

WLJ

WOMEN LAWYERS JOURNAL

2014
VOL. 99
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Welcome
*2014 Annual
Meeting & Awards
Luncheon
Participants*

Philanthropy:
**Raising funds
for charity**
*also raises
your profile*

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Development Initiative

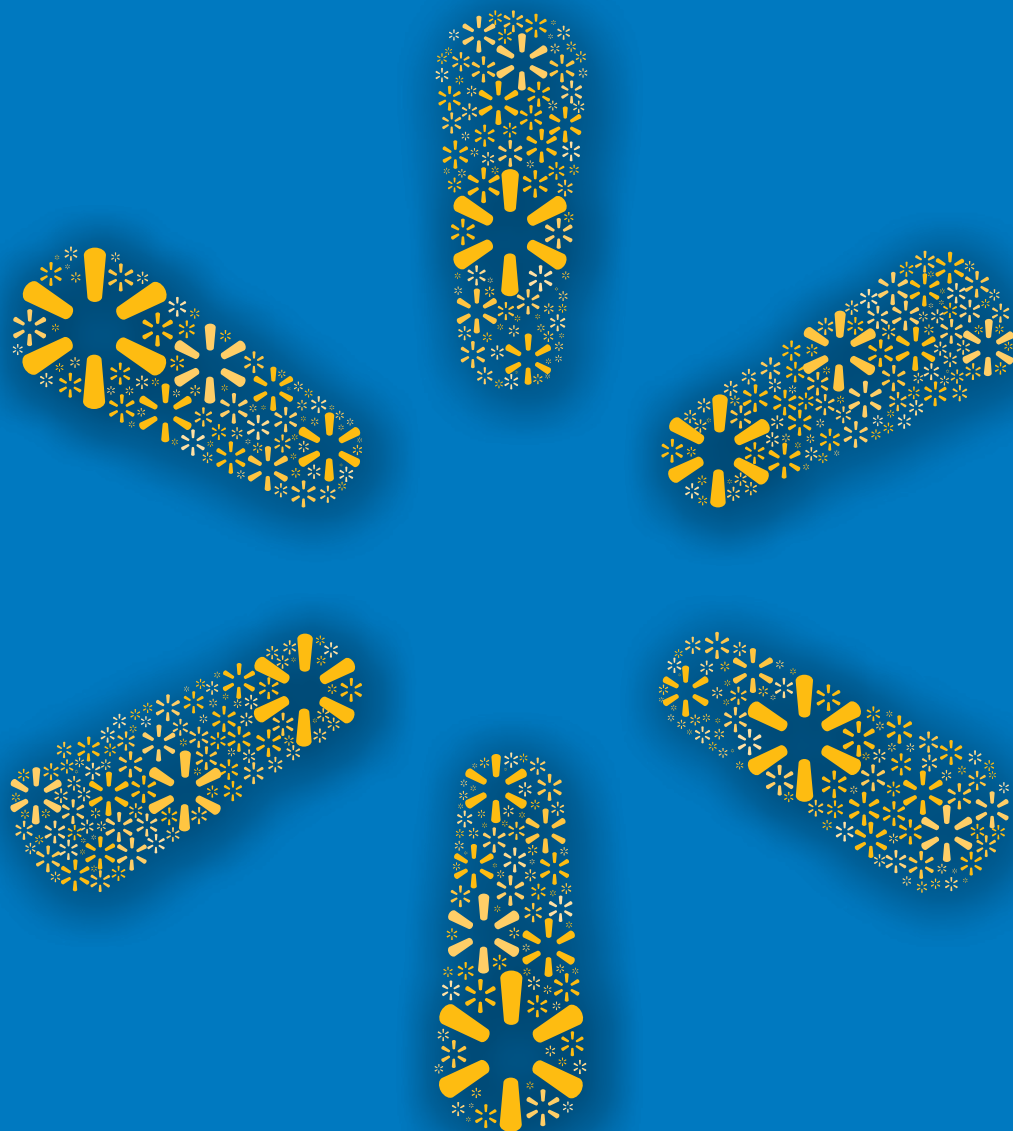
Some find law practice in
keeping with the spirit

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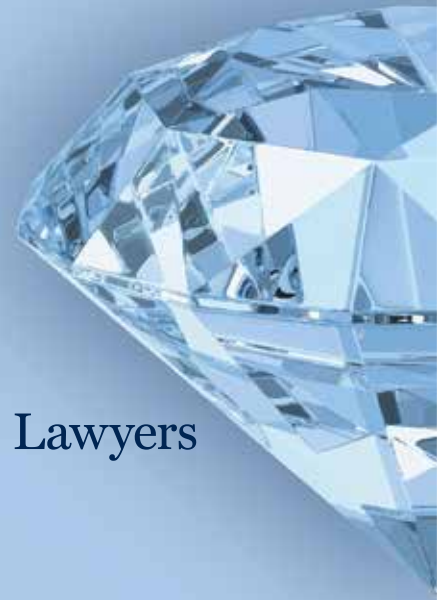
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Taking a breather

Regularly take time to focus on renewal, recreation, reassessment and reaffirmation in your careers – and lives.

By Maritza Ryan

THE ADVENT OF SPRING AND SUMMER — particularly after a long, hard winter of the kind that many of us living in the northern regions of the country have just experienced — is always a natural point in the annual cycle to pause, take a breath, and think a few deep thoughts. Much as Mother Nature is doing, we, too, must regularly take time to focus on renewal, recreation, reassessment and reaffirmation in our own careers and lives. This issue of the Women Lawyers Journal is just the combination of practical ideas and inspiration needed to spur us on in that endeavor.

Young lawyers need look no further for a truly inspirational role model than this year's recipient of the NAWL Leadership Award, Judge Gladys Kessler.

"Take The Initiative" looks at the crucial importance of keeping Women's Development Initiatives robust and relevant, even though — or more accurately, especially when — firms are facing lean economic times. Done right, these initiatives actually enhance the bottom line by fully using the legal and leadership talents of women lawyers, bridging counter-productive gender gaps, and engaging up-and-coming members of the millennial generation, who are just now beginning to envision themselves as the future leaders they hope to be.

Those young lawyers need look no further for a truly inspirational role model than this year's recipient of the NAWL Leadership Award, Judge Gladys Kessler. Judge

Kessler's career is distinguished by her tireless dedication to the highest standards of the profession of law, to selfless leadership in public service, and to principled and compassionate advocacy on behalf of women whose experience of our legal system has unfortunately been from the inside of a prison cell.

"Redefining Power" examines the evolving definition of "power" within organizations, the emerging concept of "minority influence," and the rise of women General Counsel, while also predicting the changes that these dynamic forces will bring to the legal profession. The winner of this year's NAWL Challenge Award, Northrup Grumman Corp., is evidently already harnessing those dynamics to their and the profession's benefit: with 40 percent of their attorneys and 50 percent of their vice presidents women, they proudly lead the field in 2014.

On a final note, this issue also explores the often overlooked but intriguing dimension of the practice of law that is the spiritual domain. Separate and apart from proselytizing or advocating particular religious codes or dogmas, spiritual leadership is already at the core of many successful firms' business strategies. That is, leadership, which recognizes, values, and encourages the highest "qualities of the human spirit" — such as love and compassion, patience, tolerance and forgiveness — not only inspires superior performance, but also makes lawyers, their clients and communities significantly happier.

May you enjoy a most prosperous season of growth and rejuvenation, and of course, this issue of Women Lawyers Journal, too.



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



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"It is good to have an end to journey toward; but it is the journey that matters, in the end."
~Ernest Hemingway

Coming to journey's end

This year as president has been one of the most fulfilling in my life; it has also been long, hard and sometimes downright crazy.

By Deborah S. Froling

ALL GOOD THINGS MUST COME TO AN END.

This is the last time I will be addressing you in the Women Lawyers Journal as president (or anything else). Come July 24, I will be turning the reins over to Lisa Passante, currently our president-elect.

The next issue will mark the first time since taking over as editor in 2007 that I will not have a "column" in the WLJ. And guess what? That's OK. In fact, it's more than OK. It's time. While I can honestly say that this year as president has been one of the most fulfilling in my life, it has also been long, hard and sometimes downright crazy.

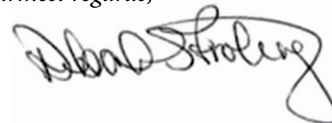
But what a year it was! London – Paris – St. Louis. Greenville – Chicago – Austin. San Francisco – New York – Philadelphia. All wonderful cities. All exciting places to meet new members, hear their stories and share mine.

There were highs (GCI9) and lows (losing Lesley Weber) and many things in between. But the one theme that has been consistent throughout the year has been the connections I made and shared. The passion of our members, both new and seasoned (not old), energizes me and keeps me going through the long days and nights.

I hope that each of you will share your story with NAWL and our members. I hope that you will take the time to make connections with NAWL and each other and that you will share our mission for advancing the interests of women in the legal profession. I particularly hope that you will reach back and develop the leaders of the future, whether they are your sons and daughters, colleagues or acquaintances.

NAWL is such a fantastic organization that I want to share it with everyone: Its long history, its diverse members and its camaraderie and shared mission. The friends I have made along the way will stay with me long after this column is written and printed. The experiences I have shared with my NAWL family have enriched me both personally and professionally. For that, I thank each and every one of you. I look forward to sitting back and reading someone else's words on the pages of the Women Lawyers Journal for years to come.

Warmest regards,



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 deborah.froling@arentfox.com.



