of a way to support her family.

Becoming a lawyer would not seem to be the most logical step for a woman in her position, but Foltz saw the law as a secure and lucrative profession, as well as a worthwhile challenge, and set her sights accordingly. She studied for and passed the bar examination, but as a woman, she was denied admission to the bar. Intense lobbying of the California Legislature, by Foltz, and colleagues Sarah Knox and Laura Gordon, resulted in passage of the landmark Woman Lawyer's Bill, which enabled women to practice law. After being sworn in as California's first woman lawyer, Foltz, who yearned for a formal legal education, sued the University of California in Foltz v. Hoge when its Hastings College of the Law refused to admit women. She won, and these two major victories, both before the age of 30, set the stage for her career - and life - as a reformer and trailblazer.

Foltz's struggles in California occurred in a pivotal time in the state's history. Babcock's vivid description of California during the 1870s brings to life the tumultuous boom-and-bust era, during which the state struggled to

MARIAN BARBURA WO MAN, LAWYER

Author Barbara Babcock, Judge John Crown professor of law, emerita, at Stanford University attended a recent NAWL meeting where she signed copies of her book for members.

revise its constitution amid a post-Gold Rush depression, wealthy interests continued to grow ever more powerful, and racial tensions mounted. Foltz relished being in the center of the action and continued to lobby on women's rights at the Constitutional Convention. Although her efforts on women's suffrage failed, a clause she promoted prohibiting employment discrimination on the basis of sex was passed, the first such provision in the country.

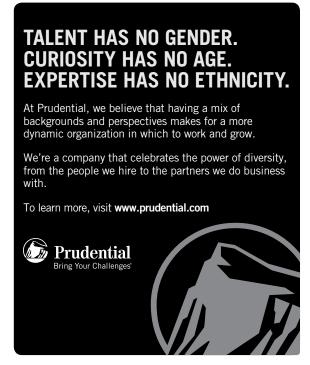
With her mother caring for the children, Foltz was able to focus on her law practice, but many of her clients were what she called "poor and sick and despairing." Her interest in helping these destitute clients led to her enduring passion for the idea of a public defender. At a time when the poor had few resources to defend themselves with in the court system, she believed a competent, well-paid public defender should be provided for all defendants in need, so that the law could be "a shield as well as a sword." She worked for years, writing legislation and lobbying nationwide for the establishment of public defenders, and considered this mission one of her greatest achievements.

Although marked by great successes, Foltz's life was not without its setbacks. Even though she won her case against Hastings, she didn't have the money to attend; in fact, financial security eluded her throughout her life. A gifted orator, she loved the spotlight and supplemented her income with a lecture tour around the West speaking on various legal topics. She even tried her hand as newspaper editor and real estate broker, both without much success, but her passion remained the law, women's issues and system reform.

Clara Foltz not only thrived in the public sphere during a time when women were expected to remain at home, she succeeded on a grand scale, and her example served as an inspiration for women who followed in the law and public service. Through *Woman Lawyer*, we are reminded not only of Foltz's lasting legacy, but also of the power of one – one woman. Armed with intelligence, determination, and a certain amount of fearlessness, one woman can change the world.

Jackie Ruffin is the former Communications Manager of the National Council of Juvenile and Family Court Judges.





© 2013. Prudential, the Prudential logo, the Rock symbol and Bring Your Challenges are service marks of Prudential Financial, Inc. and its related entities, registered in many jurisdictions worldwide. 0199711-00003-00 A4101

The real beauty of diversity is found in the individual pieces that make up the whole.

Cultural diversity is what makes our world so rich and unique – and the more we learn about each other the more enriched we become and the more connected we feel. In celebration of this beautiful mosaic of life, Kilpatrick Townsend is proud to support the National Association of Women Lawyers, the voice of women in the law.

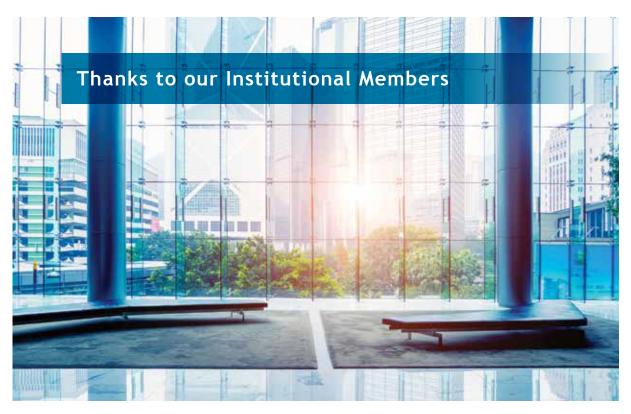


TOWNSEND

ATLANTA
AUGUSTA
CHARLOTTE
DENVER
LOS ANGELES
NEW YORK
RALEIGH
SAN DIEGO
SAN FRANCISCO
SEATTLE
SHANGHAI
SILICON VALLEY
STOCKHOLM
TOKYO
WALNUT CREEK

WALNUT CREEK WASHINGTON D.C. WINSTON-SALEM

www.kilpatricktownsend.com



Our institutional members support the professional development of their women lawyers and students and they also help NAWL conduct substantive research related to women lawyers and the entire legal profession.

With their help, NAWL is able to provide women lawyers with a national network of support, a platform for business development and professional mentoring. Their support helps NAWL keep its membership fees, programming and continuing legal education at an affordable rate.

