

THE BAR

FALL 1999

Women's Bar Association of the District of Columbia

RAISING

WBA/WBAF Celebrates a Century of Firsts: ONE HUNDRED YEARS OF WOMEN MAKING HISTORY

WBA Premieres Quarterly Newsletter

Farewell to the cream-and-green.

With this issue, the WBA unveils its new quarterly newsletter. The newsletter will be longer and will feature more articles of interest to women lawyers in the District of Columbia. Don't worry, though, about not having current information about WBA events. Once or twice between issues, you will receive a mailing from the WBA about upcoming programs, and information is also available on the WBA's web-site, www.wbadc.org.

Welcome to Raising The Bar!

Members of the WBA and WBAF came together May 19th at the Annual Awards Dinner to celebrate women making history. Approximately one thousand attorneys in the Washington, DC area converged on the National Building Museum to pay tribute to women whose contributions have advanced the status of women in the United States and around the world.

WBA President Victoria A. McEneney (1998-1999) set the tone for the evening. "This is the last Annual Awards dinner of the 20th Century," she said, "and as such, we wanted to make certain it was a memorable one, one that would be certain to reflect the best of the 20th Century. And what better way to do that than to celebrate the awe-inspiring achievements of women in the last 100 years?" These achievements were exemplified by the presence and remarks of the WBA's distinguished guests and members of the Honorary Committee.

Keynote Speaker Nina Totenberg, National Public Radio's award-winning legislative corre-

spondent, gave a moving address emphasizing the importance of bonds created between women, particularly in organizations

such as the WBA. Totenberg illustrated how her female friends provided constant support during a tragic time of her life, the long illness and recent death of her husband.

WBAF President Deborah Costlow gave examples of outstanding women pioneers, and urged the audience to follow their lead. "As we face the next millennium, I believe that each of us in this room has a duty to continue what the women before us have set in motion. We will need to challenge the status quo, welcome innovation and initiative, and accept risk. At the same time we must struggle to find and develop a common purpose, a common vision, a positive and hopeful future."

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The Women's Bar Association and the Women's Bar Association Foundation thank the following for their support of the 1999 Annual Awards Dinner

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Winston & Strawn

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A Mid-Life Makeover

Welcome to the Millenium . . . almost. This year, in anticipation of the new century, the WBA is embarking on what I am calling "PROJECT 2000: A Mid-life Makeover." If this project sounds autobiographical, I admit that, in part, it is. I turn 50 next year and "mid-life" seems like a good time to assess the past and plan for the future.

PROJECT 2000 has four aspects. First, we will streamline WBA operations. Second, we will work to ensure the WBA's financial viability. Third, we will spend time this year contemplating the WBA's mission. Finally, we will develop a concrete plan for the WBA's future. Let's take a closer look at each of these aspects now.

Streamline WBA Operations

The WBA does a lot of things well, but it does too many things. We plan to reduce the number of programs offered this year. By limiting the programs, we can focus on quality women's issues and intensify the publicity around these events. The goal is to make our programs "must attend" events in the Washington legal community. Streamlining the WBA operations also includes revamping our communications. The newsletter format that you see in this edition is part of this process. We are also stepping up our electronic communications and planning changes to our Website. To aid in these revised communications, we are updating our computer system, which is sorely needed.

Insure WBA's Financial Viability

It is a "fact of life" that the WBA must sustain itself financially. Last year, under Vicky McEneney's leadership, we instituted a dues increase to improve our financial position. This year, we will focus on insuring that the programs we sponsor are profitable. We will also consider other ways to raise revenues as the year progresses. Bottom line, however, there is no better way to guarantee WBA's financial future than to increase membership. PROJECT 2000 will create "excitement" to provide new members with reasons to join the organization and current members with reasons to stay involved.

Contemplate WBA's Mission

As many of you know, the WBA came into existence over 80 years ago for one reason: women lawyers could not be members of the District of Columbia Bar. Accordingly,



at its inception, the WBA had a real, concrete mission. As we move forward into the next century, we need to analyze realistically where the WBA stands presently. We must ask what does the WBA do well and where does it fail? In this process, we plan to consult both present and former members and to create an Advisory Council to assist in this analysis. We will also consult with other women's bar associations and seek professional assistance. In order to move forward into the next century, each of us needs to be able to articulate why the WBA exists today and why it should continue to exist tomorrow.

Plan for WBA's Future

The central goal of PROJECT 2000 is to recapture the WBA's historic "sense of purpose." Whatever we identify our future purposes to be, we will create an action plan to achieve them. We will then focus our energy on identifying and training a new generation of WBA leadership, who will move the organization forward into the future.

How You Can Help

If you are reading this column, then I want to hear from you. You can help by sharing your vision for the WBA in general and your desires for programs and services specific. I welcome your thoughtful criticisms as well. Together we will face this "mid-life" makeover—and emerge stronger, with a clear agenda for the future. ■



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Judge Wald Takes New Position



BY BRAD HENDRICKS

Long-time WBA member and supporter Judge Patricia M. Wald of the United States Court of Appeals for the District of Columbia Circuit has announced she will leave the court in November of this year. Judge Wald will head the International Criminal Tribunal for the Former Yugoslavia based at The Hague, filling the last two years of Chief Judge Gabrielle McDonald's term.

Judge Wald will bring a wealth of experience to her position as Chief Judge of the International War Crimes Tribunal. Judge Wald was appointed to the D.C. Circuit in 1979 by President Carter. In 1986, Judge Wald became Chief Judge of the Circuit, a position she held for five years. Judge Wald has also served for four years (1994-1998) on the Executive Board of the Committee on Eastern European Legislative Initiatives, a body designed to create a functional legal structure for Eastern European countries.

In her twenty years on the bench, Judge Wald has had a major effect on American law. Her rulings have established precedent in such areas as environmental protection, executive privilege, and discrimination based on race and gender. She has been praised widely as an outstanding judge, and received the WBA's Woman Lawyer of the Year award in 1984.

The War Crimes Tribunal, created by the United Nations in 1993, will present new

challenges for Judge Wald. The Tribunal is the body charged with prosecuting war crimes committed in the former Yugoslavia. The Tribunal differs in significant ways from an American appellate court, and uses a mixture of civil and common law code reflecting the various legal traditions of the judges on the court. The judge also takes on a greater role, frequently questioning witnesses as is common in civil law countries. In addition, hearsay and other rules of evidence are relaxed, given that the judge is acting as both trier of fact and ruler of law. Finally, both English and French are recognized as official languages of the Tribunal. When asked about the challenge of serving on the tribunal, Judge Wald responded, "I feel extremely grateful to be given the opportunity to act as a judge on the International Criminal Tribunal for the Former Yugoslavia after twenty gratifying years on the D.C. Circuit. I hope I can contribute to the establishment of a body of international human rights law which will help avoid or deter future wartime atrocities of the kind we have seen so frequently in recent years. A commitment by all nations of the world that certain kinds of crimes against innocent victims of armed conflicts are beyond the pale of civilization is in my view a most worthy goal toward which to direct my talents and energy in the closing years of my judicial career."

The WBA wishes Judge Wald well as she embarks on this new venture. ■

"I feel extremely grateful to be given the opportunity to act as a judge on the International Criminal Tribunal for the Former Yugoslavia after twenty gratifying years on the D.C. Circuit."

FROM THE EDITOR

BY CYNTHIA THOMAS CALVERT

Welcome to the inaugural issue of Raising The Bar. We are very excited about our new quarterly newsletter, which is packed with news you need to know.

Every issue will bring you articles about practicing law and getting ahead in your career, and news about the WBA. Look for profiles of successful WBA members, reports on issues affecting women lawyers, information about alternative work schedules, advice about changing jobs, tips for getting clients, and more.

You will also get the news of WBA events, job listings, and member information that you expect from your newsletter.