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*Supporting good work
in the community
fosters relationships
that benefit women
who are just starting to
build their practice and
women who have an
established client base.*

By Elizabeth Ann Lester

PROFESSIONAL WOMEN TODAY suffer from no shortage of articles, books and TED Talks aimed at guiding them on how to succeed professionally while also managing to thrive personally. We are bombarded with ideas about leaning in and breaking the glass ceiling, opting out, mommy tracks, gender pay gaps, diversity initiatives, retention of women, and the lack of women in management in business and law. The focus on all of this “advice” (which has its place and purpose), however, often drowns out news about the growing achievements of women and various initiatives that build on these achievements. Sutherland Women Stepping Up®, a group of professional women in Atlanta is an example of how women can integrate professional growth and business development while creating a meaningful philanthropic impact.

Breaking from the mold of volunteer or hostess, women now are recognized as leaders in both personal donations and fundraising efforts. Numerous studies on gender and philanthropy reveal that women generally donate more than their male counterparts and give differently than their male counterparts. In the U.S., on average, high net worth women give 3.5 percent of their total net worth to charity each year, almost double the 1.8 percent given by men, according to a 2011 study by the Center on Philanthropy at Indiana University.


Women give differently than men in that women have a greater sense of collaboration and will often work together to gather opinions and achieve shared goals, whereas men are more likely to make individual decisions. With the growing movement of women's philanthropy, it seems there may be a way to harness the power of women's philanthropy to address some of the issues women continue to face in business and law.

In 2010, Mark Wasserman, the managing partner of Sutherland Asbill & Brennan LLP, asked Judy O'Brien, the Pro Bono and Public Service Partner at the time, to do just that. Over the next several years, O'Brien began working with women partners, counsel and associates in the firm's Atlanta office to develop a philanthropic initiative led by women attorneys. The group spent time researching other philanthropic efforts of both law firms and corporations and worked with Terri Theisen, the founder and principal consultant of Theisen Consulting LLC, to develop an organizational framework and strategic plan for the philanthropic initiative. We also felt it important to give our organization an identity that we could protect by registering it: Sutherland Women Stepping Up®.

In June 2011, the group was formally launched, offering women attorneys opportunities



As a member of the Intellectual Property Practice Group at Sutherland Asbill & Brennan LLP, Elizabeth Lester manages domestic and international patent prosecution for chemical and biomedical technology industry clients. Her practice also involves intellectual property counseling in business transactions and counseling of all other aspects of IP portfolio management. Prior to her legal career, Elizabeth conducted extensive research in the areas of chemical and biomedical engineering, focusing on immunology and tissue engineering, cancer metastasis and reactor design. She currently serves as the co-vice chair on the International Patent Law and Practice Committee for the Intellectual Property Owners Association, an executive board member for the Intellectual Property Advisory Board for Georgia State University College of Law, co-chair of the governing committee for Sutherland Women Stepping Up®, and a board member for the Orange Duffel Bag Initiative.



Women contribute almost twice as much as men to charitable organizations

to engage with other women, both in and out of the firm, learn about personal finance, philanthropy and various social issues both locally and globally, and to develop leadership skills critical to successful careers in business and law.

“One of the many things that is impressive about Sutherland Women Stepping Up is that it not only provides the tools for women to advance in the firm, but also has a leadership component that supports community involvement and networking that leads to business development. Supporting good work in the community (in a focused manner) fosters relationships that benefit women who are just starting to build their

practice and women who have an established base of clients,” Theisen said.

The group initially focused on hosting a variety of educational events for women attorneys and clients, including a speaker series and a book club, while the governing committee worked on refining its organizational structure and philanthropic priorities.

During this time, the group’s organizational structure was formalized to include a governing committee with 15 women attorneys. The Governing Committee is led by co-chairs (a partner and an associate) with three sub-committees – the project selection committee, the internal relations and fundraising committee, and the



Williams-Wass, an associate and co-chair of the project selection committee, remarked that the group “was a new organization when I was a new associate at the firm, and my involvement with the group immediately allowed me to work side by side with women partners and senior counsel outside of my practice area – women who I likely would not have been able to have meaningful interactions with as a junior associate – as well as other associates in other practice areas. These women became my mentors at the firm while we worked side by side on projects that were not only important to us, but also were making a difference in our community.”

My own experience with the group has been similar. As co-chair of the governing committee since 2012, I have had more opportunities to engage with partners (both women and men) throughout the firm, increasing my exposure beyond the partners I work with day-to-day and helping me learn more about the firm’s policies, practice areas and decision-making processes.


Jenny Fletcher, a partner and my co-chair of the governing committee, responded similarly, observing, “Sutherland Women Stepping Up has been rewarding on so many levels. We are proud to represent the firm in making a philanthropic impact. But equally importantly, we have brought together Sutherland women who may not otherwise have a chance to work together to collaborate and use our talents to support each other and to help our community.”

In 2012, the group launched its first philanthropic project. With so many different needs, wonderful organizations, and diverse passions of the women attorneys, the governing committee faced a daunting challenge identifying its philanthropic priorities. The project selection committee sent surveys to women attorneys in the Atlanta office to identify key social issues that resonated most with the women attorneys, narrowing the list to three priorities: women’s wellness, women’s economic self-sufficiency, and early-intervention for at-risk children. The project selection committee then

By pairing the women associates with women partners, the associates are provided with opportunities to develop relationships with the women partners outside of the traditional partner-associate roles and to increase their name recognition throughout the firm.

external relations and outreach committee. The sub-committees are each led by women partner and associate co-chairs. By pairing the women associates with women partners, the associates are provided with opportunities to develop relationships with the women partners outside of the traditional partner-associate roles and to increase their name recognition throughout the firm. The hope is that these opportunities and relationships will instill in the women associates a sense of power and confidence, thereby enhancing recruitment and retention of women attorneys within the firm.

There is at least some anecdotal evidence to suggest that valuable relationships are being developed. Yvonne



Women give differently than men – women have greater sense of collaboration

identified various local non-profit organizations working within these priorities, ultimately recommending to the governing committee that the first philanthropic priority be early-intervention for at-risk children and selecting Families First as the recipient organization.

The women partners and associates of the governing committee were assigned lists of their peers to personally contact with both requests and thanks for support.

Families First is a leading nonprofit agency in Georgia that strives to provide solutions for children and families facing pressing problems, while also empowering these families to break the cycle of poverty. Families

First began in 1890, as an orphanage for homeless girls, and has evolved since then to respond to the changing needs of children and families. The Sutherland group requested that its funds

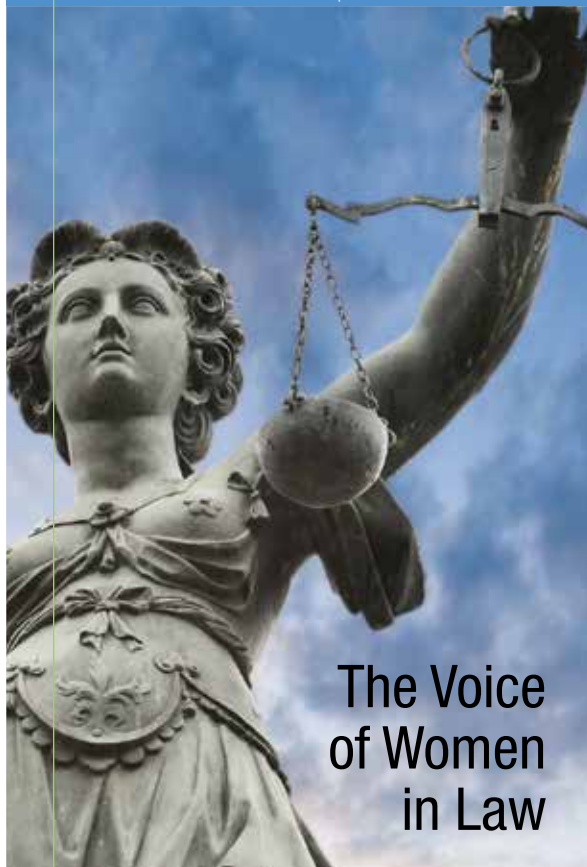
be directed to the organization's Literacy Improvement Program Services because it specifically targets at-risk children by helping to increase parental involvement in their child's education. The inaugural fundraising campaign exceeded the \$50,000 goal, permitting the group to grow the principal of its donor-advised fund at The Community Foundation of Greater Atlanta.

How were we able to raise the money? While not easy to do so, we simply asked the attorneys at Sutherland (both men and women) to add our fundraising campaign to their lists of supported charities by making any contribution that felt comfortable. After making a general request to the attorneys, the women partners and associates of the governing committee were assigned lists of their peers to personally contact with both requests and thanks for support. Although it is difficult to ask individuals for money (just as it is difficult to ask potential clients for business), it is an invaluable lesson for



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attorneys to learn how to make and tailor such requests to the individual being asked.

In 2013, the project selection committee recommended to the governing committee that the group continue partnering with Families First by supporting educational services for the children and youth in its Permanency Cooperatives, which offers stable and safe housing and support services to foster youth ages 10-18. The second fundraising campaign again exceeded the \$50,000 goal,

The inaugural fundraising campaign exceeded the \$50,000 goal, permitting the group to grow the principal of its donor-advised fund at The Community Foundation of Greater Atlanta.

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The second fundraising campaign again exceeded the \$50,000 goal

further growing the principal of the donor-advised fund at The Community Foundation for Greater Atlanta.

