

## LEADERSHIP: CONFIDENCE, COURAGE & COMPASSION

*Women Leaders In The Legal Community Share Their Insights*

What makes a leader? Women attorneys are rising to positions of leadership in all types of organizations: law firms, bar associations, government agencies, academia, and nonprofit groups. They have taken differing paths and have varied styles. How can more of us become leaders? WBA members and friends met on November 10th to listen to insights about women and leadership in the legal profession.

Keynote speaker **Judith Areen**, Dean of the Georgetown University Law Center, discussed issues and conflicts that have arisen in her position as dean. She advised that women know more than they think they do, and should trust themselves in making decisions for an organization. Effective leaders, she said, encourage those around them to be effective as well.

**Del Stiltner Dameron**, a partner in the Government Contracts Department of McKenna & Cuneo, has served on the firm's management committee and was the Washington Office Managing Partner for several years. Speaking about courage and leadership, she said she had to learn some lessons on her rise to the top. First, she learned that not everyone will like her. This is hard for many women to accept, but is a fact of life that must be recognized in order to succeed. Second, she learned she must be willing to take risks. When running a business or organization, one won't always be right. Wanting to always be right leads to "analysis paralysis" and a fear of failure. Instead, Ms. Dameron recommends viewing failure as a way to grow. A third lesson Ms. Dameron learned was

to confront the "all or nothing syndrome," the desire to be a superwoman. One can't do everything, and must instead recognize what one can do and do it well. Finally, she learned to have the courage to be lonely. There are not many women at the top, and until there are, women must be able to be comfortable being alone.

**Marcia Greenberger**, co-President and Founder of the National Women's Law Center, said she has heard it said that women do not have the confidence to be leaders. This is a confused notion. Women can see shades of gray where men may see only black and white, and this can be mistaken for a lack of confidence. Women should have confidence in the correctness and importance of their cases and issues. Moreover, they should be able to make mistakes and have confidence that it will all work out for the best in the end and that they will succeed.

As General Counsel for the Department of Housing and Urban Development, **Gail Laster** is the principal legal advisor to Secretary Andrew Cuomo and heads a staff of over 400 attorneys. She urged women lawyers to show compassion in leadership. Compassion toward clients and adversaries means acting ethically and with understanding. Compassion toward one's self means taking care of one's self and one's own needs, as well as those of one's family.

**Joan Strand**, President of the D.C. Bar, said that leadership is a collaborative process that requires thoughts and concerns. It takes vision—vision for the organization, vision of

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# New Millennium's Resolutions

January 1, 2000, has finally come. This is a time both of great excitement—a new century—and some confusion—the much-hyped Y2K situation. But whether there are fireworks or blackouts, the New Year is definitely a time for resolutions. So, on behalf of The Women's Bar Association of the District of Columbia, here we go:

## RESOLUTION 1:

### *Improve Member Communications*

The WBA is committed to improving communications with its members. To this end, we are rebuilding our web site and increasing the use of electronic mail. You have already seen the results of our efforts to enhance the quality of our newsletter and other communications. As we enter the new millennium, we are working on our new membership directory, which you should receive early in 2000. The directory will also be available online in a members-only area of our web site.

## RESOLUTION 2:

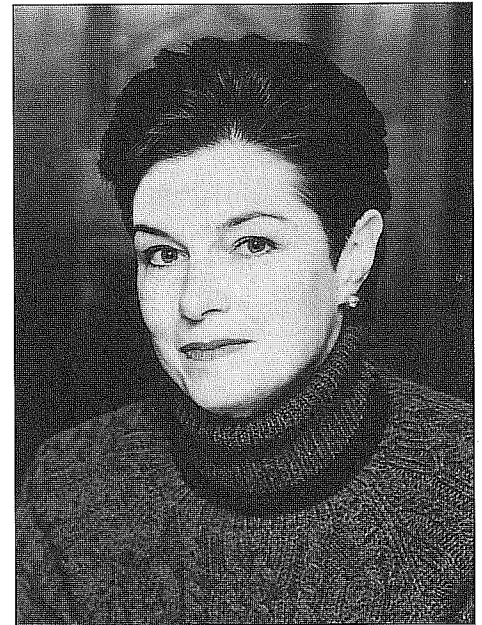
### *Increase Member Services*

One of our principal resolutions for 2000 is to increase the services to our members. We will be revitalizing our speakers' bureau in early 2000 and developing a lawyer referral service accessible through our web site. In addition, our web site will include discounted services from various legal vendors, as a further member benefit. And be sure to watch "Save the Date" mailings for upcoming programs of interest and networking events.