We would like your help in putting together future issues. Drop me a line and let me know what you think of our new format. Give me ideas for future articles. Better yet, write an article or join our newly-forming editorial board. To make the most of your membership in the WBA, you need to participate. If you have been waiting for an invitation, this is it.

Let's raise the bar together.

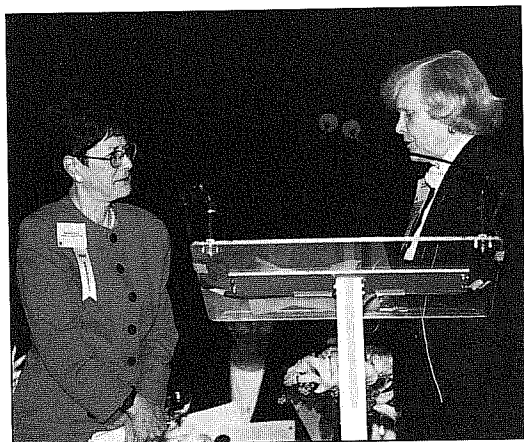


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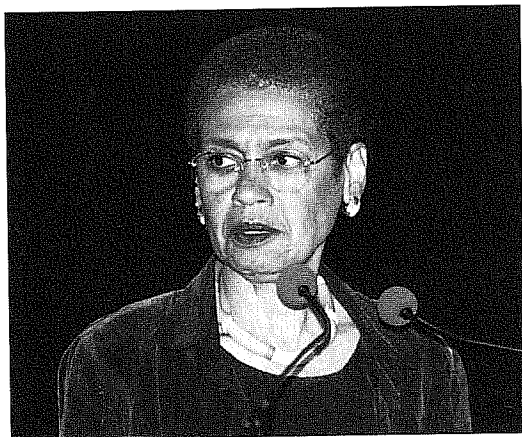
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The Hon. Janet Reno and WBA President Victoria McEneny



The Hon. Joyce Hens Green presents Woman Lawyer of the Year Award to Patricia Gurne



The Hon. Eleanor Holmes Norton

AWARDS DINNER *continued from page 1*

she said. "We need to step up to the plate and be as shining an example for those who come behind us as were those women who came before us." Shining examples made up the Dinner's Honorary Committee, which included Cory Amron, Judith Areen, Nancy Duff Campbell, Nancy W. Dickey, MD, Cynthia R. Field, Ph.D., Anita Perez Ferguson, Betty Friedan, Marcia D. Greenberger, Lt. General Claudia J. Kennedy, U.S. Senator Mary Landrieu, Delegate Eleanor Holmes Norton, Pauline A. Schneider, Muriel F. Siebert, Grace Speights, Marna S. Tucker, and Sarah Weddington.

The Honorable Joyce Hens Green of the United States District Court for the District of Columbia presented the Woman Lawyer of the Year Award to her former law clerk, Patricia D. Gurne. Green noted that Gurne "leaves you absolutely breathless with her enthusiastic response to crisis, with her moving force, with her impish humor and her prodigious talent."

Gurne is a partner and senior director

organizations. "The principle role of lawyers is to be a problem solver. Don't give up, don't ever let the Women's Bar Association go anywhere until you have solved the problem of allowing a workplace where both parents have quality time with their children and with what they want to do."

Delegate Norton was honored for her trail-blazing efforts as the first Chairwoman of the Equal Opportunity Employment Commission and her continuing commitment to opening paths of opportunity to women, people of color and other minorities. Norton attributed her ability to attain such achievement to the fact that, as one of three daughters, she was never led to believe that she was incapable of achievement because of her gender.

Easing the path to achievement is a central role for the WBA, McEneny believes. "I've spent a great deal of the past year engaging my WBA colleagues in the discussion as to the role the WBA plays in their lives," she said. "Women

"We need to step up to the plate and be as shining an example for those who come behind us as were those women who came before us."

of Jackson & Campbell, P.C., a past president of both the WBA and WBAF, and past officer of both the District of Columbia Bar Association and the Bar Association of the District of Columbia. She was honored for her dedication and leadership in the Washington, DC legal community, as well as for her tireless efforts to elevate other women to leadership positions and "level the playing field" for all. "The WBA introduced me to a life-long interest [in] helping younger attorneys get the opportunities that were denied to many women," Gurne said.

A highlight of the evening was U.S. Attorney General Janet Reno's presentation of the Reno Torchbearer Award, an award named in her honor, to District of Columbia Delegate Eleanor Holmes Norton. During her remarks, Reno emphasized the continuing need for the WBA and other women's professional

attorneys from firms, corporations, government and other organizations have regaled me with stories how at various stages in their developing legal careers the WBA provided them with mentors, skill building, and most importantly, an on-going image of successful women who inspired their growth, reminded them of what was possible, and shaped and fueled their own achievement. Women of the tradition that tonight celebrates."

Presidential duties for the 1999-2000 term were passed to Howrey and Simon's Marguerite S. Boyd.

The event was televised nationally by the public affairs network, C-SPAN.

The WBA and WBAF wish to thank all who generously supported this year's Annual Awards Dinner as we celebrated "A Century of Firsts", and look forward to seeing you again next year. ■

The Best Firms for Women

BY TOM STABILE

When former chapter associate Shelly Chapman sought to get back on the partnership track after taking a three-year break from Sidley & Austin in New York, her resume didn't list depositions or briefs—it chronicled diapers and baby bottles.

There was a time when most female attorneys, especially associates, wouldn't have dreamed of taking three years off to spend with their children.

But Chapman believed she could because Chicago-based Sidley & Austin is one of a handful of law firms across the country that are treating women's interests as a business priority. These firms are breaking down the traditional barriers to women's advancement by offering flexible scheduling, equal career development opportunities or open lanes to partnership.

Chapman still marvels at how she not returned to work in 1989—she came

Those firms that do the most for their female attorneys are gaining recognition for their efforts, while those that haven't made adjustments are finding themselves on the defensive.

back as a part-timer and made partner three years later.

"I became a partner on almost the same track that I would have if I had [stayed]," she said.

She says her example sends a positive message to women at Sidley & Austin.

"It's important for you to know that the firm will try to accommodate you," she said. "As a philosophical matter, [it says] the firm is taking a longer-term view on the value of its attorneys."

Such long-range considerations are changing for the legal profession, which only 25 years ago was 95 percent male but today has women in a quarter of all attorney positions.

As women continue to make up half of all entering associate classes, firms are finding that their record on women's issues is a critical recruiting tool.

The release of books such as "Presumed Equal," a collection of survey responses from female attorneys at 77 law firms nationwide,

is helping to bring issues of importance to women to the forefront.

Although "Presumed Equal" found few firms that have the perfect recipe for attracting and keeping women, the book's co-author, Suzanne Nossel, believes that the firms that successfully address women's concerns put pressure on those that contend it can't be done.

"When it's working for the firm next door, then you start to say, 'That argument doesn't hold water,' she said.

Uneven Prospects

For many years, law firms largely ignored issues important to female attorneys. Even today, many firms have not tackled some of the issues—unequal mentoring opportunities, inflexible scheduling, low numbers of women partners—that traditionally have put women at a disadvantage in a male-dominated environment.

The grueling work schedules that most firms demand of their associates often top the

list of concerns for women and men alike—especially since the recession of the early 1990s, when many firms began using fewer attorneys to bill more hours.

Given that society still assigns women a larger share of the domestic burden—especially the child rearing—female attorneys increasingly demand that their firms give them options that will allow them to balance work and family.

Nossel and "Presumed Equal" co-author Elizabeth Westfall found that a majority of firms are experimenting with more flexible scheduling arrangements, but relatively few are committed to broader change.