“At Families First we have the incredible honor and responsibility to provide programs and services that help our community maintain self-sufficient lifestyles and allow children and families to become empowered,” said Families First’s Chief Executive Officer Kim

Anderson. “Without the amazing support of donors, such as Sutherland Women Stepping Up, we couldn’t do the work that is so necessary in our community today. They have afforded us with the ability to provide care, housing

and support to youth across metro Atlanta by not only contributing financially but also by volunteering their time by hosting events for our clients. We are so grateful for this partnership and hope that it continues to grow over the upcoming years.”

As the group prepares for its third annual fundraising campaign, the group is shifting priorities this year to

women’s wellness and selected Community Advanced Practice Nurses as its recipient. CAPN is a unique nonprofit organization that serves the medical needs of the homeless and medically underserved individuals and families in Metropolitan Atlanta, with a focus on the care of women, children and youth who are homeless or lacking economic support. Founded in 1998, CAPN provides health services free of charge to individuals through nine shelter-based sites, providing its staff of practitioners with unique access to serve homeless and economically disadvantaged women and children in need of physical, mental and preventative health care.

Although too soon to tell if or how the group will affect the recruiting, retention and promotion of women attorneys at Sutherland, its members have committed their time, treasure and talent to step up.

“We are very proud of Sutherland Women Stepping Up’s accomplishments over the past three years,” said Sutherland Managing Partner Mark D. Wasserman. “It is great to see our women attorneys at all levels coming together to impact meaningful change both within the firm and in the community. We look forward to the organization’s continued success.”

In the words of Marian Wright Edelman, “If you don’t like the way the world is, you change it. You have an obligation to change it. You just do it one step at a time.”

Although it is difficult to ask individuals for money (just as it is difficult to ask potential clients for business), it is an invaluable lesson for attorneys to learn how to make and tailor such requests to the individual being asked.

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Take the initiative

25 takeaways for success from Saul Ewing's Women's Development Initiative.

By Teresa K.D. Currier

WOMEN'S INITIATIVES first sprang into being in the late 1980s and early 1990s when big firms – flush with funds – earmarked cash for their women to organize and network. Largely “soft” and social, early women's groups held spa days, shopping events and afternoon teas. Male lawyers often rolled their eyes and marginalized the fledgling initiatives.

Fast-forward to today, when many firms – now assiduously cost-conscious – are questioning the viability of women's initiatives and rethinking whether to fund and maintain them. Clearly, if firms are rethinking initiatives, initiatives need to be rethinking and reframing themselves.

This is exactly what Saul Ewing LLP did, transforming Women's Development Initiative into a powerhouse for business opportunity, leadership acumen and change. Because women comprise nearly a third of the firm, this revitalized initiative quickly gained support both inside the firm – from grass roots to top management – and outside, garnering both Pennsylvania Bar Association distinction and national Women In Law Empowerment Forum certification.

Saul Ewing's WDI provides a template for women's initiatives in law firms, corporations or in-house legal departments. Its mission – “To Maximize Women's Contributions to the Firm” – guides and instructs the WDI, as it continues to grow and reimagine its next five, 10 and 20 years of fostering, celebrating and promoting women.





25 Takeaways

Whether you're in the early stages of forming a women's initiative or your existing initiative has lost traction and stalled, these takeaways will guide and inspire you to "take the initiative" and create something tangible and powerful that delivers bottom line results.

1 BUILD COMMUNITY FIRST. Hold women-only events for the first year, and make them big, loud and proud. Before women can change their organizations, they must build trust and community with one another. Hire a photographer to do a group shot and give a framed copy to every woman. Community shows.

2 DEVELOP A MISSION. Every successful initiative needs a business mission to energize and guide it. The WDI's Mission is "To Maximize Women's Contributions to the Firm." Once you've crafted a mission, launch a rollout and seek buy-in from women and firm management. The mission should have tenacity and longevity. Think of the Constitution: Your mission should be both firm and flexible for years to come.

3 BOTTOM LINE IMPERATIVE. Today initiatives must make bottom line sense for the organization. It's a hard truth, but it's a good truth: If an initiative



Teresa ("Terri") K.D. Currier, Chair of Saul Ewing's Women's Development Initiative, is a passionate and dynamic lawyer at home in the federal courts — admitted to practice in Delaware and Pennsylvania — and at ease

with all aspects of Chapter 11 bankruptcy proceedings. Terri recently first-chaired and won a bankruptcy appeal to the Ninth Circuit Court of Appeals sitting in San Francisco. Her broad expertise and tenure in the bankruptcy world is both sophisticated and mature, yet she brings freshness and perspective to clients and adversaries alike. Terri gives herself completely in all her endeavors, and is particularly passionate about mentoring, fostering and celebrating the successes of other professional women.

If firms are rethinking initiatives, initiatives need to be rethinking and reframing themselves

delivers bottom line results, it guarantees that management will continue to fund it. With funding, an initiative can be a change agent for the entire firm, addressing not only bottom line results but also all the cultural factors that enliven and retain women.

4 SURVEY YOUR CONSTITUENTS. Ask your women what they think. Ask what works, and what doesn't. Ask what they need and want. Women thrive in a culture of communication, so be sure to communicate after you survey.

5 BE VISIBLE, ENTHUSIASTIC, PROUD. Early women's initiatives were quiet and safe, afraid to attract too much attention. Leave your fear at the door and celebrate your women's successes and achievements. Use firm-wide emails,

If an initiative delivers bottom line results, it guarantees that management will continue to fund it.

webpages and e-newsletters to share news. Make sure all communications reinforce and repeat your mission. Tom Brokaw said, "This is the decade of the woman." So go ahead: Shine, shine, shine.

6 INSIST ON STRONG LEADERSHIP. Cultivate women who want to lead your initiative and vest them with responsibility, spotlight them for their efforts. Leading a women's initiative is a key leadership position in a firm or organization. Cherish it, revere it, value it as one. If you value your role, management and your constituents will value you.

7 IT TAKES A VILLAGE. Work closely with diversity, inclusion and career development programs, hiring committees, LGBT, Hispanic/Latino and other affinity groups within the firm. Often you can combine forces or approach an organizational issue through multiple channels. Together we can be the change we wish to see in the firm, to paraphrase Gandhi.

8 CHANGE HAPPENS. Take on tough topics that face the firm as a whole, and be a collaborative, evenhanded change agent. Assemble panel discussions for conversations on important topics and demonstrate your reliability and credibility by inviting all attorneys, women and men. After any group discussion, prepare and distribute key takeaways for those who were not present.

9 ENLIST MEN. After year one, begin to add men to your events, both as speakers and as audience participants. Ensure that key prominent men will attend and then tell others that they are coming. Enlist men as your colleagues, proponents, sponsors, apostles. Men love to see their female colleagues succeed.

10 CLOSE THE GENERATION GAP. Invite and enlist millennials to work for the initiative. The millennial generation is a superpower yet to be fully harnessed in the legal workplace. Millennials are looking for leadership positions; utilizing them keeps your initiative young, fresh and innovative.

11 CHERISH THE X FACTOR. Never forget your femininity: It's a market differentiator for you in the legal world. Remind your women of this powerful trait, as you model feminine power, style, elegance, grace. Teach your women that radiance is a form of power, that radiance is a beacon in the courtroom and boardroom.



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Millennials are looking for leadership positions; using their skills keeps your initiative innovative

12 FACING FUTURE. Research and develop a list of factors that make legal work meaningful for women. These factors – such as a supportive culture, meaningful pro bono work, equal access to big cases and pitches – are your initiative’s roadmap for the next decade. Choose three factors each year and program around them.

13 THE BRASS RING. Prize your initiative and make women eager to serve on your steering committee. Hold committee members up for the rest of the firm to revel in their achievements. At evaluation time, give each steering committee member an evaluation through the firm evaluation process, to reward her and spotlight her.

14 WEAR PURPLE. In the poem *Warning*, Jenny Joseph writes:

“When I am old I shall wear purple/With a red hat which doesn’t go, and doesn’t suit me,” as she describes the gleeful abandon she will feel when she is old. Why wait? Every now and then, your initiative should do something fun and flamboyant. One WDI member hosted a Royal Wedding party to view the Kate Middleton wedding, and served scones and clotted cream while wearing her bridal veil. “Wearing purple” keeps things fun and keeps women engaged.

15 BRAND YOUR INITIATIVE. Work with your Marketing Department to create a logo, draft a slogan – in addition to your mission – and create a series of print ads for use in sponsorships. Remember that marketing your initiative is marketing your organization, so seek out publicity

and visibility. Create a webpage and keep it fresh.

16 REPORTING UP. Ask for a direct report to your executive committee or Board of Directors. Reporting up validates the seriousness of your initiative and positions it like any other practice group or business. Give an annual State of the Union address to management with a one-page takeaway sheet.

17 THE BID AND THE ASK. During your annual report, ask top management for three things: Commitment to a new goal that can be measured; a Proclamation from the CEO about women, diversity, or inclusion; and funding for a special project, such as a Women’s Leadership Academy. Next year, report on whether the firm met the goal, and make three more asks. This keeps your initiative dynamic and avoids stasis.

Remember that marketing your initiative is marketing your organization, so seek out publicity and visibility.



18 MONEY TALKS. Until an initiative is funded – with its own annual budget – it isn’t taken seriously. Once your initiative is funded, create a budget proposal, obtain management approval, then spend your money wisely. Flex your fiscal muscles, spend for the good of the firm and to further your mission. Money talks, make sure yours is speaking highly of you.