ALAI	FIRM		DEDC
AVV	FIRIN	IVI F IVI	REKS

Alston & Bird LLP alston.com

Andrews Kurth LLP andrewskurth.com

Arent Fox LLP arentfox.com

Axiom axiomlaw.com

Baker & McKenzie LLP bakermckenzie.com

Beveridge & Diamond PC bdlaw.com

Bodyfelt Mount LLP bmsc-law.com

Bondurant Mixson & Elmore LLP

bmelaw.com

Buchanan Ingersoll & Rooney PC bipc.com

Butler Snow LLP butlersnow.com

Chadbourne & Parke LLP chadbourne.com

Clyde & Co clydeco.com

Cooley LLP cooley.com

Cooper & Dunham LLP cooperdunham.com

Crain Cubbage Healy & McNamara PLLC craincubbagehealy.com

Crowell & Moring LLP crowell.com

Dechert LLP dechert.com

DLA Piper dlapiper.com

Dorsey & Whitney LLP dorsey.com

Drinker Biddle & Reath LLP drinkerbiddle.com

Duane Morris LLP duanemorris.com

Dykema Gossett PLLC dykema.com

Epstein Becker & Green PC ebglaw.com

Estes Okon Thorne & Carr PLLC taberestes.com

Faegre Baker Daniels LLP faegrebd.com

Fenwick & West LLP fenwick.com

Frommer Lawrence & Haug LLP flhlaw.com

Gailor Hunt Jenkins Davis & Taylor gailorwallis.com

NAWL THANKS 2013 ANNUAL SPONSORS

Gibbons PC gibbonslaw.com

Goodwin Procter LLP

goodwinprocter.com

Gordon & Polscer LLC gordon-polscer.com

Greenberg Traurig PA gtlaw.com

Harvey Kruse PC harveykruse.com

Hinshaw & Culbertson LLP hinshawlaw.com

Hodgson Russ LLP hodgsonruss.com

Jackson Lewis LLP jacksonlewis.com

Jones Day jonesday.com

K & L Gates LLP klgates.com

Katten Muchin Rosenman LLP kattenlaw.com

Kilpatrick Townsend & Stockton LLP kilpatricktownsend.com

Kramer Levin Naftalis &

Frankel LLP kramerlevin.com

Labaton Sucharow LLP labaton.com

Larson King LLP larsonking.com

Lash & Goldberg LLP lashgoldberg.com

Latham & Watkins LLP lw.com

Law Offices of Christine Karol Roberts ckrobertslaw.com

Littler Mendelson PC littler.com

Manatt Phelps & Phillips LLP manatt.com

PREMIER SPONSOR

Wal-Mart Legal Department

SILVER SPONSORS

Alston & Bird LLP
Andrews Kurth LLP

Arent Fox LLP
Cooley LLP

DLA Piper

Drinker Biddle & Reath LLP Greenberg Traurig LLP

Jones Day

McCarter & English, LLP

McGuireWoods LLP

New York Life Insurance

Company

Ogletree Deakins Nash Smoak & Stewart, PC

Sidley Austin LLP
White & Case LLP

BRONZE SPONSORS

Allstate Insurance Co.

AT&T

Baker & McKenzie LLP

Beveridge & Diamond PC

Cooper & Dunham LLP
Crowell & Moring LLP

DecisionQuest

Duane Morris

General Mills Inc.

Gibbons PC

Hellerman Baretz Communications

Hinshaw & Culbertson LLP

Hodgson Russ LLP

Jackson Lewis LLP

JP Morgan Chase & Co.

K&L Gates LLP

Kilpatrick Townsend & Stockton LLP

Kramer Levin Naftalis &

Frankel LLP

Larson King LLP

Latham & Watkins LLP

Littler Mendelson PC

Manatt Phelps & Phillips LLP

Marsha Redmon Communications

MetLife Inc.

Nelson Mullins Riley & Scarborough LLP

Phillips Lytle LLP

Proskauer Rose LLP

Prudential Financial Inc.

Schoeman Updike Kaufman Stern & Ascher LLP

Mayer Brown LLP mayerbrown.com

McCarter & English LLP mccarter.com

McDermott Will & Emery LLP mwe.com

McDonnell & Associates PC mcda-law.com

McGuireWoods LLP mcguirewoods.com

Nelson Mullins Riley & Scarborough LLP nelsonmullins.com

Nukk-Freeman & Cerra PC nfclegal.com

Ogletree Deakins Nash Smoak & Stewart PC ogletreedeakins.com

Parsons Lee & Juliano PC plipc.com

Phillips Lytle LLP phillipslytle.com

Pinckney Weidinger Urban & Joyce LLC pwujlaw.com

Proskauer Rose LLP proskauer.com

Riker Danzig Scherer Hyland & Perretti LLP riker com

Saul Ewing LLP saul.com

Schoeman Updike Kaufman Stern & Ascher LLP schoeman.com

Skadden Arps Slate Meagher & Flom

skadden.com

Sidley Austin LLP sidley.com

Steptoe & Johnson PLLC steptoe-johnson.com

Sutherland Asbill & Brennan LLP sutherland com

Waltz Palmer & Dawson LLC wpdlegal.com

White & Case LLP

whitecase.com

Wilmer Cutler Pickering Hale & Dorr LLP

wilmerhale.com

Winston & Strawn LLP winston.com

LAW SCHOOL MEMBERS

Chapman University School of Law chapman.edu/law

Gonzaga University School of Law law.gonzaga.edu

Northeastern University School of Law

northeastern.edu/law

University of Minnesota Law School law.umn.edu

University of Wisconsin Law School

law.wisc.edu

Washington and Lee University School of Law law.wlu.edu

BAR ASSOCIATION MEMBERS

California Women Lawyers cwl.org/about

Florida Association for Women Lawyers fawl.org

Georgia Association Black Women Attorneys gabwa.org Georgia Association For Women Lawyers Inc. gawl.org

Lawyers Club of San Diego lawyersclubsandiego.com

Monroe County Bar Association mcba.org

New Hampshire Women's Bar Association nhwba.org

North Carolina Association of Women Attorneys ncawa.org

Orange County Women Lawyers Association ocwla.org

Oregon Women Lawyers oregonwomenlawyers.org

Rhode Island Women's Bar Association riwba.com

Washington Women Lawyers wwl.org

Women Lawyers of Sacramento womenlawyers-sacramento.org

Women's Bar Association of Massachusetts womensbar.org

CORPORATE LEGAL DEPARTMENTS

ACE Group acegroup.com/us-en/

Allstate Insurance Co.

allstate com

Alterra Reinsurance USA Inc.

Altria Client Services

AT&T Services Inc. att.com

Consilio consilio.com DecisionQuest

decisionquest.com

Deloitte LLP deloitte.com

Endo Pharmaceuticals Inc.

endo.com

General Mills Inc. generalmills.com

Hellerman Baretz Communications hellermanbaretz.com

nenemanbare.

Huron Legal huronconsultinggroup.com/ company/organization/huron_ legal

John Deere & Co. Law Department deere.com

JP Morgan Chase & Co. jpmorganchase.com

Knowledge Strategy Solutions

KnowledgeStrategySolutions.

Markel Corp. markelcorp.com

Marsha Redmon Communications marsha com

MetLife Inc.