"It really depends on the firm—whether [the decision makers] see it as a temporary concession they're making for you, or whether they're liberating [women] to find a way to balance [their] work and personal lives," Nossel said.

Some firms contend that they would like to ease the heavy load on attorneys but that

client demands prevent them from doing so.

"We want to reduce the strain," said Tim McGuire, managing partner at Boston's 230-lawyer Testa, Hurwitz & Thibault, an intellectual property firm with a booming practice. "It's a hot place to be, but we're paying the price...We spend a lot of time working on staffing problems."

Many firms also are structured in ways that give women fewer opportunities for advancement. Sometimes, female associates find that they have trouble getting guidance and mentoring from their superiors because they see few female role models among the partners.

At other times, firms may steer women associates toward less lucrative or influential practice areas—called "pink ghettos"—because of stereotypes about women's strengths and weaknesses.

"You see a disproportionate number of women in divorce law," said Terry Mann, a partner at Martin, Pringle, Oliver, Wallace & Swartz, a 30-attorney firm in Wichita, Kansas. "I think that's still common in some smaller cities."

At some firms, the overall atmosphere is enough to make women feel they have fewer chances to advance.

"Presume Equal" profiles dozens of firms that survey respondents painted in bleak tones, such as 300-attorney Rogers & Wells in New York, which was reviewed by 25 percent of its female lawyers.

"Women's prospects for advancement are said to be grim, mentoring was characterized as nonexistent by virtually all respondents, and a fraternity atmosphere is said to pervade firm culture," reads the book's summary on Rogers & Wells, which did not respond to repeated requests for an interview.

The Firms That Stand Out

Firms that have gone the extra mile for their female attorneys are still the exception in private law practice today—even though most that have tried it have discovered that the adjustments have only helped business.

But those firms that do the most for their female attorneys are gaining recognition for their efforts, while those that haven't made adjustments are finding themselves on the defensive.

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Women's Bars Can Help End Court Bias

BY LYNN HECHT SCHAFRAN

Women's bar associations can play a key role in ending gender bias in the courts by acting on the recommendations of gender bias task forces. The Gender Fairness Strategies Implementation Resources Directory describes implementation efforts across the country, which your association can replicate to advance gender fairness in the courts of your own state and circuit.

Between 1982 and 1998, 45 states and eight federal circuits established task forces to investigate the nature and extent of gender bias in their own jurisdictions and make recommendations to eliminate it. Once these task forces reported, 37 states and most federal circuits established implementation committees to act on their recommendations. But not only are there fewer implementation committees than task forces, the activity level of these committees ranges from significant to moribund. Thus, there are states and circuits where gender in the courts is well

three segments. The first is an annotated list of products developed by the implementation committees or at their suggestion. The second covers the substantive law areas to which these products relate. The third describes collaborations between implementation committees and other legal and non-legal entities, such as bar associations and law schools. The Directory also provides information about how to obtain copies of these materials, many of which are now in a special loan collection at the National Center for State Courts in Williamsburg, Virginia.

The Directory presents projects and programs which can be readily replicated in other jurisdictions, for example, the Domestic Violence Resource Centers now in every court in Massachusetts. The Massachusetts Gender Equality Committee worked with the courts, local shelters and 14 local bar associations to place wall-mounted information racks stocked with brochures from local providers of services for domestic violence victims in each courthouse. In Massachusetts this project was initiated by

marital rape exemption and New York's law establishing domestic violence as a factor in custody determinations. Legislation recommended by the task forces and ultimately adopted has addressed, inter alia, child abuse and neglect, child support, custody, domestic violence, equitable distribution, guardians as litem, rape and sexual assault, sentencing and prisons. Women's bar associations can use the Directory to compare the law in their own states and take action. In Utah, the implementation committee reported that Women Lawyers of Utah played a major role in securing implementation of the Utah Gender Fairness Committee's recommendations by creating its own implementation committee and working on several fronts, including securing new domestic violence legislation and working to educate the public about domestic violence through bumper stickers, videotapes, posters and brochures.

The Directory includes an annotated list of the nearly hundred state trial and appellate decisions and four federal trial and appellate decisions which cite the gender bias task force reports or articles about their findings, presented by state and subject matter. In some of these cases, judges have been reversed for gender bias and lawyers have been disciplined. Women's bar associations can publicize these cases to encourage citation of task force reports in members' briefs and articles.

Women's bar associations can also influence the topics addressed in court educations. Based on members' own experience of problematic areas in the courts, the association can work with its state judicial education committee and state judicial educator to suggest programming. The Directory highlights materials to enhance a curriculum-based approach to education for judges and court personnel. Example include the National Judicial Education Program's new model curriculum, "When Bias Compounds: Insuring Equal Justice for Women of Color in the Courts," and a video prepared by the Massachusetts Gender Equality Advisory Board to guide court personnel in helping battered women complete the state's new Order of Protection forms and remind these court employees of their obligations to treat all victims with respect, regardless of racial or ethnic background. Some states have adopted legislation requiring training, especially with

Women's bar associations can help to implement the recommendations of gender bias task forces

documented, but little is being done to address it. Fortunately the actions that have been taken provide excellent models for other states and circuits to follow.

The Implementation Resources Directory was produced as part of the Gender Fairness Strategies Project being carried out by five national organizations—the National Association of Women Judges, the National Judicial College, the National Center for State Courts, the American Bar Association Commission on Women in the Profession and the National Judicial Education Program—with funding from the State Justice Institute. The National Judicial Education Program compiled the Directory based on a nationwide survey of the task force implementation committees. The 230-page publication is a compilation of "products" (e.g., bench books, court conduct handbooks, model judicial education curricula, legislation and codes of conduct for judges, attorneys and court personnel) produced in response to the recommendations of the gender bias task forces. The Directory is divided into

the task force implementation committee, but it could also be initiated by a bar association.

Another project involving bar association collaboration is California's court conduct handbook. Many state implementation committees developed handbooks to provide guidance for judges, court personnel and lawyers on issues such as appropriate forms of address, gender-neutral language and techniques for avoiding stereotyped thinking about users and employees of the court system. In states which do not have court conduct handbooks, women's bar associations can take the lead in their development.

The Directory outlines a wide variety of legislation called for by the gender bias task forces to address the problem documented in their reports. Implementation committees, bar associations, domestic violence advocates, legislators and others have followed through on these recommendations, often with significant success. These new laws create critical standards and requirements, as in Texas' adoption of alimony, Utah's elimination of the

respect to domestic violence, for judges and for those on whom judges rely, such as custody evaluators, mediators and guardians ad litem. California, for example, now requires training on the deleterious impact of domestic violence on children for all court-appointed persons who evaluate or investigate child custody matters.

Women's bar associations can also take the lead in evaluating the implementation of their states' and circuits' gender bias task force recommendations. This evaluation involves both "checkmarks"—how many of the recommendations have been carried out—and an assortment of change—has this implementation actually ameliorated gender bias in the courts? A useful model described in the Directory is the extensive evaluation undertaken by the Michigan Bar Association in 1997 to determine the progress made toward the goals articulated in the 1989 reports from Michigan's Supreme Court Task Forces on Gender Issues in the Courts and Racial/Ethnic Issues in the Courts.

The products described in the Directory are the building blocks of a plan to firmly

institutionalize the judicial reform efforts of the gender bias task forces and implementation committees into the structures and processes of the judicial and legal systems of each state, and demonstrate that gender fairness issues must be raised in every relevant new court reform effort. When courts explore how to better serve the consumers of their services, meet the needs of pro se litigants, insure civility in court interactions, eliminate racial and ethnic bias, and enhance public confidence in courts' commitment to equal justice, attention to gender fairness must be a component of each of these inquiries. As we shape our courts for the 21st Century, women's bar associations are critical to ensuring this focus. ■

Lynn Hecht Schafran is an attorney and Director of the National Judicial Education Program to Promote Equality for Women and Men in the Courts, a project of the NOW Legal Defense and Education Fund in cooperation with the National Association of Women Judges.