## RESOLUTION 3:

### *Create Additional Opportunities*

Creating more opportunities for women lawyers is a central WBA resolution for 2000. To this end, we have been expanding our mentoring program, to which many of you have generously donated your time. The career opportunities committee, along with the job seekers group, continue to provide support and guidance for members looking to find or change a job. Our speakers' bureau will also provide opportunities for members to showcase their various areas of expertise. And, as always, our committees



and fora offer chances for members to build their organizational skills—and their resumes—while assisting the WBA in presenting quality membership events.

## RESOLUTION 4:

### *Provide Continued Leadership*

For 80 plus years, the WBA has been a leading force in the Washington legal community. As we move into the new century, it is more important than ever for the WBA to maintain a leadership role. To this end, we sponsored a forum on women leaders in the legal profession in November. We were particularly pleased that the local law schools each nominated two outstanding students to participate in this event.

## RESOLUTION 5:

### *Never Forget*

If there were only one WBA resolution for 2000 it would be to never forget. Never forget that we are privileged to practice law and that with such privilege comes responsibilities. In addition to our duties to our profession, our clients, and the poor, we are also responsible to each other. The gains that women lawyers have achieved in the past must be preserved and enhanced for future lawyers to come. The work of the WBA matters . . . and this fact we must never forget. ■

# WBA RAISING THE BAR

*A Publication of*

## THE WOMEN'S BAR ASSOCIATION OF THE DISTRICT OF COLUMBIA

815 15th Street, NW, Suite 815  
Washington, DC 20005  
(202) 639-8880  
Fax: (202) 639-8889  
E-mail: [wba@wbadc.org](mailto:wba@wbadc.org)  
<http://www.wbadc.org>

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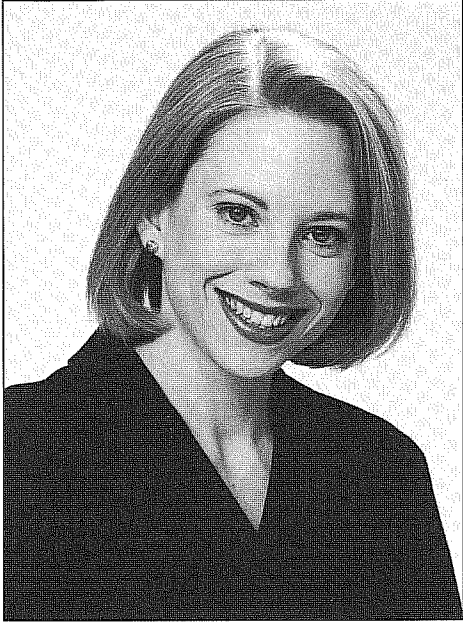
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*Raising The Bar* is published four times a year by the Women's Bar Association of the District of Columbia. Subscription rate is \$100 annually. Materials for publication may be submitted to the Editor, *Raising The Bar*, 815 15th Street, N.W., Washington, D.C. 20005.

# WBA Has a New Executive Director



The WBA bids a fond and grateful farewell to Executive Director Jacqueline Pumpaly. Jackie, who has moved to North Carolina to pursue new professional challenges, oversaw many developments for the WBA, including the installation of a new computer system, the creation of a new web site, and the initiation of Raising The Bar. Jackie worked long hours to improve the WBA's finances, increase membership, and expand membership benefits. Thanks and best wishes, Jackie.

A seamless transition to a new executive director is underway. Jackie is working with new ED Julie Coleman Almay. Julie came to the WBA last April to handle the logistics for the Annual Dinner. She continued on in a marketing capacity and assisted with the new design and content of Raising the Bar and the WBA membership materials. She is actively promoting participation in the mentoring program, and hopes to continue Jackie's initiatives for providing top-notch benefits to WBA members.