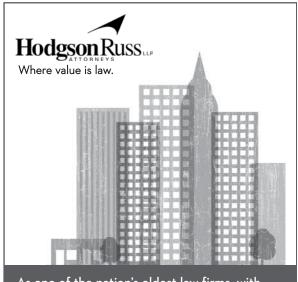
New York Life Insurance Co. newyorklife.com

Prudential Financial Inc. prudential.com

Ryder System Inc. ryder.com

Thomson Reuters thomsonreuters.com

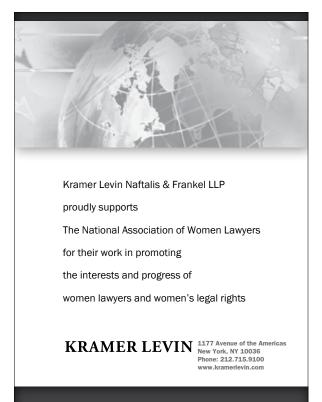
Wal-Mart Legal Department walmart.com



As one of the nation's oldest law firms, with roots tracing back to 1817, we've been providing our brand of value to clients for longer than many firms have been in existence.

Proud to Support NAWL

1540 Broadway, 24th Floor, New York, NY 10036 www.hodgsonruss.com Albany Buffalo Johnstown New York Palm Beach Toronto



NEW YORK = SILICON VALLEY = PARIS

COOPER & DUNHAM LLP

ESTABLISHED 1887

CELEBRATING 125 YEARS
INTELLECTUAL PROPERTY LAW

30 ROCKEFELLER PLAZA NEW YORK, NY 10112 TEL: (212) 278-0400

COUNSEL@COOPERDUNHAM.COM



Duane Morris is proud to sponsor the

NATIONAL ASSOCIATION OF WOMEN LAWYERS

The Duane Morris Women's Initiative was designed by and for Duane Morris women attorneys to formally bring together women lawyers throughout the firm to exchange ideas, foster and expand business contacts and opportunities, and enhance attorney development. The Initiative salutes the NAWL Women Lawyers Journal as a vehicle for discussing substantive issues impacting women in the law.

For more information, please contact:

SHARON L. CAFFREY

Duane Morris LLP

30 South 17th Street | Philadelphia, PA 19103 P: 215.979.1180 | slcaffrey@duanemorris.com

Duane Morris LLP – A Delaware limited liability partnership

www. duane morr is. com

NAWL welcomes new members

Membership in the National Association of Women Lawyers has many advantages, among them, opportunity for continuing legal education, the Women Lawyers Journal, NAWL's Mentoring Program and professional networking with other members. Please welcome these new members who joined to take advantage of these and the many other services provided by NAWL.

Α

Nwamaka Brenda Adimora

University of Tennessee College of Law Knoxville, TN

Adedayo Adu

Widener University School of Law Howell, NJ

Mohaimin Ahmed

Stamford University of Bangladesh Dhaka

Jin Ahn

Baltimore, MD

Myraleigh Anne Alberto

Arizona Summit Law School Phoenix, AZ

Cindy Allen Emory

University School of Law Atlanta, GA

Helena Almeida

Siemens Corp. Iselin, NJ

Priya S. Amin

Rutgers School of Law, Newark Piscataway, NJ Christina Anderson

University of North Carolina School of Law Carrboro, NC

Julia Anderson

Elana Araj

New York, NY

Danielle Ardner

Valparaiso University Law School Valparaiso, IN

Julia Lynn Aromatorio

Case Western Reserve University School of Law Cleveland, OH

Carine Artigas

Hofstra Law School Westbury, NY

В

Courtney Nicole Baga

University of Minnesota Law School Minneapolis, MN

Emily Bammel

Loyola University Chicago School of Law Rochester Hills, MI Jennifer Bankston

Labaton Sucharow LLP New York, NY

Nancy M. Bello

St. John's University School of Law Staten Island, NY

Carol Flavia Benaderet

Rutgers School of Law, Newark Linden, NJ

Kelsey Boehm

University of Wisconsin Madison, WI

Kimberly Boler

AIG Investments New York, NY

Jodie Borger

Savannah Law School Bluffton, SC

April Boyer

K & L Gates LLP Miami, FL

Jillian Nicole Bray

Benjamin N. Cardozo School of Law Fair Lawn, NJ

Jacqueline Brousseau

Notre Dame Law School Notre Dame, IN

Ebony Jervonne' Brown

Mercer University, Walter F. George School of Law Macon, GA

Elise F. Buie

Ivy Law Group Seattle, WA

С

Helen V. Cantwell

Debevoise & Plimpton LLP New York, NY

Catherine Angela Casazza

Cornell Law School Ithaca, NY Katherine R. Chadek

Thomas Goode Jones School of Law Montgomery, AL

Susie Chang

The George Washington University Law School Washington, DC

Mary Cheatham

Andrews Kurth LLP
Dallas TX

Jennifer Marie Chiarella

University of Connecticut School of Law New Britain, CT

Melissa Cloonan

Albany Law School Middletown, N.J

Anne Cobbett Boston, MA

Beth Cole

Alatara & Dia

Alston & Bird LLP Atlanta, GA

Alexandra Marie Cruz

Toa Alta, Puerto Rico

D

Marija Dabovic

Brooklyn, NY

Erin Darden

North Carolina Central University School of Law Durham, NC

Rian Dawson

Bloomington, IN

Christine DeBiase

MetLife Inc. New York, NY

Richelle Delavan

Riker Danzig Scherer Hyland & Perretti LLP Morristown, NJ

Alexandra E. Dieck

University of Michigan Law School Ann Arbor, MI

NAWL meetings are a good place to network and keep up with continuing legal education. Attendees at the 2013 NAWL Annual Meeting register for CLE credits.

Photo: Paula Vlodkowski



Mary C. Dornblaser

Duane Morris LLP Philadelphia, PA

Anastasia A. Dubrovsky

Scott & Bush Ltd. Providence, RI

Linhadley Eljach

Emory University School of Law Rosedale, NY

Katherine Evangelista

University of the District of Columbia, David A. Clarke School of Law Washington, DC