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WBA Opens Videotape Library

A new membership benefit is now available to members. You can borrow videotapes on practice development and skills at no charge (just leave a credit card imprint as a security deposit). The following titles are currently available:

- Succeeding as a Woman Advocate
- Women as Rainmakers
- Women as Leaders

The tapes may be borrowed during office hours. We suggest you call ahead to make sure the tape you want is available. Look for more titles in the future, and for audiotapes. If you have video or audiotapes about women in the law or legal topics that you would like to donate to the WBA's library, please contact the office.

MEMBERS ON THE MOVE

Intellectual Property Law Forum Co-Chair **Laurie Mintzer** has accepted a third year associate position with Kenyon & Kenyon, a New York-based intellectual property law firm. Laurie will work in the firm's DC office.

On June 10, **Jack Olender and Narda Newby** at the Washington malpractice law firm of Jack H. Olender & Associates, P.C. were inaugurated officers of the Bar Association of the District of Columbia (BADC). In addition, senior trial attorney **Sandra Robinson** began a second year of service on the BADC's Board of Directors.

Congratulations to **Holly Fechner** who was recently hired by Senator Edward Kennedy as Chief Labor Counsel of the Democratic staff of the Senate Labor Committee. Prior to her appointment, Holly was a lobbyist for the AFL-CIO.

Dina M. Gold has joined Drinker Biddle & Reath as an associate in the Insurance Law Group and the Labor and Employment Group of the firm's Litigation Department. Dina focuses her practice on advising management in litigation of employment-related matters and administrative proceedings. Prior to joining Drinker, she practiced with the firm of Hunton & Williams.

BABIES ON BOARD!

On July 12, Immediate Past-President **Victoria McEneney** gave birth to Michael Francis (8 lbs. 13.4 ounces).

Six pound, six ounce Jack Louis Lipson is the proud son of WBA Treasurer-Elect **Ellen Jakovic**.

Lisa Smith and daughter Bayle (6 lbs. 5 ounces), born on April 30, are gearing up for their move to New York as Lisa's husband has just been transferred!

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Have you recently received an award?

Have you been promoted or have you moved to a different firm or company?

Do you have some good news to share with the membership? Give yourself a pat on the back and share your achievement! Submit your accomplishment to our "Members On The Move" column for publication in our next WBA Newsletter.

WELCOME NEW MEMBERS!

The WBA welcomes the following new members, approved by the Board of Directors at their March 16, April 20, May 25 and July 24 meetings. We encourage your active involvement in the WBA and look forward to seeing you at upcoming WBA events!

Kerry L. Adams
 Danielle K. Aguto
 Nasar Ali
 Sherri A. Braden Sampson
 Cathy L. Burgess
 Beth A. Burrous
 Andrea J. Cali
 Karen M. Carrington
 Demetria T. Carter
 Carol Catherman
 Danielle R. Cesarano
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 Elena Cohen
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 Urvi M. Doshi
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 Leah Wortham
 Jacqueline D. Wright

BEST FIRMS FOR WOMEN *continued from page 7*

Chandlee Johnson Kuhn, a senior associate at the 46-lawyer Wilmington, Del. firm of Prickett, Jones, Elliott, Kristol & Schnee, says her firm's attentiveness to women attorneys was richly rewarded by a local women's business organization.

Prickett Jones recently won a "Leading Change Award" for its work "recognizing and promoting women in the workplace."

Kuhn says the firm earned the award by seeking ways to help attorneys to strike a balance between the demands of family and those of a career.

"We had an associate who had a baby, took leave, came back part time, went full time, made partner, had another baby and came back part time," Kuhn said. "Some of the firms [in Wilmington] are still trying to figure out if they want part-time associates."

Kuhn herself has carved out a comfortable part-time option with the firm, which allows her to work four days a week while raising a 3-year old and a 5-year old. She intends to return to full-time status at the firm, which has 10 women in its 15 associate spots.

"If I became a partner here, very realistically I could become managing partner," she said. "It's not a male/female issue."

Philadelphia's 250-lawyer Dechert, Price & Rhoads also benefits from a reputation that it welcomes women, especially in its litigation department.

"Prospective women litigators should rush their resumes to Dechert, Price & Rhoads, which boasts a litigation department with numerous women partners [and] inclusive and supportive environment, reads a glowing "Presumed Equal" summary.

Some respondents complained that success at the firm requires a hefty time commitment, but Cynthia L. Randall, a third-year associate, says the required load isn't out of line with other firms in the area, although no one at the firm was willing to say what kind of schedules attorneys keep or how many hours associates are expected to work.

"The time demands are similar here compared to other firms, especially here in Philadelphia," Randall said. "To be a good lawyer, you have to put in a good amount of time... But there's no such thing as face time. There's not any pressure to be here after a certain hour if you don't need to be."

More important than the time commitment, says Randall, is Dechert Price's gender-blind environment.

"I don't find that my comments are paid any less attention than men," she said. "I don't feel any lack of respect... The men here don't talk to women in a way that is derogatory or objectifies them."

One of the firms that fared best in "Presumed Equal," Baltimore's Venable, Baetjer and Howard, has created a work environment that is similarly welcoming to attorneys with families.

Melissa Steinman, an associate in the firm's 90-attorney Washington, D.C. branch says one of her colleagues leaves at 5 p.m. several days a week to pick up her son from daycare—and doesn't catch flak or get disparaging looks.

"People get along here," She said. "There's a big emphasis on teamwork. That makes it possible to leave at 5 p.m. if you have to."

At New York's 350-lawyer Debevoise & Plimpton, the edge for women is in the intangibles, says Karen Schwartz, a third-year associate who chose the firm over others because she saw women there advancing.

"There's some firms I crossed off the list right away because they had an overly male environment," she said. "There were some where I didn't interview with any women. I didn't even see women walking in the hall."

Schwartz says she notices the difference when she is called on to work outside the firm.

"When I deal with other firms such as in a conference setting, very often I am exposed to sexist comments," she said. "But [at Debevoise], there's a lot of women associates. ...It's not the typical situation that I'll walk into a room and I'm the only woman."

Who is Breaking the Mold?

Even as most firms are only now awakening to the business and recruiting significance of women's issues, a few are blazing the trail with innovative policies, special programs, and fresh outlooks on how to address the concerns that female attorneys bring to the table.

As Davis Wright Tremain in Seattle, associate Jessica Goldman says female attorneys deeply appreciate the firm's efforts to develop women's marketing and rainmaking skills. The firm held a retreat for its women attorneys last year and will hold another this spring.

"Davis Wright spends a significant amount of time on lawyer development," Goldman said. "Maybe going to a ball game with a potential client isn't going to work for us, so we work on other techniques to build business."

Goldman also benefits from the firm's generous parental leave policy, which offers three months paid plus three months unpaid leave, which she used last fall for the birth of her first child.

While she intends to return to work full time, she already knows there are plenty of part-time options available if she wants them.

"This year we had several women who made partner part-time," she said.



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Boston's Hale and Dorr has demonstrated its willingness to offer telecommuting options. "The firm has one junior partner who set up a home office and works there two days a week," says managing partner Tom Hamilton.

"It was in response to a request, so we happily accommodated it and then made a formal policy so that anyone could take advantage of it," he said.

Hamilton adds that "Presumed Equal's" characterization of Hale and Dorr as having an "eat what you kill" environment may be "a hangover from an earlier era" when the firm's partnership track focused on individual achievements and hours billed—which tended to favor men with fewer time commitments to family. The firm has since instituted a new set of criteria for making partner, he says.

"When we're looking at partner, we include a lot of subjective measures, like working with younger associates and helping them develop their careers," Hamilton said. "We're very happy with the change it's brought—more a team-oriented system."