Julie says that she has been delighted over the past several months to work for an

organization that supports the advancement of women—particularly in a top professional field. She is looking forward to managing an organization that makes a difference in the career of a young law student, a woman striking out on her own as a solo practitioner, or a working parent trying to balance it all. Her goals include: increasing membership at every level of the WBA; strengthening community relations by developing a higher profile in the Washington, DC area and providing avenues for community service; and supplying WBA members with easily accessible and extensive career opportunity listings.

Julie is a “near-native” of Alexandria, VA, where she currently lives with her husband, David. She received her BA in Political Science and History from Miami University (OH) and her Master's Degree in Broadcast Journalism and Public Affairs from American University. Her background includes marketing, membership and special events association work as well as television news production experience. She enjoys traveling, art history and politics.

Welcome, Julie! ■

*Julie says that she has been delighted over the past several months to work for an organization that supports the advancement of women*

## FROM THE EDITOR

By CYNTHIA THOMAS CALVERT

Is it possible to have a “new and improved” Raising The Bar after only one issue? If so, this is it. We have a new editorial board, new writers, and new features. And we have even more new projects in the works.

Our editorial board members are Tyi Davis Anderson, Brad Hendricks, Kate Connor Linton, and Michele Reed. They

*Let's help each other to be our best*

bring strong writing and communications skills to our publication, and have many ideas for articles for future issues. Feel free to contact them with suggestions or questions; their numbers are in the directory.

Check out our new departments. “Members in the News” highlights our members’ achievements and honors. Don’t be shy; send us a note about your recent victories or awards. “The Gavel” shines a spotlight on

actions affecting women lawyers. If your firm or department has initiatives aimed at developing women lawyers’ careers or helping them balance work and home, let us give it a pat on the back. If, on the other hand, you know of a local firm’s employment practices that are still in the dark ages or learn of a legal ruling that perpetuates discrimination, let us give it a kick in the pants. “Web Sightings” lists web sites that are worth a look.

We would like to start a department that addresses issues of interest to women lawyers employed by the federal government. Positioning yourself for promotion, office politics, work/life policies, and transitioning to a job outside of the government are possible future topics. We are looking for someone or several someones to help. Call me if you are interested.

As always, we welcome your contributions and comments. Know a member who should be profiled, heard some local legal

news, or want to write an article related to your practice? Let’s talk. Let’s help each other be our best.



Send comments to

Cynthia Thomas Calvert at Miller, Cassidy, Larroca & Lewin, LLP, 2555 M Street, N.W., Washington, DC 20037, or fax to (202) 293-1827, or e-mail to [ctc@mccl.com](mailto:ctc@mccl.com).

# Bringing Women Up To Par At Maryland Country Clubs

BY TYI DAVIS ANDERSON

It is the kind of painting you would expect to see at a gentleman's club—the painting of a full length nude woman laying on her side propped up on one elbow exposing a breast while looking seductively over her shoulder. But the Hall of Fame Lounge is no gentleman's club. Instead it is part of the Manor Country Club in Rockville. The painting is just one way the club's male members mark their territory to tell the few female members and guests that they are unwanted and unwelcome there.

The painting, a symptom of the sex discrimination that exists at Manor Country Club, is nothing new or surprising to Linda Hitt Thatcher. Thatcher, managing partner

spouses, who are virtually all women, the opportunity to enjoy the same rights. Despite this unequal opportunity, spouses are "held jointly and severally liable for all club dues, housing charges, initiation fees, assessments and other fees."

Although this policy has since become gender neutral as a result of Flaa's complaint, Thatcher insists that not much has changed and that the disparate impact upon women still exists at Manor. Issues regarding the right to vote and membership to the board of directors remain. Women with full memberships, a total of 18 out of Manor's 800 full members, still cannot truly enjoy privileges the club reserves for men. There is also the matter of the club's hostile environment towards women. Thatcher points to one instance where a woman resigned her full

clubs, Thatcher urges women not to sit idly by complaining about it but to take action against it. "Women who whine about gender discrimination without taking action or who fail to see the importance of speaking up for women's rights are their own worst enemy." When it comes to taking action against country clubs, older women have taken the lead in addressing this issue head on. "Most older women have put up with discrimination for most of their lives. They reach an age where they get the courage to speak up because they get tired of the discrimination. They stop whining about it and hire a lawyer to get results since the clubs will not respond without the threat of a lawsuit," says Thatcher of her clients.