Kristine Eyrard

American University, Washington College of Law Washington, DC

Alexandra Michele Farin

Brooklyn Law School Staten Island, NY

Javier F. Ferrer Trujillo Alto, Puerto Rico

Ashley Fletcher

Seton Hall University School of Law Jersev Citv. NJ

Luisa M. Florez

New York Law School Tenafly, NJ

Angelica Fortney

Bass Berry & Sims Memphis, TN

Julianne Freeman

Washington and Lee University School of Law Lexington, VA

Michelle D. Fuerstman

Alston & Bird LLP Los Angeles, CA

Ashley Ellen Galloway

Beniamin N. Cardozo School of Law New York, NY

Leigh N. Ganchan

Ogletree Deakins Nash Smoak & Stewart PC Houston, TX

Shyla Giri

The University of Pennsylvania Law School Philadelphia, PA

Jessica A. Glick

ACE Group Jersey City, NJ

Meghann Elizabeth Graham

Brooklyn Law School Brooklyn, NY

Kate L. Grahl

Galarnvk & Associates Ltd. Chicago, IL

Christina Greer

U.S. DOJ, Executive Office for Immigration Review Cleveland, OH

Margaret McCue Guillon

MetLife Inc. Atlanta, GA

Rachna Hajari

Happy Valley, OR

Mary G. Hall

Askounis & Darcy PC Chicago, IL

Alexandra N. Heller

Elon University School of Law Greenshoro NC

Sabrina Marie Hendershot

Widener University School of Law Wilmington, DE

Erin Hennessy

Bracewell & Giuliani LLP Washington, DC

Sarah Hernandez

Brooklyn Law School Brooklyn, NY

Bronagh A. Hollywood

Boston, MA

Cassandra E. Hooks

Alston & Bird LLP Los Angeles, CA

Kemi liitimehin

Miami, FL

Briannon Irwin

Temple University James E. Beasley School of Law Philadelphia, PA

Demetra G. Johal

Laughlin Falbo Levy & Moresi LLP Pasadena, CA

Adrienne Johnson

St. Louis, MO

Kate Johnston

Goodwin Procter LLP Boston, MA

INSHAW

is proud to support the

National Association of Women Lawyers



Hinshaw & Culbertson LLP encourages our attorneys' participation in organizations associations that enhance their professional, civic and cultural development. We are a national, full-service law firm with approximately 500 attorneys in 23 offices.

312-704-3357 | www.hinshawlaw.com



for its commitment to diversity.

We applaud your efforts to advance women in the legal profession.



www.proskauer.com

Proskauer>

Beijing | Boca Raton | Boston | Chicago | Hong Kong | London | Los Angeles New Orleans New York | Newark | Paris | São Paulo | Washington, DC

Proskauer Rose LLP | Eleven Times Square, New York, NY 10036-8299 | 212.969.3000

K

Tara S. Kaushik

Manatt Phelps & Phillips LLP San Francisco, CA

Young Ran Kim

NYU School of Law New York, NY

Na Yeon Kim

Brighton, MA

Kelly Kincaid

Higgins Cavanagh & Cooney LLP Providence, RI

Danielle Geneva Koger

Thomas M. Cooley Law School Lansing, MI

Elizabeth Kottkamp

University of Nebraska College of Law Lincoln, NE

Brianne Alissa Kovach

University of South Carolina School of Law Columbia, SC

Mallory Kowalczyk

Neptune, NJ

Supria B. Kuppuswamy *Chadbourne & Parke LLP*New York, NY

L

Jade La Croix

Indiana University Maurer School of Law Staten Island, NY

Maureen LaNoce

Pittsburgh, PA

Darlene Lapola

Parsippany, NJ

Betsy LaSalle

Huron Legal

Chicago, IL

Molly Lawrence

Van Ness Feldman Seattle, WA

Seung Hyun Lee

Washington, DC

Patricia Lehtinen

US District Court, Southern District of Florida Miami, FL

Elizabeth Littlejohn

Valparaiso, IN

Charlotte E. Lunday

University of Washington School of Law Seattle, WA

м

Kaitlin Elizabeth Maloney

Widener University School of Law Lehighton, PA

Wendy G. Marcari

Epstein Becker & Green PC New York, NY

Charlotte Martin

Rutgers School of Law, Newark Newark, NJ

Onica Regina Matsika

Indiana University Maurer School of Law Bloomington, IN

Erin Maver

Levin & Perconti Chicago, IL

Elaine McCafferty

Washington and Lee University School of Law Sandy Hook, CT

Lauren Justine McCaffrey

George Washington University Law School College Park, MD

Margaret McHugh

Kilpatrick Townsend & Stockton LLP San Francisco, CA

Jennifer McKay

Waterford, NY

Dominique A. Meyer

The George Washington University Law School Washington, DC

Robert Johns Mignin

Baker & McKenzie LLP Chicago, IL

Sebastien Monzon Rueda

UDC David A. Clarke School of Law Washington, DC

Kathleen Mylod

Dechert LLP Hartford, CT

N

Hajra Nashin

DLA Piper Washington, DC

Velika Anne Nespor

George Washington University Law School Moorestown, NJ

Eliza L. Newby

Seattle University School of Law Redmond, WA

Maria Nunez New York, NY

0

Jennifer O. Obodo

Western New England University School of Law Piscataway, NJ Margaret Peggy O'Brien