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It's good to reach, and to show your women that you're not afraid of hearing "No"

19 FACE TIME. As the leader of your initiative, make face time with your women in all offices every year. Talk to your women and listen to them. Know your women and help them know one another. Give of yourself: Be an advocate, supporter and friend by being where they are.

20 GO BIG OR GO HOME. Take on a huge project – like a show-stopping client event – and make it memorable. Saul Ewing's WDI held a client reception at the Barnes Foundation for 400 attendees, one of the largest in the firm's history. Suggest that your women wear bright colors to be seen and celebrated.

21 KEEP YOUR EDGE. Never stop learning, researching, becoming. Network with national women's organizations and bring home the takeaways. Hold training sessions and webinars for all firm attorneys on gender-neutral, timely topics, such as Social Media for Lawyers and Generational Training. Be creative and keep your edge.

25 STAY FRESH. Be open and creative and try new things, even things that fail or sputter. Think big, shoot for the stars, even if you miss them you might hit the mountain. I once met Michelle Obama and considered asking her if the WDI could partner with her on national efforts. It's good to reach, and to show your women that you're not afraid of hearing "No." And that, for dynamic women, sometimes "No" simply means "Not yet."

22 PAY IT FORWARD. Participate in surveys of women's initiatives, contribute your data for nationwide study and research. Teach other women how to create initiatives through speaking, writing, modeling. Vest each of your Steering Committee members with the power to teach and share. Watch what happens when women help women.

23 ONE TO ONE. Ask top practice managers and department or business heads to sponsor women, and make the ask personally, face to face. Share your passion and ask for their help. Never underestimate the power of personal persuasion. And remember: Asking for what you want increases your chances of getting it.

24 REPORT CARD. Work with your Accounting Department to devise metrics that measure women's contributions and profitability increases during the life of your initiative. Drive performance by measuring performance. Report results annually to management.



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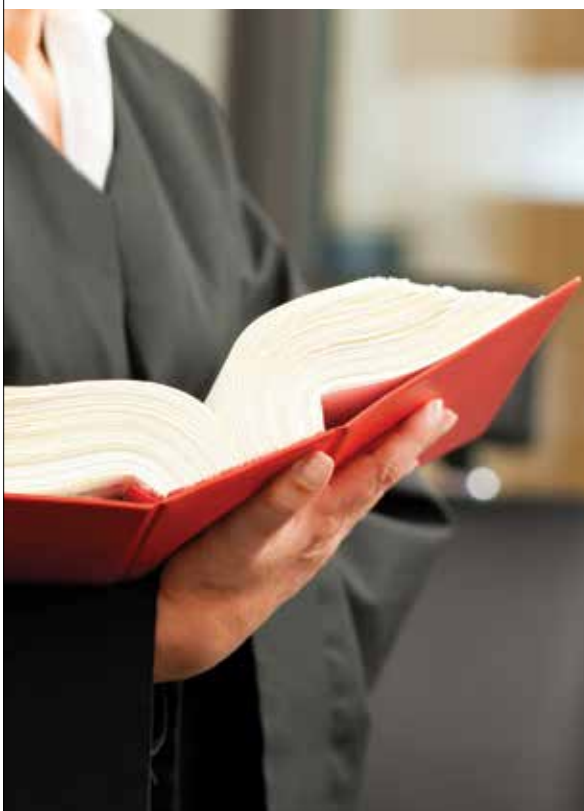
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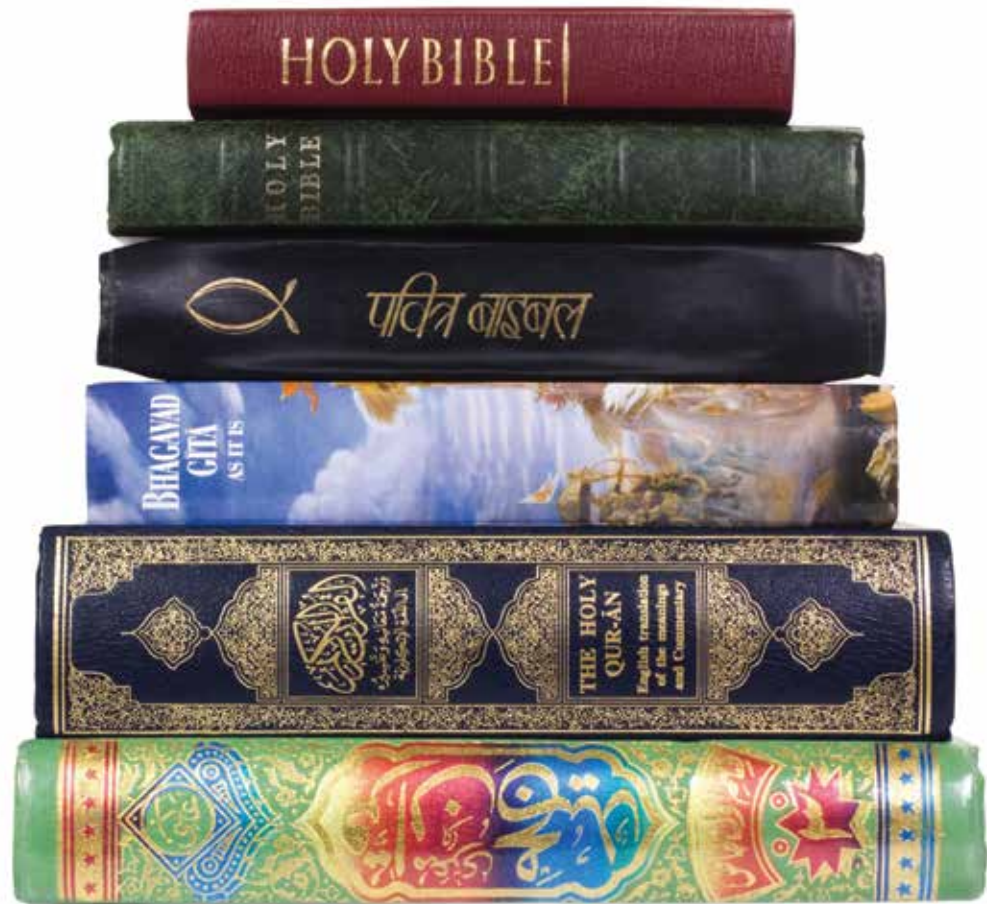


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In Keeping With The Spirit

Workplace spirituality draws on ethics, values, motivation, work/life balance and leadership.

STATE ETHICS LAWS REQUIRE LAWYERS to practice with high ethical standards – placing the client’s interests ahead of their own.

I believe that we are called to work and fulfill our purpose, that we are called to serve God and neighbor with everything that we are, have and do. That includes our professional, spiritual and religious lives. In my practice, work represents a sacred act where we become servant leaders attending to the legal needs of our clients. Sometimes it is a tough balance, but showing spirituality while practicing law is possible if one follows the assumption that spirituality gives law its essence thereby stirring its deference to ritual and justice.

In the book of Matthew, Jesus was asked by a lawyer which was the greatest commandment, to which Jesus replied: “Love the Lord your God with all your heart and with all your soul and with all your mind. This is the first and

greatest commandment. And the second is like it: Love your neighbor as yourself. All the Law and the Prophets hang on these two commandments” (Matthew 22:36-40).

It can be argued that the first great commandment encompasses the first five of the 10 Commandments from the Old Testament and the second encompasses six through 10. Muhammed commanded his followers to “do goodness to relatives, parents and neighbors.” The Dalai Lama teaches that compassion was not “religious business, but human business.” Buddha admonished people to “light a lamp for others.” Indeed, through time and across cultures, religious teachings stress loving others as ourselves. Given the above, it follows that women of faith find it not only easy to balance spirituality with the practice of law, some may even consider it a way of obeying the laws of their faith.

Spirituality is a state of intimate relationship with the sacred in one’s life. It depicts higher values and morality and recognizes the inner nature of others. It gives inner meaning and purpose in daily life. Spirituality is experienced through personal contemplation, work, relationships, creation, sacred practice, art and music, and is reflected in our behavior. We deprive ourselves of an essential component of our being by ignoring our spiritual dimension.¹

Traditionally, the term “religion” has been associated with an institutional community that practices faith in a specific tradition or creed. In contrast, the word “spirituality” in the workplace is being treated as an alternative or, in some cases, a complement to religion that involves focusing on a particular way of thinking about self, others, work and organizations.²

The roots of spirituality in the workplace began in the 1920s as individuals sought to follow their faith and spiritual values in the workplace.³ The concept

Compassion is not religious business, it is human business, it is not luxury, it is essential for our own peace and mental stability, it is essential for human survival.

— Dalai Lama XIV

of workplace spirituality draws on the ethics, values, motivation, work/life balance and leadership elements⁴ of a law practice. Workplace spirituality is not about organized practices, nor is it about the theology of one’s spiritual leader. Rather, workplace spirituality is about recognizing that spirituality takes place in the context of an organized community. A spiritual culture in the law practice acknowledges that lawyers and staff have both a mind *and* a spirit; and that they seek to find meaning and purpose in their work as they connect with others in the practice community.

As an Alabama attorney integrating spirituality into her legal thinking and counsel, Denise Blue-Poe, says “I practice law basically from the 10 Commandments. That’s my principle for serving the ‘least of these’⁵ – those who can least afford legal representation, those who might, without my law firm’s commitment and others like us, be taken advantage of or without legal representation.” Helping those in need is one of the major themes of spirituality. Through service, we give others the things they lack, and, in turn, find meaning and fulfillment for ourselves.