For many country clubs, a discrimination suit can threaten the very financial viability of a club. According to Thatcher, 28 country clubs in Maryland receive tax breaks from the state for maintaining large open areas of green space. The tax breaks, which can range anywhere from \$800,000 to one million dollars annually, are offered to country clubs on the condition that the clubs adhere to anti-discrimination laws. Clubs accused of failing to adhere to anti-discrimination laws, such as Manor, risk losing this break. A decision from the Maryland Attorney General's Office, Department of Assessments and Taxation regarding whether Manor will lose its tax break based upon the Flaa complaint is expected to be issued sometime in the very near future. Despite this incredible tax incentive, not all country clubs are willing to exchange their bigotry for the significant savings. In 1989, the Burning Tree Country Club in Bethesda opted to forgo its tax break in order to remain a male-only club.

Discrimination lawsuits can also threaten country clubs that are deemed to be "places of public accommodation." As a place of public accommodation, a club is obligated to uphold anti-discrimination laws. Thatcher notes that if a club allows outside events to take place on its premises or offer services to the public for a fee such as golf lessons, it cannot be considered to be a "private" club. In order to qualify as "distinctly private," a club must allow the public access to its facilities or services. Thus, all club facilities and services must be for the exclusive use of its members. Since Manor permits the public to purchase homes on its golf course and offers tennis

*"These cases are not just about tee times but about providing fundamental equal rights, such as the right to vote, to women."*

of The Thatcher Law Firm, LLC, in Landover, Maryland and a defender of women's rights on the green, has successfully represented several female plaintiffs in lawsuits against Maryland country clubs. In her latest assault against gender discrimination at country clubs, Thatcher got the nude painting in the Hall of Fame Lounge removed based on a complaint she filed on behalf of Betty Flaa against Manor. Flaa, a retired school teacher, filed a complaint against the club after she was abruptly and publicly ordered to leave the golf course because she was not a full club member with access to restricted tee times. Although Flaa's husband was a full member at the time of the expulsion, the club denied Flaa, as a spouse, the right to enjoy the same club benefits as her husband. The disparity in club benefits based upon membership status resulted from Manor's application process.

According to Manor's application policy, only one person per household is allowed to become a member of the club. In some instances where married couples apply for membership, the club automatically designated the husband to be the club member and relegated the wife to "spouse" status. Only actual club members have the right to enjoy restricted tee times, vote and serve on the club's board of directors, denying

membership at Manor because, in addition to the hostile environment, the club's golf pro was unable to team her up with male members for foursomes because of her gender.

For some observers, defending the rights of "wealthy" women to gain access to restricted tee times, voting and membership privileges at country clubs seems insignificant considering the fact that many of these women are not obligated to belong to any club. But according to Thatcher, gender discrimination cases against country clubs are not just about tee times. "These cases are not just about tee times but about providing fundamental equal rights, such as the right to vote, to women."

That gender discrimination still exists at country clubs at a time when we are about to embark upon a new millennium is both surprising and disappointing. Even more disappointing is the fact that the many educated and professional members of country clubs who favor discriminatory club policies include members of the legal profession. "Although many of the members of these clubs are judges, lawyers, doctors, and CEOs who recognize that they have to abide by anti-discrimination laws at work, when they are at the club they treat it as their own personal playground," says Thatcher.

To combat discrimination at country





lessons and court time to the public, the Maryland Human Relations Commission found the club to be a place of public accommodation. This was the first and most important finding made by the Commission based upon its investigation of the allegations of discrimination in the Flaa complaint.