While many firms have yet to take trail-blazing steps, many have conducted forums and discussion groups on women's issues.

Nossel says women must be aware, however, that talk is only a first step.

"It depends who's involved in the discussions," she said. "Are these just associates? Are there partners there? It can at least be a forum to get those ideas out, but in terms of effecting changes at the firm, partners have to

be willing to go out on a limb and advocate for it. That can be a risky proposition."

The Perception of Change

Even when they are making efforts to improve prospects for female attorneys, most firms still face a giant hurdle when it comes to women's perceptions about whether the firm is committed to them.

Firms that succeed in meeting the needs of women attorneys are invariably the ones that foster an environment of equality, tolerance, and unlimited potential.

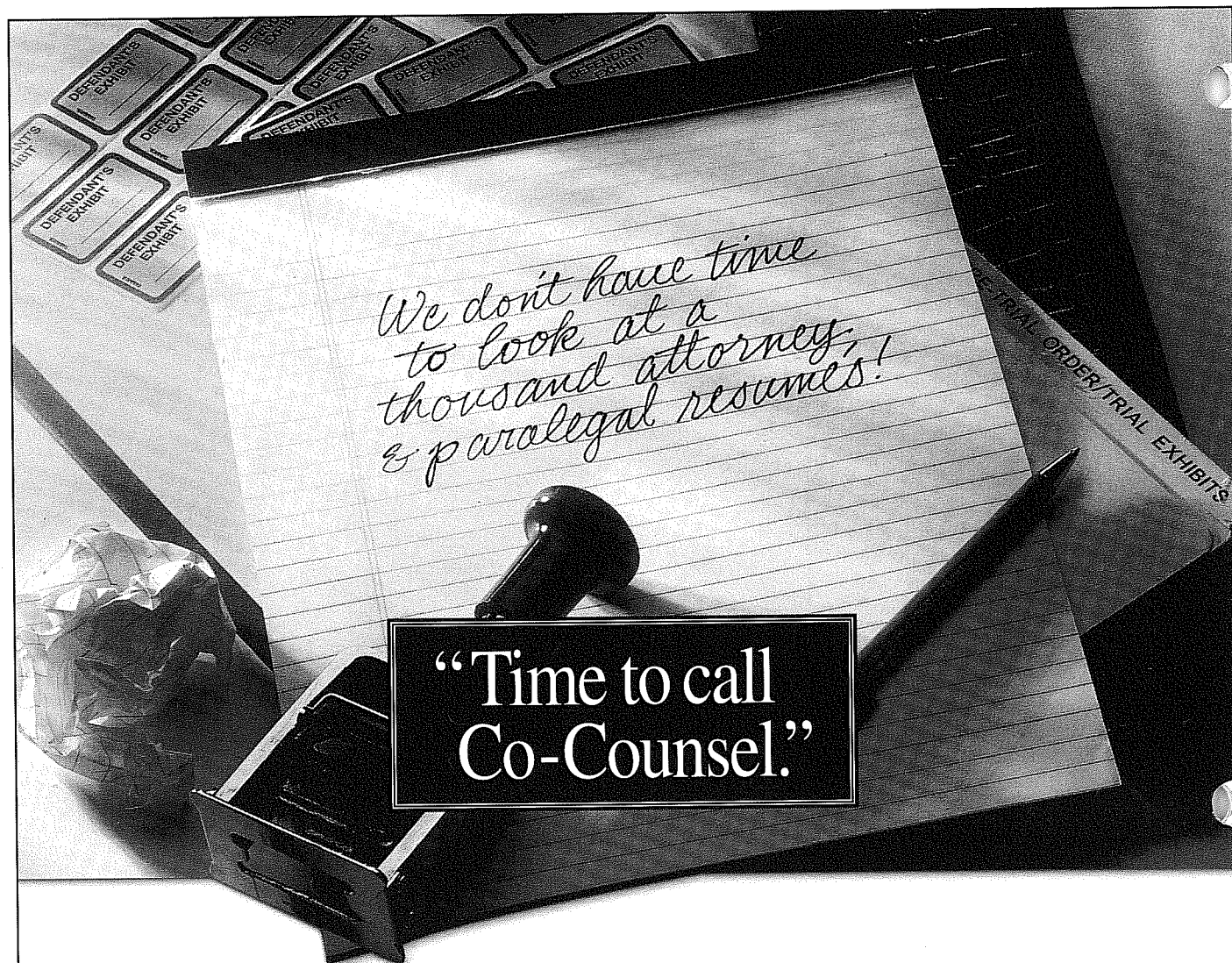
Kruger says she got the message about Bracewell & Patterson's commitment to families by example.

"Right in front of me in terms of seniority are two women who just made partner who both have two children," She said. "It told me I'd be able to pursue my career but also raise a family—not sacrifice one or the other."

At Sidley & Austin, the willingness to promote women into positions of influence carries a similar message, Chapman says.

"It's a philosophical statement as well as a commitment to build women into positions of leadership and power in the structure of the firm, she said, noting that even as a part-time partner, she was put in charge of overseeing the summer clerk program. "In terms of the future of the firm, that's important stuff." ■

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NEGOTIATION SKILLS FOR WOMEN LAWYERS

Making the Most of Your Natural Talents

BY CYNTHIA THOMAS CALVERT

Do you freeze up when it is time to negotiate a deal? Would you rather count an alligator's teeth than sit across the table from your adversary and try to settle a case?

Good news: As a woman, you have natural abilities that will allow you to negotiate for what you want. For once, sex-stereotyped behavior is going to work in your favor. (An apology at the outset: this article is fraught with sex stereotyping. It is done consciously and at least a bit apprehensively.)

Broadly speaking, negotiating styles fall into two camps: adversarial and cooperative. We are all familiar with the adversarial style. That's the style of car sellers, marketplace hagglers, and grayed lawyers strong-arming their opponents. It is marked by threats and the rapid exchange of numbers, and often produces a winner and a loser.

The cooperative style, on the other hand, focuses on the interests and needs of the two parties to the negotiations and results in a compromise that makes both parties mostly happy. The negotiators communicate their clients' objectives, and the negotiation revolves around finding ways that the objectives of both clients can be achieved. Cooperative negotiating is gaining in popularity, and is well presented in *Getting to Yes* by Roger Fisher and William Ury (Houghton Mifflin, 1981).

Regardless of the style employed, several key skills that you already have will assist you. First, women are generally good listeners. Listening is the most important thing you can do in negotiations. Listen to what the other person says, and identify the messages about what interests underlie his or her position. Listen to what the other person doesn't say, which can often be as important. Is there something that you think is important to the other side that hasn't been expressed? Are silent assumptions being made about the situation at hand? Ask clarifying questions, and try to rephrase the other's position to make sure you have it. Stephen Covey, in his book *The 7 Habits Of Highly Effective People*, (Simon & Schuster, 1989), calls this the principle of seeking first to understand, then to be understood.

A caveat on listening: be sure you listen without interrupting. Deborah Tannen (*You Just Don't Understand* (William Morrow and Company, Inc., 1990)) says that women typically interrupt other women with supportive comments and finish each other's sentences in order to build rapport and demonstrate understanding. She says also that men often find such interruptions to be offensive and frustrating. There may be good reasons to interrupt or to finish your opposite number's sentences, but do so with forethought and with knowledge of the reaction it may cause.

Second, women generally are better than men at negotiating without the intrusion of egos. Women understand male (or competitive) egos, and the accompanying needs for recognition, control, and winning. Use this knowledge to your advantage. You can let the other side speak first. Far from conceding power, this actually gives you a leg up because you will know what is important to the other person before you begin your presentation.