Let me be clear: At its core the legal profession faces not so much a crisis of ethics, but a spiritual crisis. Lawyers and the profession have lost their way.

— Joseph G. Allegratti,
The Lawyer’s Calling

Ida Tyree-Hyche is managing partner of Tyree Hyche & Dixon LLC, with offices in Atlanta, Ga., and Birmingham, Ala. Her practice areas are Workers’ Compensation/Personal Injury, Bankruptcy, Probate & Estate Administration/Estate Tax Filing and Business/Entrepreneur/Brand Development. Tyree-Hyche entered law as a second career after she retired as Chief Human Resources Officer for the Army Reserve and a Federal Human Resources Division Chief. She is the author of Bar Studies Inspiration, Daily Christian Devotions for Bar Marathon from Start to Finish, a daily motivational devotion for Bar Exam study. It begins with the first day of a student’s study program and ends on day two or three of the exam.



Work is love made visible. And if you cannot work with love but only with distaste, it is better that you should leave your work and sit at the gate of the temple and take alms of those who work with joy.

— Khalil Gibran, *The Prophet*

While pro bono assistance to the poor is not a condition for practicing law, the American Bar Association and many state bar associations have adopted voluntary pro bono “aspirations” such as those set forth in Model Rule 6.1, which states: “A lawyer should aspire to render at least (50) hours of pro bono public legal services per year. In fulfilling this responsibility, the lawyer should ... provide a substantial majority of the ... hours without fee or expectation of fee to persons of limited means. ... In addition, a lawyer should voluntarily contribute financial support to organizations that provide legal services to persons of limited means.” Both nondenominational spiritual practices and world religions are fundamentally based

on hope/faith in a vision of love and service to others.⁶

Do good to your parents, relatives and neighbors.

— Quran (4:36)

In response to questions about what the legal profession could do to promote a more positive public perception of attorneys, 43 percent of the people surveyed by the ABA said that providing pro bono legal services would improve the public image of the legal profession. Indeed, one writer characterizes pro bono as “a vaccine which can render a lawyer immune to lawyer jokes and ... reverse the negative, distorted image which many people, including lawyers themselves, have of the legal profession.”⁷

For some lawyers, law and religion balance each other by counteracting the weight of fairness and compassion, law and equity, chastisement and love. The spirituality of loving God and others, pursuant to the greatest and

second greatest commandments, changes how we behave and relate to others. Some lawyers seek a close distinctiveness between the causes and clients they represent and their spirituality.

“I am never separated from my spirituality,” says Harriet Patricia Birk, a

practicing attorney in Florida who once testified before the U.S. Congressional sub-committee on Education advocating for amendments to the Individuals with Disabilities Education Act. “It allows me to view the world from a place of compassion, understanding and acceptance.” She said compromising her values is never an option. “I do believe a lawyer can zealously represent her clients, and not let her principles overshadow her decisions. This is done simply by following the precepts of the law and putting everything in perspective.”


The professional world of lawyers is, at times, complex and morally hazy. Some may call it downright cruel, cutthroat and horrid. Drawing on one’s spiritual strength may be in the midst of complexity – yet this place called “law practice” is a hallowed place. Many areas of the law are based on Judeo-Christian morality and have been for centuries. Western civilization is based on morality and cannot exist without it.⁸

There are times when lawyers find it difficult to reconcile their personal ethics with professional standards.⁹ As Joseph G. Allegritti explained, “I believe that ethics is more a matter of deciding who you are and who you want to be than it is a matter of learning external codes or rules. Codes serve a useful purpose, of course, but they are only a part (and a small part) of the moral life.”¹⁰

A budding young Georgia entertainment lawyer, Shadé A. Dixon does not perceive law and religion or spirituality as integrated. “I think it’s more of a morality

There is one word which may serve as a rule of practice for all one’s life — reciprocity.

— Confucius



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**If you light a lamp for someone else,
it will also brighten your path.**

— Siddhartha Gautama Buddha

issue...what's right or wrong...as opposed to religious or spiritual needs in the workplace. I basically plan to stay grounded in my beliefs and do what I feel is the morally right thing to do," she said.

For me, spirituality in law practice is really a matter of the heart. The two greatest commandments point to loving God and loving others. Love, therefore, is the fulfillment of the Law.

Strategies that integrate spirituality as one of the core business functions can help bridge the generational

gaps, empower people through a spiritual intelligence of gained wisdom, inspire and retain a loyal work force, create outstanding customer service, contribute to the development of a global future story and ensure financial sustainability.¹¹ Spiritual leadership can be implemented and practiced with or without religious theory, beliefs, and practices. Those qualities of the human spirit – such as love, compassion, patience, tolerance, forgiveness, contentment, a sense of responsibility and harmony – bring happiness to both self and others.

**Respect yourself and
others will respect you.**

— Confucius

Endnotes

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- 8 Dallin H. Oaks, "Balancing Truth and Tolerance," The Church of Jesus Christ of Latter-day Saints, <https://www.lds.org/ensign/2013/02/balancing-truth-and-tolerance?lang=eng>
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- 10 Ibid., 4.
- 11 Timmering and Underwood.

We all have a unique story to tell – whether it is about our own journey, about someone we met along the way, or some event that changed our lives or directed us along a better path. Please take some time to write your story and send it to Women Lawyers Journal at williamslaura2000@hotmail.com. The 'My Story' feature is the opinion of the author and does not necessarily reflect the opinions of NAWL leadership.



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Redefining 'Power'

The behavior of a minority group has a stronger influence over the majority than you might expect.

By John G. McCabe, Ph.D.

I MET SEVERAL FEMALE LAWYERS at the Association of Corporate Counsel Gala in Los Angeles recently – all of whom had left law firms to work as in-house counsel. Unlike their firms, it seemed that companies offered a more life- and family-friendly environment. I asked one if part of her reason for leaving was because she would likely not progress to her firm's higher echelons due to male lawyers' monopolization of power. She looked at me and said, "Define 'power.'"

At the same time, a recent Gallup poll uncovered an interesting difference between young, mid-life and older workers' preferences to work for either a male or female boss (Gallup, August 2013). Gallup asked more than 2,000 adult Americans, "If you were taking a new job and had your choice of a boss would you prefer to work for a man or a woman?" A majority of men (51 percent) did not express a preference. Of those men who did, 29 percent preferred a male boss and 18 percent would opt for a female boss. In contrast, far fewer female respondents said that they would not have a preference (32 percent); 40 percent of female respondents who had an opinion preferred a male boss, while just 29 percent said that they would prefer a female boss.

The generational differences were striking: Men and women born before 1959 (see graphic) were the least likely to favor a female boss. Those born between 1959 and 1978 were the most likely not to express a gender preference for their boss. They were also least likely to favor having a male boss, and they tied with younger

Dr. John McCabe is a cognitive psychologist and consultant with DOAR Litigation Consulting in Los Angeles, where he conducts research projects, assists with jury selection and witness preparation, and coordinates with graphics creation and trial presentation. He has been published in *Of Counsel*, *The Daily Journal*, and *TortSource*, as well as several academic journals. He may be reached at (310) 963-7155 or at jmccabe@doar.com.



When the criteria and data are objective, it becomes harder for the majority to equivocate

respondents in terms of favoring a female boss. The youngest respondents, born between 1979 and 1995, were most likely to have a preference. They tied with those in mid-life in favoring a female boss, and tied with the oldest respondents in favoring a male boss.

One might have hoped that, with each successive generation, there would be a steady increase in those for whom their boss's gender makes no real difference and that, for those expressing a preference, the disparity between favoring a male boss and a female boss would show signs of equalizing. The numbers tell a different story. Younger people's preference for

a male boss has returned to levels found in those born before the Kennedy administration!

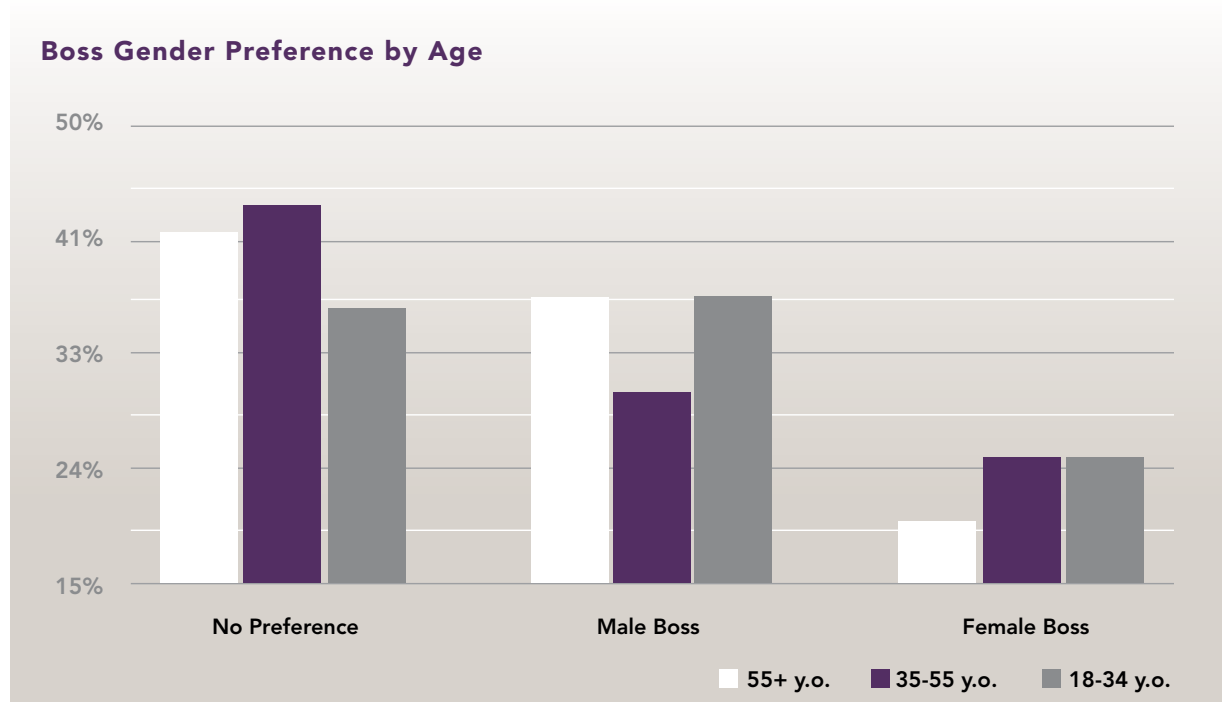
The data were broken down by whether the respondent currently had a male or female boss. Those who have a female boss were equally likely to want a male boss or female boss, among those expressing a preference. Those who have a male boss were less likely to have a preference and for those who did, much more likely to want to remain working for a male boss, rather than switch to a female boss.