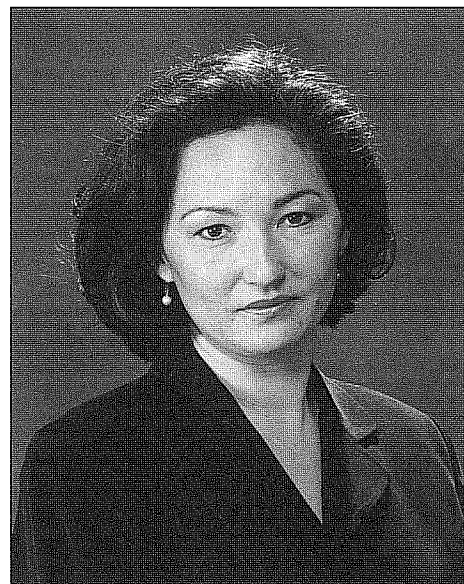
After a 10-day trial with over 35 witnesses testifying, the hearing examiner for the Commission also found that for at least 20 years, the Manor Country Club tolerated "severe and pervasive harassment of women" on its golf course and in its lounge and that the club did little to dissuade male members and employees who "intimidated, ridiculed and insulted" female members and guests and wives of male members. In reference to Flaa specifically, the Commission found that Flaa was "exposed to a hostile environment towards women and was dealt with more harshly than men in the application of rules with respect to use of the club's facilities, services and activities" in violation of the Montgomery County Code.

As a result of these findings, the hearing examiner recommended, *inter alia*, that Manor cease and desist from all activities and conduct that discriminate against women; establish and publish a written formal policy against sexual harassment and the hostile treatment of women in the use of any club facilities or services; remove the painting of the nude woman from the Hall of Fame to another location, and provide a confidential and unbiased procedure for filing and adjudicating club complaints. The last recommendation was made to protect club members who file complaints with the Attorney General and Human Relations Commission

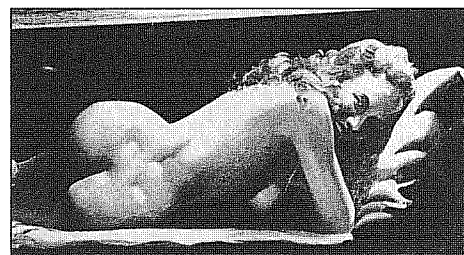
from hostile treatment. In the probable event that these recommendations are accepted by the Public Accommodations Panel, Manor will be responsible for making all of the recommended changes and awarding Flaa \$1,000, the maximum amount in damages, for the humiliation and embarrassment she suffered; \$120,481.00 in attorney fees and \$4,282.31 in other expenses.

According to Thatcher, a significant number of Manor club members did not want the Flaa matter to be resolved in this fashion. These members pleaded with Manor's board of directors to settle the case by voluntarily making the necessary changes following the example set in the Woodmore Country Club case.

Woodmore Country Club, located in Prince George's county, was the first country club Thatcher sued on behalf of several women "associate members." Thatcher, then an associate Woodmore club member, joined the club to take advantage of its tennis facilities. While there, she met a group of women golfers who learned that she was an attorney. This prompted a discussion about the discrimination the women were experiencing on the golf course, otherwise referred to as "the green grass ceiling." As in the Manor case, the women were denied access to restricted tee times because of their designation as associate members resulting from Woodmore's discriminatory application process. Thatcher filed a complaint on behalf of the women with the Maryland Attorney General's Office. The complaint caught the attention of local area newspapers and all five of the local television networks. The story was also featured in a segment of WJLA Channel 7's "Working Women" broadcast. The case even-



Linda Hitt Thatcher



This picture formerly hung in Manor Country Club's Hall of Fame.

tually settled once Woodmore voluntarily agreed to no longer relegate women to associate member status, thus giving households the freedom to list both husbands and wives as members with voting rights.

—continued on page 6

## MEMBERS ON THE MOVE

**Judge Ellen Segal Huvelle** of the Superior Court of the District of Columbia was recently confirmed by the Senate for a seat on the U.S. District Court for the District of Columbia.

**Amy Weissman** recently joined Arnold & Porter as an associate in the Telecommunications Practice Group. She focuses her practice on advising businesses on federal and state telecom regulation and assisting them in structuring telecom deals in light of regulatory and related constraints. Prior to joining Arnold & Porter, Ms. Weissman practiced with Shook, Hardy & Bacon and Ginsburg, Feldman and Bress.

**Kim Solomon** was re-elected to the board of governors and to the Executive Committee of the National Bar Association. Ms. Solomon practices at Jack H. Olender & Associates.

**Susan Schneider** of Finn & Schneider Associates, was elected to serve on the board of directors of the National Association of Legal Search Consultants.