Marsh & McLennan Cos. New York, NY

Crys Rose O'Grady

University of Washington School of Law Seattle, WA

Ashley Rhae Oliver

Lexington, KY

Shana Francyne Oppenheim

Marshall-Wythe School of Law at the College of William & Mary Williamsburg, VA

Elizabeth Lee Owens

Temple University Beasley School of Law North Wales, PA

Joan Oyaas

Dorsey & Whitney LLP Minneapolis, MN

Р

Lizzette Marie Palmer

Hughes Roch LLP Houston, TX

Dajanee Parrish

Monroe County Bar Association Rochester, NY

Sejal B. Patel

Deloitte Arlington, VA

Garland P. Pezzuolo

ACE Group Philadelphia, PA

Mary Elizabeth Picarella

Cornell Law School Massapequa Park, NY

Joanne Plaza-Martinez

Federal Public Defender for USDC of PR San Juan, Puerto Rico

Jody Porter

Toyota Legal One, Toyota Motor Sales USA Inc. Torrance. CA

Meghan Power

Philadelphia, PA

Cassie E. Preston

Mouledoux Bland Legrand &

Brackett LLC
New Orleans, LA

Q

Anna Victoria Quinones Barr

Case Western Reserve University School of Law Cleveland, OH

R

Gina Raith

Gina Raith, Esq. San Anselmo, CA Alejandra Ramirez

Weston, FL

Taheera S. Randolph

Louisiana State University Paul M. Hebert Law Center Baton Rouge, LA

Courtney Reed

New York Law School Jersey City, NJ

Lauren Reilly

Maurice A. Deane School of Law at Hofstra University
Hempstead, NY

Megan Beth Richardson

University of Michigan Law School Ann Arbor, MI

Angela Robinson

Florida Coastal School of Law Jacksonville, FL

Erica Rogers

University of New Hampshire School of Law Cary, NC

Melissa Ann Rosenthal

William S. Boyd School of Law Henderson, NV

Gizele Rubeiz

University of Pennsylvania Law School Philadelphia, PA

Hayley Ryan

Loyola University Chicago School of Law Chicago, IL

_

Volha Salavei

SUNY Buffalo Law School Staten Island, NY

Faith Nicole Sanford

Cecil C. Humphreys School of Law Memphis, TN

Melanie Santiago-Mosier

Washington Gas Energy Services Inc. Herndon, VA

Priyadarshni Sapru

Queens, NY

Charlotte Jane Sawyer
Phelps Dunbar LLP
New Orleans. LA

Haley W. Schaefer

Washington and Lee University School of Law Hamden. CT

Amanda L. Schneider

Epstein Becker and Green PC New York, NY

Atovia Antoinette Scott

Burr & Forman LLP Mobile, AL Julia Sear

Brooklyn, NY

Jillian Seifrit

Widener University School of Law Sinking Spring, PA

Stephanie M. Shatney Manchester, NH

Olga Shperun

St. Thomas Law School Bal Harbour, FL

Valerie Briggs Solomon *Reynolds American Inc.* Winston Salem, NC

Samantha Julia Stahler Case Western Reserve University School of Law Cleveland Heights, OH

Deborah Giss Stalker *ACE Group* Philadelphia, PA

Becki Steinberg New York, NY

Margarit Stepanian New York Law School Fort Lee, NJ

Erinn Long Stephan *University of Maine School of Law*Portland, ME

Elizabeth Anne Stevens New York, NY

Beth Swalgren

Ogletree Deakins Nash Smoak & Stewart PC
Columbia, SC

T

Reema Taneja Fairfax, VA

Di Addy Tang University of California, Davis School of Law

Davis, CA
Elizabeth Taras

Brooklyn, NY **Laura Beth Taylor**

E. I. du Pont de Nemours and Co. Wilmington, DE

Aiden Tharp

O'Flaherty Heim Egan & Birnbaum Ltd. La Crosse, WI

U

Maureen Urbina

American University Washington College of Law Sterling, VA ١

Emily Varges

Loyola University Chicago School of Law Chicago, IL

Alyssa M. Vesco

Quinnipiac University School of Law Brooklyn, NY

Elena M. Vespoli

University of Michigan Law School Ann Arbor, MI

Michelle Vivian

Loyola University Chicago School of Law Chicago, IL

Cheyna Rivka Volkov

Benjamin N. Cardozo School of Law Brooklyn, NY

W

Kate Watkins

The George Washington Law School Arlington, VA

Karen West

Wilton, CT

Katherine Wittlake

University of California, Davis School of Law Davis, CA

Υ

Zhuoyin Yang

The George Washington University Law School Washington, DC

Katelynn Tassi Yonce

Case Western Reserve University School of Law Cleveland Heights, OH

Mary Youssef

The George Washington University Law School Washington, DC

Abbey Yvon

Axiom New York, NY

Z

Delicia Dawn Zayas Valparaiso, IN

Melisa Zukic East Islip, NY



Diversity drives business.

Diversity brings fresh ideas, new perspectives and well-rounded experience to any company. And when it's part of a core business plan, as it is at MetLife, it helps create success. **The MetLife Legal Affairs Diversity Committee** is proud of our commitment to diversity in the workplace and the community. It's an important part of how we deliver exceptional professional services.

For more information visit **metlife.com**.

MetLife

I CAN DO THIS

©2013 Metropolitan Life Insurance Company (MLIC), New York, NY 10166. © 2013 PNTS 1307-1903



AT&T proudly supports the National Association of Women Lawyers (NAWL).

We salute your outstanding work to advance women in the profession, enrich our community and challenge the status quo.

© 2012 AT&T Intellectual Property. All rights reserved.





Networking Roster

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

ARIZONA

CAS, LIT

Cynthia A. Ricketts

Sacks Ricketts & Case LLP 2800 N. Central Ave. Suite 1230 Phoenix, AZ 85004 cricketts@sacksrickettscase. com T: 602,385,3370

CALIFORNIA

Hope Anne Case

Sacks Ricketts & Case LLP 1900 Embarcadero Road Suite 110 Palo Alto, CA 94303 hcase@sacksrickettscase.com T: 650.494.4950 EEO, LIT, TRL

Trish Higgins

Orrick Herrington & Sutcliffe LLP 405 Howard St. San Francisco, CA 94105 thiggins@orrick.com 415.773.5700 EEO

Betsy Johnson

Ogletree, Deakins, Nash, Smoak & Stewart PC 400 S. Hope St. Suite 1200 Los Angeles, CA 90071 betsy.johnson@ogletreedeakins. com T: 213.438.1297 EEO

Tara S. Kaushik

Manatt Phelps & Phillips LLP One Embarcadero Center, 30th Floor San Francisco, CA 94111 tkaushik@manatt.com 415.291.7409

Clarice Jean Letizia

Letizia Law Firm: The EMPLOYEES' Law Firm 4560 Avenida Privado Oceanside, CA 92057 womanlawyer@yahoo.com T: 760.231.6545 CAS

Ellen A. Pansky

Pansky Markle Ham LLP 1010 Sycamore Ave. Suite 308 South Pasadena, CA 91030 epansky@panskymarkle.com T: 213.626.7300

PRACTICE AREA KEY

ACC Accounting

ADO Adoption

ADR Alt. Dispute Resolution

ADV Advertising

ADV Navertisiii

ANT Antitrust **APP** Appeals

ARB Arbitration

AVI Aviation

BDR Broker Dealer

BIO Biotechnology

BKR Bankruptcy

BNK Banking

BSL Commercial/ Bus. Lit.

CAS Class Action Suits

CCL Compliance Counseling

CIV Civil Rights

CLT Consultant

CMP Compliance

CNS Construction

COM Complex Civil Litigation

CON Consumer

COR Corporate

CRM Criminal

CUS Customs

DIV Diversity & Inclusion

DOM Domestic Violence

EDU Education

EEO Employment & Labor

ELD Elder Law

ELE Election Law

ENG Energy

ENT Entertainment

EPA Environmental

ERISA ERISA

EST Estate Planning

ETH Ethics & Prof. Resp.