Similarly, you can let the other person have the last word. After negotiating several small items with one opposing counsel (an extension of time, where to meet and under what conditions, etc.), I realized that he did not consider a negotiation over until he had had the last word. I used this knowledge in the negotiating the ultimate settlement by giving him a dollar figure that was still a bit above my bottom line. When he then came back with a number that was in accord with my bottom line, I graciously acquiesced.

Complimenting the other side's preparation and refraining from derogatory comments about the other side's positions also plays to ego.

When women's own egos are not in the way, they can more readily see points on which they and the other person agree, and make concessions that are necessary to achieve a compromise.

Third, women are more likely to be creative in developing solutions. Rather than focus on traditional or expected outcomes such as cash-for-release, women may suggest apologies, or training for managers, or bringing in a third party to provide some needed services. Such creativity can break deadlocks and focus the discussion on the issues that really matter to the parties.

One final observation about women and negotiations is in order. I have heard women lawyers attribute their discomfort with negotiating to a feeling that they are perceived as not strong, or aren't respected in negotiations. Although a full discussion of negotiation techniques is beyond the scope of this article, one fundamental negotiating skill can remedy this perception: preparation. Before you sit down to hammer out a deal with someone, take some time to reflect on your situation and that of the other party. What does each side want? What does each side have to give? Where are the pressure points for each? What interests does each have side apart from the main deal or settlement that is at hand? Think, too, about the style of the lawyer representing the other side, and what effects different approaches might have on him or her. Plan ahead for what you are likely to hear from the other side and what your responses should be. Knowing the facts and law of your situation and as much as possible about the probable course of the negotiations will leave you feeling stronger and more confident. It will allow you to present your client's position forthrightly and unapologetically, and your strength will shine through. ■

Did You Hear?**Attorney-Mother wins custody of children on appeal**

Last year, Florida attorney Alice Hector lost custody of her children to her ex-husband when an appellate court panel ruled she spent too much time on her career and not enough time raising her two daughters. In July of this year, a sharply divided en banc appellate court reversed the panel's decision. In a 52-page opinion, it ratified the findings of the family court that despite her busy work schedule, Ms. Hector was the children's primary parent. The children's father, Robert Young, has said that he will ask the Florida Supreme Court to review the case.



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THE WBA MENTORING COMMITTEE

Helping Each Other Up *By Consuela Pinto*

Surveys have shown that most successful people have had career assistance in the form of being "taken under the wing" of a more experienced professional—someone who showed them the ropes, guided them through successful experiences and offered encouragement and support in trying times. Unfortunately, in the legal profession, women have few female superiors and co-workers to give them such guidance. In addition, women often have unique career development questions best addressed by other women.

In effort to fill the vacuum in woman-to-woman mentoring and networking, the Woman's Bar Association launched the Mentoring Program in 1996. The Mentoring Program provides WBA members with the opportunity to meet informally with other attorneys interested in their career development and concerns. Since its inception, more than 150 members have participated in the program and the protégé/mentor matches have been based on a variety of interests and needs.

With three new co-chairs in place, the Mentoring Committee is gearing up for another year. As a departing co-chair, I would like to share a few thoughts from my experiences with the Mentoring Committee.

Each mentoring relationship is as unique as the individuals who comprise it. Protégés come to the program seeking advice on such diverse issues as working in a particular field or environment, entering the legal profession,

job searching, making career changes, balancing work and family and dealing with issues of diversity in the workplace. Similarly, each mentor comes to the program offering unique experiences, skills and interests. Mentors join the program to fill the role of teacher, counselor, advocate or friend. Mentors are interested in providing information about the legal profession and community and offering advice on personal and career choices as well as professional development. Through the use of comprehensive applications and one-on-one discussions with mentors and proteges, the Mentoring Committee attempts to match proteges and mentors with similar expectations and interests.

The Mentoring Program is truly a win-win situation for everyone involved. Through the Program, mentors have the opportunity to meet interesting up-and-coming lawyers, to develop valuable contacts and to pass on hard-won skills and knowledge. Most important, mentors have the satisfaction that comes from having helped someone to grow and succeed while, at the same time, contributing toward "blazing the trail" in this still male-dominated profession. Protégés, in turn, have gained insight into the legal profession as well as advice relating to career choices and professional development.

With that said, on behalf of the '99-'00 Mentoring Committee, I urge members to step forward and volunteer to be mentors. The Committee receives far more protégé

applications than mentor applications every month. For those who have already volunteered your time, thank you. As for those interested in applying to be protégés, consider signing up to be a mentor as well. A protégé with a few years of work experience could offer support to a law student concerned about life after law school. ■

Applications for the Mentoring Program can be obtained by contacting the WBA Office at (202) 639-8880. Also, should you have questions about the Mentoring Program, please call or e-mail the Committee's co-chairs: Judith Wheat, (202) 216-8131, jlwheat@venable.com; Sonya Lorge, (410) 332-8575, sfl@nqgrg.com; Milissa Murray, (202) 424-7511, mamurray@swidlaw.com.

Quick Stress Relief

Try these stress relievers next time you are feeling tense:

1. Relax your tongue and jaw. Tension builds in these areas.
2. Try acupressure. With a knuckle or finger tip, press firmly against the inside of your wrist on a point between the creases on a line down from your pinky. Press the same point on the other wrist.
3. Have a good laugh. Chemical reactions caused by laughter counteract chemical reactions caused by stress.

WBA VOLUNTEER DAY!

On Saturday, May 8, 1999, five members of the WBA team participated in the eighth annual Greater D.C. Cares Day. The event was a Servathon, historically the largest coordinated gathering of volunteers in the D.C. area. The WBA team volunteered at the Washington Center for Aging Services, located at 2601 18th Street, NE. The Center is a long-term geriatric facility established in 1980 by the D.C. Office on Aging, for D.C. residents age 60 and older. The underlying philosophy of the Center's program and services is to enable residents to function with the greatest independence that their physical, emotional and social capabilities will allow.

The WBA team, along with other volunteers, organized and participated in a spring festival at the Center and provided

companionship and conversation for its residents. Volunteers also cleared transport vehicles for the residents.

On May 8, Greater D.C. Cares organized hundreds of teams of volunteers to provide much needed improvements to the Shaw, Mt. Pleasant, Adams Morgan, Capitol Hill/Union Station and Southeast Capper neighborhoods in the District of Columbia. Other projects included neighborhood cleanups, park cleanups, public school improvements, graffiti removal from public areas and public library enhancements. Greater D.C. Cares also asked participants to collect pledges for each hour of service performed to support its volunteer programs. Each month, Greater D.C. Cares volunteers provide more than 5,000 hours of service to more than 100 community service organizations in the D.C. Metropolitan Area.

THE PROJECT ON GENDER, WORK & FAMILY

AU's Washington College of Law Pioneers Vision of Work/Family Conflict

A front-burner issue for attorneys and law firms is how to stem the flight of lawyers, particularly women, from the practice of law. At American University Washington College of Law, the Project on Gender, Work & Family is studying the problem.

Many lawyers leave their jobs because of dissatisfaction caused by a conflict between the demands of the office and the needs of their families. According to co-directors and law professors Adrienne Davis and Joan Williams, work/family conflict results because most "good" jobs, blue collar as well as professional, assume an "ideal" worker who takes no time off for childbearing or childrearing and is available full time and overtime. This means that good jobs are designed around men's bodies—for men need take no time off for childbearing—and men's life patterns, in a society where women still do 80% of the child care.

Many women cannot live up to ideals designed around the bodies and life patterns of men, says Williams. In fact, statistics show that nearly two-thirds of mothers of childbearing age do not work full-time, full-year. Fewer than 10% work substantial overtime in an economy where good jobs often require overtime. As a result, mothers are excluded from lucrative work, and the gap between the wages of mothers and others is increasing. In a society where most women become mothers, these patterns are inconsistent with a commitment to gender equality.