**Michele Reed** has recently moved to the Washington, D.C. area from Montgomery, Alabama. She is an attorney advisor with the Article III Judge's Division of the Administrative Office of the U.S. Courts.

**Cheryl Ziegler** has been appointed Director of the new Housing and Community Development Project of the Lawyers' Committee for Civil Rights Under Law.

Have you recently received an award? Been promoted or you moved to a different firm? 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 issue.

"Woodmore did the right thing, it set the example that other clubs, such as Manor, should follow. The message in the Woodmore case to all country clubs is that if they do not want a lawsuit, they should start to review their policies now and make the necessary changes," says Thatcher. Woodmore not only made the right legal, moral and ethical decision, but it also made the right business decision. As a result of Woodmore's decision, the club was selected to host the Maryland Women's Bar Association first annual golf tournament, an event that Thatcher helped to sponsor.

When looking to join a country club, Thatcher advises women to select a club that gives women access to restricted tee times, voting rights and membership to the club's board of directors. For married women, this means that they should look for clubs that offers joint spousal memberships that give both spouses equal rights. Thatcher strongly urges all women considering joining a country club not to patronize a club that discriminates. She encourages women with full memberships in their own right to use their memberships to make important changes

that will benefit women and to become members of board of directors.

When asked about the success she has experienced pursuing women's rights, Thatcher says she attributes her success to her life-long passion of defending those who cannot defend themselves. Early on as a child, she stuck up for her girlfriends on the playground at school who could not find the courage to defend themselves. Later in college, she fought against the racial discrimination that existed in her sorority. Now as an adult, she is fighting for women's rights. "Helping those who cannot help themselves is what gets me out of bed in the morning," says Thatcher.

According to Thatcher, identifying passion is the key to success. "You must identify what makes you tick, whether it is staying at home with your children, working or practicing in a particular area of the law. Think about what you want to do and set a goal. Then put yourself in an environment that will make you shine. If you are practicing at law firm or in an area of law where you feel as if you cannot breathe, get out! Do not simply sit still and whine about it. Network and find out what others are doing. Become

active in the WBA. If you do what you have a passion for, things will fall into place."

Things certainly have fallen into place for Thatcher, who in 1994 started her own law firm, The Thatcher Law Firm, LLC, to take on only those cases for which she has a passion. Following graduation from law school, Thatcher clerked for a federal judge in Maryland. She then joined the international law firm of Graham & James as an associate, where she practiced employment law on the management side. After having two sons, Thatcher became an associate and later a partner with the then 10-attorney law firm of Greenan, Walker, Trainor & Billman, in Greenbelt, Maryland, to be closer to home. As a wife and mother of two school age boys, John Michael and Luke, Thatcher says the decision to start her own firm was both difficult and easy. "It is easy to get trapped in a job because of the salary." However, with the help of her supportive husband David, an electrical engineer, Thatcher was able to strike out on her own while balancing her career and family life. She now has some control over her life and work decisions, and is able to do what she does best. ■

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# LOIS SCHIFFER: A PROFILE OF LEADERSHIP

BY KATE CONNOR LINTON

**L**ois Schiffer, longtime WBA member and Assistant Attorney General in the Environment and Natural Resources Division of the U.S.

Department of Justice considers herself very lucky to have found one of the best jobs in America because of the talented people with whom she works and the opportunity the job provides to participate in solving environmental issues of critical importance to the nation.

Ms. Schiffer supervises seven hundred employees, including four hundred lawyers, in the Environment and Natural Resources Division. The Division represents the United States in cases arising under environmental laws, including pollution, natural resources, water adjudication, wildlife and cases involving the United States' trust responsibility to Native Americans.

Ms. Schiffer brings her own collaborative style of management and leadership to the job. She ensures that her staff receives the training, assistance and supervision they need to keep growing and learning on the job. She focuses on collaboration within the Division and in relationships with the client agencies, the U.S. Attorneys from around the country, and the State Attorneys General, with whom the Division may share responsibility and authority in a particular case. Good working relationships, and not adversarial turf battles, are the hallmark of Ms. Schiffer's leadership.