Relatively speaking, however, some progress has been made on women in the workplace. For

example, the data from the first Gallup poll on which supervisor gender is preferable, gathered in 1953 – 60 years prior to results discussed above – reveals that just 25 percent of respondents had no preference, 66 percent preferred a male boss and 5 percent preferred a female boss.

There is no reason to believe that this data would be any different if

One might have hoped that, with each successive generation, there would be a steady increase in those for whom their boss's gender makes no real difference and that, for those expressing a preference, the disparity between favoring a male boss and a female boss would show signs of equalizing.



it were collected only from lawyers. So what does all this mean, particularly to women lawyers? Is it backsliding? Or, is it simply a new manifestation of feminism, in which women do not have to express their feminism in lockstep with feminist ideology? Is it possible that looking out for one's own career and happiness, and putting less emphasis on mentoring and advocating for greater equality has overtaken gearing one's professional life to helping younger women lawyers?

If it is backsliding and the fight for equality is losing ground, perhaps we should review some ground rules.

By now, most of us have seen the alarming statistics concerning the disparity between the number of women attorneys (about one-third of the profession) and the number of women in leadership positions in firms (a fifth or less). Women attorneys are a minority. They are denied equal opportunities and overall are paid less than male counterparts.

As a minority, women attorneys and their supporters would be wise to heed the advice of those who study how minorities influence majorities. There is a sub-discipline in social psychology that studies just that, aptly named, "minority influence." One of the leading scholars in minority influence is Dr. William Crano, who wrote a very accessible book on the topic, *The Rules of Influence: Winning When You're in the Minority* (2012, St. Martin's Press). As Crano points out, following these rules does not guarantee success, but not following them ensures failure. Here is a synopsis of the rules governing the potential success of women lawyers' attempt to persuade the male lawyer majority:

1. The minority must be accepted as part of the "us" rather than the "them." One response to this rule might be, "When I act like a male lawyer (aggressive, competitive, etc.), I am derided as a bitch." But acting like the majority is not what the rules of minority influence call for. Rather, this rule suggests finding and highlighting a common identity shared by the minority and majority. If women lawyers



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Majorities will take full advantage of any opportunity to dismiss, even denigrate, the would-be minority influencers

want to influence male lawyers, to solicit their help and acceptance in securing equal opportunity and pay, women lawyers should focus on their common identity as lawyers.

2. Be persistent. Minorities hoping to influence the majority must be persistent. People in the majority

enjoy being in the majority. They get the lion's share of the resources and get to make the rules that keep them in the majority. They will not cede control easily. As with the rules in general, being persistent does not guarantee success, but a lack of persistence spells certain doom. Majorities will take full advantage of any opportunity to dismiss, even denigrate, the would-be minority influencers in hopes that they give up. Persistence is key.

3. Be consistent. Because the majority will seize on any inconsistency in the position of the minority influencers in order to undermine it, the message

must be consistent. The majority in this case is made up of male lawyers, trained to spot inconsistency in arguments. This makes it especially important minorities, such as female lawyers, to stay on message.

4. Be unanimous. Unanimity forecloses the possibility of the majority dismissing influence attempts from a minority by saying words to the effect of "Why should we listen to you? You can't even agree amongst yourselves!"

5. Be flexible. Emerson said, "A foolish consistency is the hobgoblin of little minds," and he was right. The would-be minority influencer must take into consideration the changing landscape. This may seem to contradict the rule of consistency, but not necessarily. If equality is the end goal, the means of achieving that goal can change with circumstances.

6. Make the subjective objective. It is one thing to advocate for women lawyers to be treated equally

relative to their male colleagues, but "treatment" can call for subjective evaluation. It is better to use objective data and benchmarks from disinterested parties to argue for equal opportunity and pay. When the criteria and data are objective, it becomes harder for the majority to equivocate.

7. Be patient. The process of minority influence can be astonishingly slow, but it can be done. It is never a straight line from desired minority influence to acceptance by the majority. Still, minority influencers should keep an eye out for progress on related issues and possible opportunities to further the minority's agenda.

Hastings Law School Professor, Joan C. Williams, responded to the Gallup poll results in the *Harvard Business Review* blog. She wrote on female legal secretaries' preference for male bosses, referring to a study done with legal secretaries by Felice Batlan and her own research: "They aren't dummies. In most law firms, most people who hold power are men ... so if you're going to hitch your wagon to a shooting star, men are a better bet." The same likely holds true for women lawyers.

So is it backsliding? The answer may depend on what women lawyers take "power" to mean.

Many young lawyers of both genders describe being associates at law firms as a meat grinder, where 70, 80, even 100 hour workweeks are common. The hours may ease somewhat as they become more senior. Still, like one of the women lawyers I met at the ACC event said, "It was a living, and a good one, but it wasn't *a life*." She, like many I met, had chosen to go in-house. They were, in a real sense, asserting power over their lives and careers.

The statistics confirm the trend. For instance, since its founding in 1983, the ratio of female members of the ACC has grown roughly 10 percent each decade, from 14 to 44 percent today. The trend extends to the top legal spots in Fortune 500 companies. According to the Minority Corporate Counsel Association's 2011 study, 21 percent of general counsel and chief

As a minority, women attorneys and their supporters would be wise to heed the advice of those who study how minorities influence majorities.

legal officer positions in the Fortune 500 are held by women.

Others have taken note of this trend. The ABA's Presidential Taskforce on Gender Equality and the Commission on Women in the Profession (2013, *The Power of the Purse: How General Counsel Can Impact Pay Equity for Women Lawyers*) underscore the power a new generation of female general counsels have in effecting positive change at their outside firms. Another means to effect change may be for female in-house lawyers to establish mentoring relationships with female lawyers at their outside firms. This influence fits neatly into Crano's seventh rule of minority influence: be patient and look for other opportunities to further the minority's agenda.

Among those who have a preference, female lawyers at law firms also may prefer a male boss. However, this preference may be born of their plans and ambitions rather than to attempt to rise in the firm's male-dominated structure. More senior, partner-level lawyers, the majority of whom are male, can grant access to clients who may eventually hire the firm's female attorneys away. To borrow Professor Williams' phrase, these women lawyers "aren't dummies."

So the notion of "power" may be evolving. If the trend of an increasing presence of women in the in-house ranks continues, it will put these lawyers in a position to influence outside law firms to become more equitable in opportunity and pay for female lawyers. In the end, the "power" of male lawyers in law firms may give way to a new power, the power to insist on both a living *and* a life. This change combined with the "power of the purse" corporate counsels wield may be the linchpin that finally brings equity of opportunity and pay to women lawyers who choose to remain at firms.

Another means to effect change may be for female in-house lawyers to establish mentoring relationships with female lawyers at their outside firms.

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Barbara Jordan

A woman of principles and ethics, Jordan made history and paved the way for women and African-Americans in government.

**By AliceAnn Williams,
M.A., M.B.A.**

BARBARA JORDAN (1936 – 1996) spent her entire life pursuing the American Dream. Continuously reinventing herself, Jordan did not settle for less than making the most of each opportunity and showing the world her fighting spirit. An attorney, a political campaigner, a politician and an educator, Jordan refused to let her sex or her race define or limit her: they were simply her inspiration to do more.

At a time when few women were going to law school, Jordan broke both the gender and color barriers to

become an attorney. Graduating magna cum laude from Texas Southern University in 1956, her family sacrificed to support her financially while she attended Boston University Law School. Of the 250 students who started law school with Jordan, she was one of only six women attending the law school and one of only two African-American women (the other was Issie Shelton, also from Houston). When Jordan graduated, her class had 128 students, and Jordan and Shelton were the only two women to graduate with the class.

She took the Massachusetts bar exam, but opted to move to Alabama for one year to teach at the Tuskegee Institute. She then moved back to her childhood home in Houston's low-income Fifth Ward. Jordan lived with her parents while preparing for the Texas bar exam. After that she opened a small practice at her parents'

As a legislator, Jordan's platform focused on antidiscrimination, urban legislation, workers' rights and improvements for lower income families.

kitchen table where her cases came from members in her church congregation.