This has important implication for women lawyers who are mothers. Most legal work requires significant overtime, and women who want to work "only" 40 hours per week (or less) must either quit or seek out part-time status. Typically, working part-time has resulted in removal from partnership track, receiving less desirable assignments and office space, and reduced opportunities for business and professional development. Williams refers to this syndrome as "marginalization."

The Project is working to identify and analyze the forces at work that cause dissatisfaction and marginalization, and to urge a reformation in the way law firms and companies do business. Davis and Williams have hosted a number of programs addressing aspects of the problem, and Williams has a new book coming out this year on the topic called *Unbending Gender: Why Family and Work Conflict and What to Do About It* (Oxford University Press). Additional programs are scheduled for this November, one of which is co-sponsored by the WBA. (See sidebar for details.) ■

On November 16, 1999, the WBA and the Project on Gender, Work & Family will present a luncheon program called "A New 'Lost Generation'? 87% of Law Firm Partners Are Still Men." Former Congresswoman **Pat Schroeder** will be the keynote speaker. The program will be held at the Brookings Institute from noon until 2:00 p.m., and a light lunch of sandwiches and salads will be served. Watch for future mailings for more information.

The Project will also host a conference entitled "Unbending Gender: Why Family and Work Conflict and What to Do About It" on November 19, 1999, from 9:00 a.m. to 5:30 p.m. at American University Washington College of Law, 4801 Massachusetts Avenue, N.W., in D.C. The conference is free, and CLE credit is available for \$25 per credit. The conference will consist of three panels on which law professors and work/family specialists will discuss the specifics of how to provide family-friendly workplaces and how to change the ways we think and talk about paid work and family work.

For more information, contact Heather Maurer, Office of Special Programs, at (202) 274-4075.

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Spotlight on Kathryn Ellis

Kathy is the Deputy Assistant General Counsel for Business and Administrative Law at the U.S. Department of Education. She has been an active member of the WBA since 1989. She served as Treasurer, and then President, of the WBA Foundation, and was elected to the WBA Board in 1997. She has also served as President and a Board member of the Greater Washington Area Chapter, Women Lawyers Division, National Bar Association, President and a Board Member of the GWAC Foundation, and General Counsel of the Coalition of 100 Black Women of D.C. Kathy is a graduate of Georgetown University Law Center and a member of several Bars. A city girl at heart, she recently moved to Prince George's County with her wonderful cat of 18 years, Osei Tutu (a cat that even her friends who are "dog lovers only" have come to love).

We asked Kathy the following highly relevant questions:

Q. Do you like to work out?

A: I like it once I get into it; my challenge is to make the time to work out on a regular basis.

Q. Where is your favorite vacation spot?

A: The Caribbean (most any of the islands, as long as it has sun, sand, and turquoise-clear water).

Q. How many E-mails do you receive on an average work day?

A: Assuming I have not been on leave the previous day, about 50.

Q. What is the best career advice you've ever received?

A: Whatever you choose to do, enjoy it. That is the true measure of success.



Q. What WBA/WBAF experience has left a lasting impression on you?

A: Joining the WBAF Board at a pivotal time in its growth and helping to work through the tough spots. It's great to look back over the years and see how far we have come, and the positive impact the WBA and WBAF have had on the community. ■

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THE WBA WORKING PARENTS FORUM



Irene Shere on Anger

Irene Shere has been coaching D.C.-area parents for years, helping them deal with challenging children, sibling rivalry, separation anxiety, and more. Her popular workshops feature a blend of energetic discussion and demonstrations, and always focus on practical skills for making family life less stressful and more rewarding. Many WBA members have applied her advice to their own families and swear by the results.

Shere is the Director of the Early Childhood Consultation Center, located in Silver Spring, Maryland. She has served as an educator and consultant to parents, families and early childhood professionals for over 20 years. She is a member of the

American Counseling Association, as well as several local professional organizations. She has consulted on articles for publication in various local and national newspapers and magazines, and has co-authored three children's books that have been featured on "Reading Rainbow." Shere is married with two children, and lives in Maryland.

For the past several years, the Working Parents Forum has been fortunate to be able to present luncheon programs with Shere. She will be with us again this month, on Wednesday, September 15, 1999, for a discussion entitled, "I'm So Mad: Dealing With Anger—Children's Anger and Your Own." The luncheon will be held at the offices of Arent Fox Kintner Plotkin and Kahn, PLLC,

1050 Connecticut Avenue, N.W. (Metro: Farragut North), seventh floor, from 12:15 to 1:45 p.m. Please bring a bag lunch; beverages will be provided. The cost is \$5 for WBA members and \$8 for non-members.

The WPF will be presenting seven brown bag lunches during the 1999-2000 year. WBA members may take advantage of a special discount program and attend all seven lunches for the price of six. For more information on the upcoming lunches or on the discount program contact Marina Lyn Beckhard at (703) 938-2612, Alyza Lewin at (202) 833-5150, or Ellen Jakovic at (202) 626-3684. Registration forms for the discount program will be available at the September 15th program. ■



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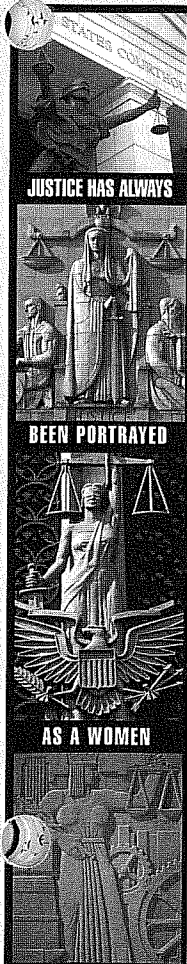
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Congratulations to Janine D. Harris for coming up with the name for the new WBA newsletter. *Raising The Bar* is a clear winner. Ms. Harris, a past president of the WBA (1984-85), will receive a \$50 gift certificate. **Way to go!**

CLASSIFIEDS

Do you have something to sell, a position to fill or would you like to publicize your services? If so, the WBA Classifieds is an excellent way to reach over 1,600 professionals in the legal community at a price you can afford! WBA members take advantage of reduced rates. Contact the WBA for rate information and submission deadlines at (202) 639-8880.

HELP WANTED



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We are seeking Antitrust associates with 3-6 years of experience. Our practice handles litigation, counseling, civil and criminal government investigations, M&A and Hart-Scott-Rodino filings.

The government regulatory position requires experience with M&A and H-S-R filings. Economics background preferred.

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We seek candidates with outstanding academic records, analytical and writing skills. We offer an excellent compensation and benefits package.

Please forward your resume, transcripts, and cover letter to: Howrey & Simon,
Attn: JB, 1299 Pennsylvania Ave. NW
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THE WBA TAX & BUSINESS FORUM

New Brown Bag Lunches

The Tax & Business forum is kicking off the year with a great new series of brown bag lunches! Starting September 14, 1999, on the second Tuesday of each month, women-in-the-know will lead discussions on issues we all face. Come and get to know your colleagues and learn how to do your work better while enjoying it more! Get in on the ground floor with our special package deal! Our topics for September to December are:

- *What You Don't Know May Hurt You—Staying on Top of Developments in Your Field* (9/14)
- *Time to Burn—Maximize Efficiency Through Effective Time Management* (10/12)
- *Bringing Home the Bacon—Succeeding at Practice Development* (11/9)
- *Staying Ahead of the Game—Politics in the Workplace* (12/14)

Here are the details:

DATES: Second Tuesdays:
9/14, 10/12, 11/9, 12/14, etc.

TIME: 12:15 - 1:30 p.m.

WHERE: Miller & Chevalier
1450 G St., N.W., Suite 900

PRICE: WBA Members \$5
Non-members \$10

SPECIAL: Package deal for WBA members—
Get all 8 sessions for just \$30!