EXC Executive Compensation

FAM Family

FIN Finance

FRN Franchising

GAM Gaming

GEN Gender & Sex

GOV Government Contracts

GRD Guardianship

HCA Health Care

HOT Hotel & Resort

ILP Intellectual Property

IMM Immigration

INS Insurance

INT International

INV Investment Services

ST Information Tech/ Systems JUV Juvenile Law

LIT Litigation

LND Land Use

LOB Lobby/Government Affairs

MAR Maritime Law

MFA Media

MED Medical Malpractice

M&A Mergers & Acquisitions

MUN Municipal

NET Internet

NPF Nonprofit

OSH Occupational Safety & Health

PIL Personal Injury

PRB Probate & Administration

PRL Product Liability

RES Real Estate

RSM Risk Management

SEC Securities

SHI Sexual Harassment

SPT Sports Law

SSN Social SecuritySTC Security Clearances

TAX Tax

TEL Telecommunications

TOL Tort Litigation

TOX Toxic Tort

TRD Trade

TRN Transportation

T&E Wills, Trusts&Estates

WCC White Collar Crime

WOM Women's Rights

WOR Worker's

Compensation

Christine Karol Roberts

Law Offices of Christine Karol Roberts PO Box 9827 Newport Beach, CA 92658 ckroberts@ckrobertslaw.com T: 714.479.0025 ILP, LIT, PAT, SPT, COP

Jessica Rossman

eBay Inc. 2145 Hamilton Ave. San Jose, CA 95120 irossman@ebay.com T: 408.376.6893 CAS, COM, BSL, CCL, EDI, CMP

Luanne Sacks

Sacks Ricketts & Case LLP 177 Post St. Suite 600 San Francisco, CA 94108 lsacks@sacksrickettscase.com T: 415.549.0640 CAS

Gabrielle Walker

Business-Integrity Inc. 1777 Borel Place Suite 200 San Mateo, CA 94402 gabrielle.walker@businessintegrity.com T: 650.918.4308 GNI

COLORADO

Kimberly Alford-Everette

Vigil & Alford LLC 131 S. Weber St. Colorado Springs, CO 80903 kalford@vigilandalfordlaw.com T: 719.632.4333 MED, WOR, PIL, PRL, PRM,

Jocelyn Campanaro

Ogletree Deakins 1700 Lincoln St. Suite 4650 Denver, CO 80203 jcampanaro@ogletreedeakins.com

Margaret Parnell Hogan

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

Joan Riordan

HBW Holdings 5601 Southmoor Lane Englewood, CO 80111 joan.m.riordan@gmail.com T: 720.275.7590 BSL, CNS, INS, RSM, MAP

Debra Sutton

Sutton Booker PC 26 W. Dry Creek Circle Suite 375 Littleton, CO 80120 debra@suttonbooker.com

CONNECTICUT

Gail Gottehrer

Axinn Veltrop & Harkrider LLP 90 State House Square Hartford, CT 06103 glg@avhlaw.com T: 860.275.8195 CAS, COM, EEO, BSL, EDI

DELAWARE

Monica Ayres

Richards, Layton & Finger PA 920 N. King St. Wilmington, DE 19801 ayres@rlf.com T: 302.651.7581 COR, BSL

Doneene Keemer Damon

Richards Layton & Finger PA One Rodney Square 920 North King St. Wilmington, DE 19801 Damon@rlf.com

Elizabeth Wilburn Joyce

Pinckney Harris & Weidinger LLC 1220 N. Market St. Suite 950 Wilmington, DE 19801 ewilburnjoyce@phw-law.com T: 302.504.1497 COR, BKR, BSL, LIT

Patricia R. Uhlenbrock

Pinckney Harris & Weidinger LLC 1220 N. Market St. Suite 950 Wilmington, DE 19801 puhlenbrock@phw-law.com T: 302.504.1526



Jackson Lewis Proudly Supports the

National Association of Women Lawvers

As one of the country's largest and fastestgrowing workplace law firms, we are committed to the advancement of women at our firm, in the legal profession, and in the communities we serve. Our female attorneys hold leadership positions both locally and nationally and are active in bar associations and women's business organizations throughout the U.S.





With over 700 attorneys practicing in 49 locations nationwide, Jackson Lewis provides creative and strategic solutions to employers in every aspect of employment, labor, benefits and immigration law. Our firm has one of the most active employment litigation practices in the U.S., including a current caseload of over 5000 litigation matters and 300+ class actions. To learn more about our services, please visit us at www.jacksonlewis.com.



GOOD HANDS® **WORKING TOGETHER** CAN CHANGE THE WORLD.

Allstate is proud to sponsor the The National Association of Women Lawyers.

People come first. Everything else is second.



© 2012 Allstate Insurance Company, Northbrook, IL

DISTRICT OF COLUMBIA

Deborah Schwager Froling

Arent Fox LLP 1717 K St. N.W. Washington, DC 20036 froling.deborah@arentfox.com T: 202.857.6075 COR, M&A, RES, SEC

Erin Hennessy

Bracewell & Giuliani LLP 2000 K Street NW, Suite 500 Washington DC 20006 erin.hennessy@bgllp.com 206.204.6240 ILP

Regine Lotlikar

U.S. Department of Justice 1100 L St. Washington, DC 20005 regine.lotlikar@gmail.com CRM, IMM, INT, WOM, GNP

Gretchen Mary McMullen

National Air Traffic Controllers Association 1325 Massachusetts Ave. NW Washington, DC 20005 gmcmullen@natcadc.org 202.220.9830 EEO Janice van Stolk Milbank 1850 K St. N W

1850 K St. N.W. Washington, DC 20006 jvanstolk@milbank.com T: 202.835.7573 ERISA

FLORIDA

Sabrina Ferris

Greenberg Traurig PA 333 S.E. Second St. Suite 4400 Miami, FL 33131 ferriss@gtlaw.com T: 305.579.0533

Kim M. Hastings

Kim M. Hastings PA 23241 Marsh Landing Blvd. Estero, FL 33928 kmhastings@kmhlegal.com

Marbet Lewis

GrayRobinson PA 1221 Brickell Ave. Suite 1650 Miami, FL 33131 mmier@gray-robinson.com T: 305.913.0349 LND

Katherine Larkin-Wong, associate at Latham & Watkins, standing left, and Colleen A. DeNoto, V.P. Corporate Counsel at Prudential, seated, consider a point made by Tara Shurling, Law Offices of Tara Shurling, at NAWL's Annual Meeting in 2013.