After a year, Jordan felt the call to join the Democratic Party's work in the Houston area encouraging black residents of Harris County to vote. She began in the organization's mailroom. One evening Jordan got the opportunity to fill in for an absentee speaker, and, after speaking, the campaigners knew Jordan was needed in front of the people.

"I was selected to do the pitch, and I was on and excited as if some of the head candidates had been there to talk about the issues. When I got back to the local headquarters that night – we would usually close up about twelve or one o'clock – they said, 'Look, we are going to have to take you off the [mailing] lists and the envelopes and put you on the speaking circuit,'" Jordan said, according to M.B. Rogers' book, *Barbara Jordan: American Hero*.

Jordan continued to make a name for herself among Houston-area Democrats with her ability to engage and inspire voters. Reflecting on her political career, Jordan said, "By the time the Kennedy-Johnson campaign ended successfully, I had really been bitten by the political bug... Now that I was thinking in terms of myself, I couldn't turn politics loose" (Rogers, 1998).

Jordan ran unsuccessfully for the Texas House of Representatives in 1962 and 1964 but won a seat in the Texas Senate in 1966, becoming the first African-American to win since 1883 and becoming the first woman to serve in the Texas Senate.

The Texas Senate experienced several firsts with Jordan in their ranks: She was the first freshman state senator to be appointed to the Texas Legislative Council; the first African-American to preside over the Senate as President Pro Tempore; and the first African-American to chair a major committee, the Committee on Labor and Management Relations.

Jordan served as a delegate to the Texas State Democratic conventions in 1967 and 1969 and



the Democratic National Convention in 1968. She served in the Texas Senate until 1972 – her platform focused on antidiscrimination, urban legislation and the environment.

In 1972, Jordan, known for carrying a copy of the Constitution in her purse, was elected to the U.S. House of Representatives. She was the first African-American Texan to serve and was one of the first two African-Americans to represent the South in Congress in the 20th century.

Jordan continued to focus on antidiscrimination, workers' rights and improvements for lower-income families. She was a large proponent of the Workman's Compensation Act increasing disability pay to injured employees, the Community Reinvestment Act of 1977 encouraging banks to invest in low income areas

served on the House committee on Government Operations and the Steering and Policy committee of the Democratic Caucus.

In 1976, she became the first African-American to keynote a major political convention at the Democratic National Convention. She was the first woman to keynote the convention.

"A lot of years passed since that time it would have been a national political party to ask me to deliver a keynote address. But I feel ... I feel that notwithstanding my presence here is one additional step toward the American Dream need not be," she said in her address.

Jordan served in the House until 1982, when she retired due to illness. As a private person, she chose not to speak publicly about her personal life. Her work was her passion and her relationship with her country was the only relationship she was interested in discussing publicly. Jordan suffered from leukemia, and in 1973

[illegible]

at the National Democratic Convention again in 1992. In 1994 she received the Presidential Medal of Freedom, and she received 25 honorary doctoral degrees for her work in public office. She continued to write, tour and speak until her death in 1996 – resulting from complications caused by pneumonia.

Barbara Jordan's desire to achieve and drive to affect the world broke down walls that stood since the Reconstruction. A woman of principles and ethics, Jordan made history and paved the way for both women and African-Americans in government. She believed it was the responsibility of each person to be a patriot and fight with courageous determination. And on the day she died, there was still a copy of the Constitution in her purse.

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AliceAnn Williams, M.A., M.B.A., is a copywriter and author in Reno, Nev. Her work has been featured in Impaired Driving Update and online as a contributor to NevadaFamilyLawCenter.com, DemandStudios.com, and eHow.com.

'Legal Guides' 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 via email to Laura Williams at williamslaura2000@hotmail.com.

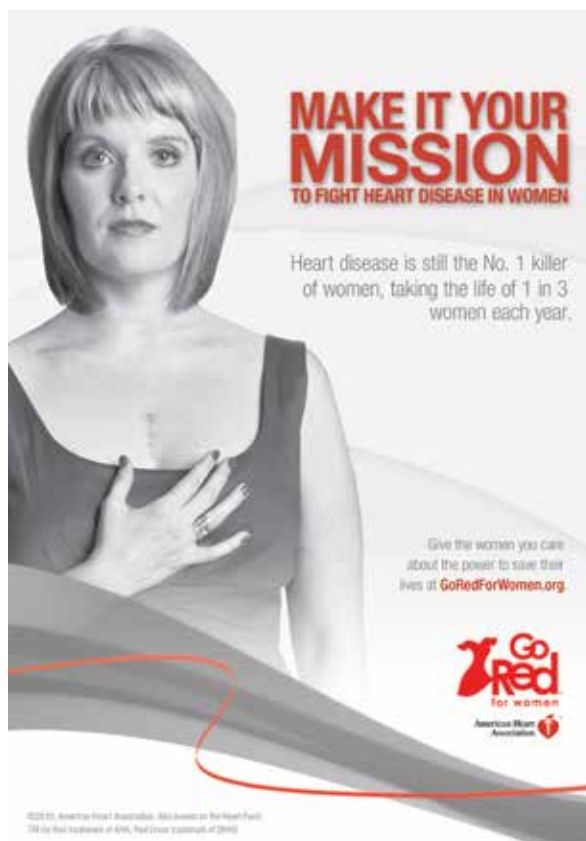
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Night of Giving benefits Children's Law Center

CLC works to improve the futures of Washington's poorest children

NAWL held a Night of Giving networking event for the District of Columbia's Children's Law Center during its Mid-Year Meeting on March 19-20. The event helped raise both funds and awareness for the organization, which advocates for at-risk children in the nation's capital.

The Children's Law Center works to give every child in the District of Columbia a solid foundation of family, health and education. It challenges systems that hinder children's access to school, medical care and permanent, loving families.

The event was a success, according to CLC executive director Judith Sandalow: "It was more about awareness-building about the kind of work we do," she said. "Several

asked me how they could connect with us. Others wanted to know if there were similar organizations in their home area. My hope is that they will get involved at home."

One in three of Washington's children live in poverty, Sandalow said. Though CLC has many programs, it is putting

additional focus on "Healthy Together," a program that partners lawyers with pediatricians. The goal is to double these medical-legal partnerships to solve medical issues that can't be remedied strictly with medical care, Sandelow said.

She gave the example of a child whose asthma condition is exacerbated by mold in their home. The parent may have called the landlord dozens of times about the mold, Sandalow said, with no effect. "However when we bring a

housing conditions lawsuit, the result is the landlord fixes the problem and the child's asthma goes away overnight. It's a really high impact program. We are seeing children that were going to the emergency room twice a week who don't go again for six months!"

Founded in 1996, Children's Law Center is the largest legal services organization in the District of Columbia and the only one to focus on children. Its 90-person

Children's Law Center is the largest legal services organization in the District of Columbia and the only one to focus on children.



Children's Law Center executive director Judith Sandalow addressed the attendees at the Night of Giving in Washington, D.C.

Photo: Marty Morris/MPM Photography LLC

staff, together with hundreds of pro bono partners, helped more than 5,000 children and families in 2013. It is a “women-driven organization,” Sandalow said: 100 percent of its top-tier managers are women and all but one of its second-tier managers are women. Non Profit Times named it one of the top-rated charitable organizations for which to work for three years running.

Other services offered by Children’s Law Center:

- CLC trains and mentors lawyers from the city’s most prestigious law firms to serve as pro bono attorneys for vulnerable children.
- It directly represents children in foster care, as well as foster parents and relatives seeking to give foster children safe and stable families.
- CLC helps create permanent families.
- Whether CLC lawyers are representing children or caregivers in a given case, they strive to give children long-term, stable families.
- Other programs help children achieve educational success.
- CLC’s special education experts work to make sure that children who live in poverty, are moving through the foster care system, or struggle with disabilities get the quality education they deserve.
- CLC’s policy team draws on its experience representing individual clients to advocate for changes in laws, policies and practice to benefit all of Washington’s children and families.
- It partners with pro bono lawyers, training, mentoring and providing case referrals to hundreds of attorneys from more than 70 area law firms.
- It shares its expertise with pediatricians, social workers, judges and other lawyers, as well as with parents, foster parents and other caregivers to help them become better advocates for children.
- Through its Helpline, attorneys offer information and referrals on issues such as child welfare, education, child custody, guardianship and adoption.
- And, Children’s Law Center’s annual Holiday Hope Drive volunteer Santas donate toys, clothes, food and gift cards for its neediest clients.

NAWL Nights of Giving networking events are held throughout the year around the U.S. For more information go to nawl.org and click on Programs and Events.

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THE NAWL CHALLENGE

By 2015, women will represent:

- 30% of law firm equity partners
- 30% of chief legal officers
- 30% of tenured law school faculty members

Northrop Grumman Corp.

The Challenge Award is presented annually to an in-house legal department that has either met or adopted policies designed to meet the NAWL Challenge.

Northrop Grumman is a security company that provides aerospace, electronic and information systems and technical services to military, intelligence, civilian, state and commercial customers. It specializes in unmanned systems, C4ISR, cybersecurity and logistics.

About 40 percent of its in-house lawyers are women and 50 percent of the leadership of the law department (lawyers at the vice-president level) are women.

Sheila C. Cheston, corporate vice president and general counsel for Northrop Grumman Corp. accepted the award.

"I was delighted to accept the NAWL Challenge Award on behalf of the Northrop Grumman law department. I am proud to work in a company that is so fully committed to diversity and inclusion and understands so well the great value it brings to our business and community," Cheston said.