RESERVATIONS:
Please call a day in advance, to the number below, so we reserve a large enough room.

Bring your own lunch. Beverages provided.

Questions?

- E-mail or call Marjorie Burnett at
mburnett@milchev.com; (202) 626-5979

continued from page 1

Supporters of the 1999 Annual Awards Dinner

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UPCOMING EVENTS

Please register for these events using the form on page 23

September

- TUES 7 12:15 p.m. **JOB SEEKERS NETWORK**
Location: WBA
Cost: Free for members/\$5 for non-members
- THU 9 9:30 a.m. **LAWYERS AT HOME** presents an Open Forum:
What is the Lawyers-At-Home Forum?
Location: Cleveland Park Congregational Church, 34th and Lowell Streets, N.W.
- TUES 14 12:15 p.m. **JOB SEEKERS NETWORK**
Location: WBA
Cost: Free for members/\$5 for non-members
- TUES 14 12:15 p.m. **TAX AND BUSINESS FORUM** presents a brown bag lunch:
What You Don't Know May Hurt You
—Staying on Top of Developments in Your Field.
Location: Miller & Chevalier, 1450 G Street, N.W., Suite 900.
Cost: \$5 for members/\$10 for non-members
- Wed 15 9:30 a.m. **LAWYERS AT HOME FORUM'S HOME-BASED PRACTICE COMMITTEE** hosts
*"Retooling Your Expertise—From Government Admiralty Litigation
to a Successful Estate, Probate and Elder Law Solo Practice"*
with *Stephanie Grogan*
Location: 6224 Garnett Drive, Chevy Chase, MD
- Wed 15 12:15 p.m. **WORKING PARENTS FORUM** presents *"I'm So Mad: Dealing
with Anger—Children's Anger and Your Own"* with *Irene Shere*.
Location: Arent Fox Kintner Plotkin and Kahn, 1050 Connecticut Avenue, N.W.
(Metro: Farragut North). Brown bag lunch.
Cost: \$5 for members/\$8 for non-members
- Tues 21 12:15 p.m. **JOB SEEKERS NETWORK/THIRD TUESDAY SPEAKER'S SERIES**
Location: WBA
Cost: \$5 for members/\$10 for non-members
- Tues 28 12:15 p.m. **JOB SEEKERS NETWORK**
Location: WBA
Cost: Free for members/\$5 for non-members

October

- Tues 5 12:15 p.m. **JOB SEEKERS NETWORK**
Location: WBA
Cost: Free for members/\$5 for non-members
- Tues 12 12:15 p.m. **JOB SEEKERS NETWORK**
Location: WBA
Cost: Free for members/\$5 for non-members
- Tues 12 12:15 p.m. **TAX AND BUSINESS FORUM** presents a brown bag lunch:
Time to Burn—Time Management.
Location: Miller & Chevalier, 1450 G Street, N.W., Suite 900.
Cost: \$5 for members/\$10 for non-members
- Thu 14 9:30 a.m. **LAWYERS AT HOME** presents *Selecting the Best School for Your Child*
Location: Cleveland Park Congregational Church, 34th and Lowell Streets, N.W.
- Tues 19 12:15 p.m. **JOB SEEKERS NETWORK/THIRD TUESDAY SPEAKER'S SERIES**
Location: WBA
Cost: \$5 for members/\$10 for non-members
- Wed 20 9:30 a.m. **LAWYERS AT HOME FORUM'S HOME-BASED PRACTICE COMMITTEE**
6224 Garnett Drive, Chevy Chase, MD
- Wed 20 12:15 p.m. **WORKING PARENTS FORUM** presents a brown bag lunch.
Location: Arent Fox Kintner Plotkin and Kahn, 1050 Connecticut Avenue, N.W.
(Metro: Farragut North).
Cost: \$5 for members/\$8 for non-members
- Tues 26 12:15 p.m. **JOB SEEKERS NETWORK**
Location: WBA
Cost: Free for members/\$5 for non-members

November

- Tues 2 12:15 p.m. JOB SEEKERS NETWORK**
Location: WBA
Cost: Free for members/\$5 for non-members
- Tues 9 12:15 p.m. JOB SEEKERS NETWORK**
Location: WBA
Cost: Free for members/\$5 for non-members
- Tues 9 12:15 p.m. TAX AND BUSINESS FORUM presents a brown bag lunch: Practice Development.**
Location: Miller & Chevalier, 1450 G Street, N.W., Suite 900.
Cost: \$5 for members/\$10 for non-members
- Thu 11 9:30 a.m. LAWYERS AT HOME presents "Financial Planning"**
Location: Cleveland Park Congregational Church, 34th and Lowell Streets, N.W.
- Tues 16 12:00 p.m. THE WBA & THE AMERICAN UNIVERSITY'S PROJECT ON GENDER, WORK & FAMILY host "A New 'Lost Generation'? 87% of Law Firm Partners Are Still Men."**
Location: Brookings Institution
Fee information and program details to follow in upcoming Membership Mailings.
- Tues 16 12:15 p.m. JOB SEEKERS NETWORK/THIRD TUESDAY SPEAKER'S SERIES**
Location: WBA
Cost: \$5 for members/\$10 for non-members
- Wed 17 9:30 a.m. LAWYERS AT HOME FORUM'S HOME-BASED PRACTICE COMMITTEE**
6224 Garnett Drive, Chevy Chase, MD
- Wed 17 12:15 p.m. WORKING PARENTS FORUM presents brown bag lunch.**
Location: Arent Fox Kintner Plotkin and Kahn, 1050 Connecticut Avenue, N.W. (Metro: Farragut North). Brown bag lunch.
Cost: \$5 for members/\$8 for non-members
- Tues 23 12:15 p.m. JOB SEEKERS NETWORK**
Location: WBA
Cost: Free for members/\$5 for non-members
- Tues 30 12:15 p.m. JOB SEEKERS NETWORK**
Location: WBA
Cost: Free for members/\$5 for non-members

December

- Tues 7 12:15 p.m. JOB SEEKERS NETWORK**
Location: WBA
Cost: Free for members/\$5 for non-members
- Tues 14 12:15 p.m. JOB SEEKERS NETWORK**
Location: WBA
Cost: Free for members/\$5 for non-members
- Tues 14 12:15 p.m. TAX AND BUSINESS FORUM presents a brown bag lunch: Politics in the Workplace.**
Location: Miller & Chevalier, 1450 G Street, N.W., Suite 900.
Cost: \$5 for members/\$10 for non-members
- Tues 21 12:15 p.m. JOB SEEKERS NETWORK/THIRD TUESDAY SPEAKER'S SERIES**
Location: WBA
Cost: \$5 for members/\$10 for non-members
- Tues 28 12:15 p.m. JOB SEEKERS NETWORK**
Location: WBA
Cost: Free for members/\$5 for non-members

NEWSLETTER SUBMISSION DEADLINE DATES

Winter - December 2, 1999

Spring - March 2, 2000

Summer - June 1, 2000

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The Berkman Center Harvard Law School Presents
an On-Line Lecture and Discussion Series on

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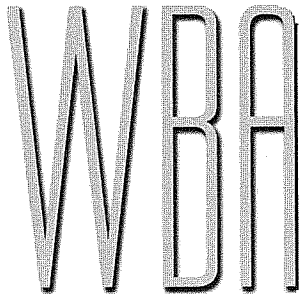
MODERATED BY DIANE ROSENFELD

Former Senior Counsel, Violence Against Women Office
US Department of Justice

The series will give an overview of the problem of violence against women, discussing law and policy (including the Violence Against Women Act), advocacy for battered women and their children, sexual assault, international issues and cultural change. This series will provide a unique opportunity for learning and linking to other concerned about various issues affecting women.

*This series is free and open to the public,
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