Photo: Paula Vlodkowski



Nikki Lewis Simon

Greenberg Traurig PA 333 S.E. Second St. Suite 4400 Miami, FL 33131 SimonN@gtlaw.com T: 305.579.0500

Tieesha N. Taylor

Elderly Care Law Firm 14707 S. Dixie Highway Suite 310 Miami, FL 33176 tieesha@elderlycarelawfirm.com T: 305.836.4697 ELD, GRD, EST, T&E, PRB, VTL

Samatha Tesser Haimo

Feigeles Campbell Avallone & Haimo LLP 200 S.W. First Ave. Fort Lauderdale, FL 33301 sth@womenatlawfl.com

Lorelei Van Wey

Lash & Goldberg LLP 100 S.E. 2nd St. Suite 1200 Miami, FL 33131 Ivanwey@lashgoldberg.com T: 305.347.4040 HCA, LND, BSL, GNL

GEORGIA

Myrtice Aquila Doore

240 W. Magnolia St. Jesup, GA 31545 madoore@savannahlawschool.org T: 912.318.0800 GEN

Debra Sydnor

Alston & Bird LLP
One Atlantic Center
1201 W. Peachtree St.
Atlanta, GA 30309-3424
debra.sydnor@alston.com
T: 404.881.7000
COM

ILLINOIS

Carolyn Bassani Cardona

Astellas US LLC
One Astellas Way
Northbrook, IL 60062
carolyn.cardona@astellas.com
917.544.1068
COM

Elly Drake

Cook County Board of Review 2520 W. Gunnison St. Suite 2 Chicago, IL 60625 ellydrake@gmail.com

Laura M. Grisolano

Bridge Mediation & Dispute Resolution Services 200 S. Main St. Naperville, IL 60540 Igrisola@mac.com T: 630.234.3905 ADR, EEO, ELD, FAM, GNP

Min J Kim

310 E. Springfield Ave. Apartment 702 Champaign, IL 61820 minkim0122@gmail.com COR, ILP, ANT, BNK, FIN

Catherine Landman

The Pampered Chef, Ltd.
One Pampered Chef Lane
Addison, IL 60101
cathy_landman@pamperedchef.
com
T: 630.792.7614

Pamela Gregory Smith

Katten Muchin Rosenman 525 W Monroe St. Suite 1900 Chicago, IL 60661 pamela.smith@kattenlaw.com T: 312.902.5442 CAS, COM, APP, CCL, SEE, REG

KANSAS

Angel Zimmerman

Valentine, Zimmerman & Zimmerman PA 112 W Seventh Suite 200 Topeka, KS 66603 angel@valentine-law.com T: 785.357.0021 LIT

MASSACHUSETTS

Patricia Comfort

Women's Bar Association of Massachusetts 27 School St. Suite 500 Boston, MA 02108 nicci.meadow@womensbar.org T: 617.973.6666 NAWL/LAM

MICHIGAN

Elizabeth K. Bransdorfer

Mika Meyers Beckett & Jones PLC 900 Monroe Ave. N.W. Grand Rapids, MI 49503 ebransdorfer@mmbjlaw.com T: 616.632.8000 FAM. LIT, GNL

Sue Ellen Eisenberg

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

MINNESOTA

Angela Beranek Brandt

Larson King LLP 2800 Wells Fargo Place 30 East Seventh St. Saint Paul, MN 55101 abrandt@larsonking.com 651.312.6544

MISSISSIPPI

Kristina M. Johnson

Jones Walker LLP P.O. Box 427 Jackson, MS 39205 kjohnson@joneswalker.com T: 601.949.4785 GNL

NEW JERSEY

Ailyn Abin

Celgene Corp. 86 Morris Ave. Summit, NJ 07901 aabin@celgene.com COR, ANT, BIO, LIT, DMD

Bailey Reikes Fox

Bailey Reikes Fox 257 Midland Ave. Montclair, NJ 07042-3022 baileyrfox@gmail.com ILP

Catherine A. Kiernan

Seton Hall University 400 S. Orange Ave. South Orange, NJ 07044 catherine.kiernan@shu.edu EDU Sandra L. Kroll

125 Hickory Corner Road East Windsor, NJ 08520 slmkroll@gmail.com T: 609.443.8196 APP, INS, LIT, GNL, PIL

Jennie L. Osborne

Einhorn Harris Ascher Barbarito & Frost PC 165 E. Main St. P.O. Box 3010 Denville NJ 07834 josborne@einhornharris.com

Joyce M. Smith

Prudential Financial Inc. 100 Mulberry St. Gateway Center Two, 3rd Floor Newark, NJ 07102 joyce.smith@prudential.com SEC.

Katherine L. Suga

Seton Hall University 400 S. Orange Ave. South Orange, NJ 07079 katherine.suga@shu.edu FDU

NEW YORK

Donna Correll

Kroll Associates Inc. 600 Third Ave. 4th Floor New York, NY 10016 dcorrell@kroll.com T: 212.833.3283

Alexandra Michele Farin

Brooklyn Law School 83 Canton Ave. Staten Island, NY 10312 alexandra.farin@brooklaw.edu 347.753.1918

Ashley Ellen Galloway

30 West 18th St., Apt. 15A New York NY 10708 ashley.galloway@law.cardozo. yu.edu

Myriah V. Jaworski

Phillips Lytle LLP 3400 HSBC Center Buffalo, NY 14203 mjaworski@phillipslytle.com

Andrea Dee Lawrence

Cornell Law School 400 College Ave. Apt. 603 Ithaca, NY 14850 adl86@cornell.edu



Littler Mendelson, P.C.
is a proud supporter of its
women attorneys and
The National Association
of Women Lawyers.



www.littler.com • Littler Mendelson, P.C.

Amy Leder

McDermott Will Emery 340 Madison Ave. New York, NY 10173 aleder@mwe.com

Elizabeth A. Ledkovsky

Fordham University School of Law 140 W. 62nd St. New York, NY 10023 eledkovsky@law.fordham.edu T: 845.392.2125

Maureen McCarthy

Law Offices of M.W. McCarthy 126 Waverly Place Suite 3E New York, NY 10011 maureenwmccarthy@gmail.com T: 212.475.4378 COR, EXC, M&A, SEC, COT

Rebecca Mize

333 E. 34th St. 10L New York, NY 10016 rebeccamize@gmail.com NPF, RES, NAWL/LSM, GNP, FIN, CMP

Holly Ostrov Ronai

Ronai & Ronai LLP 34 Adee St. Port Chester, NY 10604 Hostrovronai@ronaifirm.com PIL

Elizabeth W. Powers

Duane Morris LLP 1540 Broadway New York, NY 10036 ewpowers@duanemorris.com

Carol Robles-Román

The City University of New York 205 East 42 St., Seventh FI. New York, NY 10017 crresq@gmail.com

Diane Westwood Wilson

Clyde & Co US LLP 405 Lexington Ave., 16th, FL New York, NY 10174 diane.westwoodwilson@clydeco. us T: 212.710.3900 AVI