Cheston joined Northrop Grumman from BAE Systems Inc., where she was executive vice president responsible for strategy and planning, finance, mergers and acquisitions, and all legal matters associated with BAE Systems; she also served as a member of its board of directors. Previously, Cheston was a partner at the law firm of Wilmer, Cutler & Pickering, where she was chair of the firm's International Aviation, Defense and Aerospace Group.

She has held key leadership positions in the U.S. government, including general counsel of the United States Air Force where she oversaw approximately 1,500 lawyers stationed worldwide, and special associate counsel to the President of the United States.

Cheston earned a Bachelor of Arts degree from Dartmouth College, Hanover, N.H., and a Juris Doctor degree from Columbia University School of Law, New York. She is a fellow of the American Bar and a member of the Council on Foreign Relations. Cheston also serves on the Board of Advisors, National Military Family Association, and is on the Board of Directors of Equal Justice Works and the National Partnership for Women and Families.

In addition to NAWL's Challenge Award, this year Northrop Grumman was named one of Corporate Responsibility Magazine's 100 Best Corporate Citizens, one of the National Association for Female Executives Top 50 Companies for Executive Women, one of DiversityInc's Top 50 Companies for Diversity and was one of America's Top 50 Organizations for Multicultural Business Opportunities.

Sheila C. Cheston, corporate vice president and general counsel for Northrop Grumman Corp. (right) accepted the award from NAWL president Deborah S. Froling.

Photo: Marty Morris/MPM Photography LLC



Senior Judge Gladys Kessler

The Leadership Award is presented annually to individuals in the community in which the NAWL Mid-Year Meeting is held, whose personal contributions have helped advance women lawyers and promote diversity in the legal profession.

Senior Judge Gladys Kessler was appointed to the United States District Court for the District of Columbia in July 1994 by President William Clinton. She earned a Bachelor of Arts from Cornell (N.Y.) University and an LL.B. from Harvard Law School. Following graduation, Judge Kessler was employed by the National Labor Relations Board, served as legislative assistant to a U.S. Senator and a U.S. Congressman, worked for the New York City Board of Education, and then opened a public interest law firm. In June 1977, she was appointed associate judge of the Superior Court of the District of Columbia.

From 1981 to 1985, Judge Kessler served as presiding judge of the Family Division and was a major architect of one of the nation's first Multi-Door Courthouses. She served as president of the National Association of Women Judges from 1983 to 1984, served on the Executive Committee and as vice president of the ABA's Conference of Federal Trial Judges, and on the U.S. Judicial Conference's Committee on Court Administration and Management for six years.

Judge Kessler co-edited the Third Edition of the Reference Manual on Scientific Evidence of the Federal Judicial Center, which was published in 2011. She was recently appointed by the Chief Justice of the Supreme Court to the Defender Services Committee of the Judicial Conference of the United States.

From 2006 to 2008, she provided a range of services to incarcerated women to help re-integrate them into the community, and with their families, so they could return to

From 2006 to 2008, Judge Kessler provided a range of services to incarcerated women to help re-integrate them into the community.

productive lives. She served on the Our Place Board from its inception until October 2009 and from 2011 to 2013. She is the recipient of the ABA's 23rd Annual Margaret Brent Women Lawyers of Achievement Award.

The Chief Judge of the United States District Court for the District of Columbia appointed Judge Keller to the United States District Court for the District of Columbia in 2001. In December 2010, she was reappointed by the Chief Judge of the United States District Court to another six-year term on the District of Columbia Commission on Judicial Disabilities and Tenure. Judge Kessler served as the Commission on Judicial Disabilities and Tenure vice chairperson from 2002 to 2009, and has served as commission chairperson since 2009.



Senior Judge Gladys Kessler (right) accepted the award from NAWL president-elect Lisa M. Passante.

Photo: Marty Morris/MPM Photography LLC



Pioneer in women's law dies at 90

Cornelia Groefsema Kennedy was a woman of many firsts.

U.S. 6th Circuit Court of Appeals Judge Cornelia Groefsema Kennedy, retired, the first woman judge appointed to the federal court bench in Detroit – and the first female chief judge of any U.S. District Court – died May 12 at her Grosse Pointe Woods home near Detroit. She was 90. She had been a member of NAWL since the 1950s and was a founding member of the National Association of Women Judges.

Over the years, Mrs. Kennedy left her mark on the male-dominated legal profession as a woman of many firsts: After graduating at the top of her class from University of Michigan Law School she was the first woman to serve

as a law clerk for the Chief Judge of the U.S. Court of Appeals for the District of Columbia Circuit. In 1977, she was the first female chief judge of the Eastern District of Michigan. She was the first female director of the Detroit Bar Association, first female chair of the National Conference of Federal Trial Judges and the first female member of the Judicial Conference of the United States. Mrs. Kennedy and her sister, Margaret G. Schaeffer, who sat on the 47th District Court in Farmington Hills, were the first sister judges in the country.

In 1979, President Jimmy Carter elevated her to the 6th Circuit U.S. Court of Appeals. She was the second woman to sit on that court. She served on the Sixth Circuit for many years, assuming senior status in 1999, which she held until her retirement in 2012.

In 1981, along with Sandra Day O'Connor, Kennedy was considered to replace Justice Potter Stewart on the U.S. Supreme Court – a seat that ultimately went to O'Connor. In a letter O'Connor wrote to Derek J. Sarafa, an attorney at Winston & Strawn in Chicago, O'Connor said, "She has been a most impressive model for me for a very long time." (Quoted in Michigan Lawyers in History—Judge Cornelia G. Kennedy: First Lady of the Michigan Judiciary. See bit.ly/nawl991.)

Her sister, Margaret, died in 2013 at the age of 92. She was also predeceased by her husband, Charles S. Kennedy Jr.



Keep us informed

Contribute your member news via email to Laura Williams at williamslaura2000@hotmail.com.

Kilpatrick Townsend's two largest offices are now led by women



Audra Dial



Mehrnaz Boroumand Smith

Kilpatrick Townsend & Stockton named Audra Dial the new managing partner of the firm's Atlanta office.

Dial is a litigator in Kilpatrick Townsend's Patent Litigation and Technology Litigation teams. She focuses her practice on complex federal court litigation involving trade secrets, patent disputes, restrictive employment covenants and complex business disputes involving intellectual property.

She has chaired the firm's Women's Initiative and served as a member on the firm's hiring committee. She is a frequent speaker on women's leadership. Dial received her J.D. from

William & Mary School of Law in Williamsburg, Va., and her Bachelor of Arts from American University, Washington, D.C., where she graduated cum laude in Interdisciplinary Studies.

Kilpatrick Townsend also named Mehrnaz Boroumand Smith as managing partner of the firm's San Francisco office; Kilpatrick Townsend's two largest offices are now led by women.

Boroumand Smith focuses her practice on intellectual property and complex commercial litigation matters. Her experience includes representing high technology companies in litigation regarding claims of patent, copyright and trademark infringement, as well as breach of contract, breach of warranty, fraud, unfair competition and misappropriation of trade secrets.

She is an adjunct professor at the University of San Francisco School of Law, where she has been teaching copyright, trademark and privacy issues in the Internet and Intellectual Property Justice Clinic since spring of 2008. She also serves on the firm's Diversity Council.



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- Recipient of the Minority Corporate Counsel Association's 2013 Thomas L. Sager Award
- Achieved a perfect score of 100 on the Human Rights Campaign *Corporate Equality Index* for sixth consecutive year
- Over the past 6 years, approximately 50% of all attorneys promoted to partnership have been women

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Denise F. Keane, left, is executive vice president, general counsel of the Altria Group Inc. Kim M. Keenan, right, is NAACP general counsel. The two served as panelists for "Power: How to Get it and How to Use it," during NAWL's Mid-Year meeting in March.

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Lee Turneir Barnum, left, is a member of the Debevoise & Plimpton LLP's Securities Practice Group. Her practice focuses on representation of issuers and financial intermediaries in capital markets transactions. NAWL President Deborah Schwager Froling is a partner with Arent Fox LLP where her practice focuses on public and private offerings of debt, equity and convertible securities, primarily for real estate companies.

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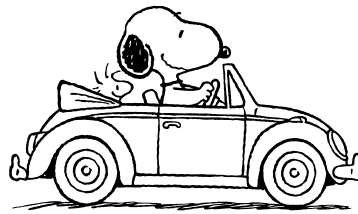
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NAWL Member-at-Large Suzie L. Lees, left, is executive vice president, general counsel & secretary with Allstate Insurance Co. Jennifer A. Kenedy, center, is managing partner and a member of Locke Lord LLP's board of directors. Amy B. Manning, right, is the managing partner of the McGuireWoods Chicago office, and serves on the firm's executive committee and board of partners. The three served on a panel at a recent NAWL conference.

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Far left, Sonya Rosenberg is an associate with Neal Gerber & Eisenberg LLP. She represents employers in labor and employment-related matters. Center Elizabeth Davis is a partner with Ungaretti & Harris LLP where she is a partner in the Corporate Group. Right, Amy Rubenstein is a partner with Schiff Hardin LLP. She represents clients in industries as diverse as chemicals, insurance and food and beverage.

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NAWL treasurer Leslie Richards-Yellen, left, is a partner with Hinshaw & Culbertson LLP in Chicago. Sharon E. Jones, founder of Jones Diversity Group specializes in providing diversity consulting and training to individuals, law firms and corporations.

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