NORTH CAROLINA

Valerie Briggs Solomon

Reynolds American Inc. 401 N. Main St. Winston-Salem, NC 27106 solomov@rjrt.com 336.741.0959 COR CON LIT CMP

OKLAHOMA

Janet Levit

University of Tulsa College of Law 3120 E. Fourth Place Tulsa, OK 74104 janet-levit@utulsa.edu

OREGON

Diane L. Polscer

Gordon & Polscer LLC 9755 SW Barnes Road, Suite 650 Portland, Oregon 97225 dpolscer@gordon-polscer.com INS

PENNSYLVANIA

Deborah Epstein Henry

Flextime Lawyers P.O. Box 654 Ardmore, PA 199003 dehenry@flextimelawyers.com T: 610.658.0836 GEN CLT, WOM, LFM

TENNESSEE

Nancy S. Clungeon

Buckman 1256 N. McLean Blvd. Memphis, TN 38108 nsclungeon@buckman.com T: 901.272.6240

Angelica Fortney

Bass Berry & Sims 70 South Fourth St., Apt. 240 Memphis, TN 38103 AFortney@bassberry.com EEO TAX HCA

TEXAS

Kristin Bauer

Jackson Lewis PC 500 North Akard St., Suite 2500 Dallas, TX 75201 bauerk@jacksonlewis.com 214.520.2400

Linda Bray Chanow

Center for Women in Law 727 E. Dean Keeton St. Austin, TX 78705 Ichanow@law.utexas.edu T: 512.232.1973 NPF

Sharla J. Frost

Powers & Frost LLP 5615 Kirby Dr. Suite 500 Houston, TX 77005 sfrost@powersfrost.com T: 713.767.1555 COM, MED, BSL, TOX, TRL

Leah Witcher Jackson

Baylor Law School 1 Bear Place Suite 97288 Waco, TX 76712 Leah_Jackson@baylor.edu T: 254.710.1911

Kathleen M. LaValle

Jackson Walker LLP 901 Main St. Suite 6000 Dallas, TX 75202 klavalle@jw.com

Mary-Olga Lovett

Greenberg Traurig PA 1000 Louisiana St. Suite 1700 Houston, TX 77002 lovettm@gtlaw.com T: 713.374.3500 GNI

Mayda Prego

Chevron
1400 Smith St.
Suite 48040
Houston TX 77002
maydaprego@chevron.com
T: 713.372.2182
COR, ENG, INT, CMP

Jill D. Schein

Ramey Chandler Quinn & Zito PC
750 Bering
Suite 600
Houston, TX 77057
jschein@ramey-chandler.com
T: 713.266.0074

VIRGINIA

Melanie Santiago-Mosier

Washington Gas Energy Services Inc. 13865 Sunrise Valley Drive, Suite 200 Herndon, VA 20171 melaniesantiago@gmail.com 410.499.4565 ENG LOB

Stinson Mundy

Moran Reeves & Conn PC 100 Shockoe Slip Fourth Floor Richmond, VA 23219 smundy@mrcpclaw.com T: 804.864.4834 APP, BSL, LIT, PRL, TOX

WASHINGTON

Laura DeBacker McAloon

K&L Gates LLP 618 W Riverside Ave. Suite 300 Spokane, WA 99201 laura.mcaloon@klgates.com T: 509.624.2100

INTERNATIONAL

Sachka Stefanova-Behlert

Ogletree Deakins LLP Fasanenstra e 77 Berlin 10623 Germany sachka.stefanova-behlert@ ogletreedeakins.com

Dana Gilland

Diageo North America Inc. dgilland@snet.net

Kavita Satish Srivastav

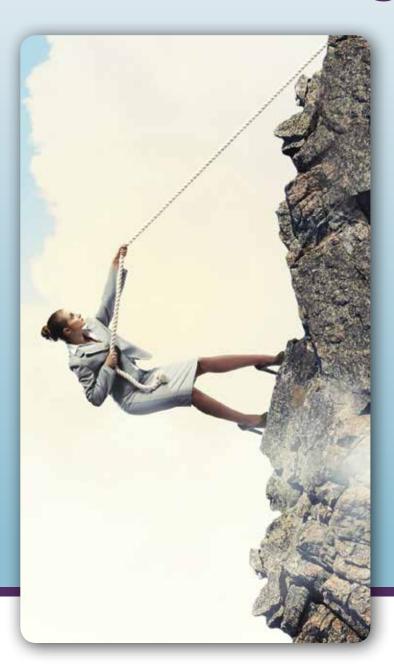
S. K. Srivastav & Co. 201Yeshwant Chambers, 18 Burjorji Bharucha Marg, Fort, Mumbai, MH India 400023 sks@srivastavandco.com T: 9.12223E+11 ADR, COR, ILP, BSL, ARB

Razan Al Shatti

Department of Legal Advice & Legislation-Council of Ministers Khaldiya-Block 3-Street 39-House 4 Kuwait City, Kuwait 72303 r.al.shatti@gmail.com GNL Experience Spring in the Hudson Highlands at Historic West Point

Women in Legal Academe Summit April 4

Meeting the Challenge & Raising the Bar



Join NAWL for a Conference on Women in Legal Academe. The conference is designed for women professors and leaders in legal academe and those with an interest in the field.

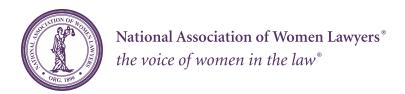
The National Association of Women Lawyers issued a challenge to the legal profession to raise the proportion of women in the ranks of firm equity partners, chief legal officers, and tenured law professors to 30 percent by 2016. Women in legal academe have made the most progress, already closing in on our goal for tenured law professors in the United States. While there is cause for celebration, challenges remain, including how to assess our success and reevaluate our goals in light of recent progress.

Topics include:

- A View from the Top: A Distinguished Panel of Deans Discussion
- The Laws of Leadership: Brigadier General (Ret.) Rebecca Halstead, USMA '81
- Translating Successes in Legal Academe to Law Firms, Corporations and the Military

Thayer Hotel, West Point, NY

ACCOMMODATIONS: Special Rates are available for April 3 and 4 at the Historic Thayer Hotel located at 674 Thayer Road, West Point, NY 10996, on a first-come, first-served basis through March 21. Call the Thayer Hotel at 1-845-446-4731 ext. 7997. Be sure to mention that you are with the National Association of Women Lawyers to obtain the discounted rate.



PRSRT STD
U.S. POSTAGE
PAID
PERMIT #6563
SLC UT 84115

National Association of Women Lawyers American Bar Center, MS 21.1 321 North Clark Street Chicago, IL 60654