In this way, Ms. Schiffer follows the example of one of her most important mentors, Judge Pat Wald. They started out together sharing office space, Ms. Schiffer with the Center for Law and Social Policy and Judge Wald with the Mental Health Law Project, at a time when women lawyers were few and the struggle for respect and acceptance enormous. In addition to a ready willingness to help her friend with questions and problems, Judge Wald also taught Ms. Schiffer by her own example how leadership could be both effective and humane. Ms. Schiffer's predecessor as Assistant Attorney General of the Division under the Carter administration, James Moorman, also pro-

vided invaluable assistance and support when Ms. Schiffer started in the Division. All in all, Ms. Schiffer considers herself extremely lucky to have had many people who were willing to teach and advise her, and she tries to provide that same mentoring to many of the lawyers in her office.

Ms. Schiffer's daily docket is a busy one. She reviews appellate briefs, negotiates significant settlements, shepherds big cases to a position where a win is possible, troubleshoots the constant problems that arise in complex litigation, and coordinates legislative efforts. All of this work results in long hours. When she is still in the office at 10:00 p.m., the responsibility can weigh heavily. Overall, however, Ms. Schiffer is very upbeat about the wonderful opportunity her job, and many other legal jobs, provide to make a positive difference in the quality of peoples' lives.

Ms. Schiffer encourages lawyers to seek out opportunities, in their careers or in pro bono work, where they can make a positive difference in peoples' lives. She emphasizes



including practice area committees that provide opportunities for women to share their knowledge and experiences, the WBA helps lawyers to achieve their full potential in the profession.

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*Ms. Schiffer brings her own collaborative style of management and leadership to the job. She ensures that her staff receives the training, assistance and supervision they need to keep growing and learning on the job.*

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that it is the unglamorous detail work—drafting the interrogatories, learning all of the ins and outs of a case—that creates successful results. Although lawyers are often criticized for making problems and not solving them, Ms. Schiffer encourages the lawyers in her Division to be problem solvers, focusing on finding solutions to thorny problems and not just bowing to obstacles.

Ms. Schiffer believes that the WBA plays an important part in assisting women lawyers to overcome obstacles to their full participation in the profession. Although enormous strides have been made, there are still people in positions of power who do not value inclusiveness and equality. By its substantive programs and support networks,

On a personal note, Ms. Schiffer enjoys hiking and reading. Her goal is to hike all 55 of the national parks; already she has hiked almost 40 of them. Locally, she likes day trips to the Shenandoah National Park and walks along the C&O canal. She recommends the book, *The Spirit Catches You and You Fall Down*, the story of a Hmong child who is epileptic, and the disconnect created when two cultures clash over her treatment because of their different points of view and values. Ms. Schiffer has found the book valuable in her own practice, particularly in addressing Native American issues. ■

# Conflict Resolution In The New Millennium:

BY LISA B. HOROWITZ, ESQ.

At the dawn of the new millennium, most businesses are looking for ways to improve their operations: lower costs; quicker technology; and better quality. Improved conflict resolution is no exception. All organizations experience conflict. Not surprisingly, many regard conflict as a negative force. Conflict can, however, serve as an impetus for change. Can you as lawyers assist your clients in meeting their goals of operating more efficiently and effectively as you help them resolve disputes? Absolutely.

Today, alternative processes exist for dispute resolution. No longer is litigation required or even the most appropriate means of resolving a dispute. Various forms of "alternative dispute resolution"—commonly referred to as "ADR"—are fast gaining popularity. Indeed, a report published in 1998 by Cornell University/PERC Institute on Conflict Resolution entitled, "The Appropriate Resolution of Corporate Disputes: A Report

non-adversarial. In mediation, the parties select and work together with a neutral third-party mediator towards a mutually acceptable resolution of their dispute. The mediator does not provide legal advice. This remains the role of counsel. The role of the mediator is to help the parties communicate effectively, identify and narrow the issues, and, more importantly, identify the real interests and concerns underlying these issues. The parties, with the mediator's assistance, explore common ground for agreement, generate creative options for resolution, and evaluate the consequences of not resolving the dispute. With the help of the mediator, the parties develop a cooperative, problem-solving approach that may be useful not only to resolve the immediate dispute between them but also in any future dealings with each other. Unlike a judge or arbitrator, the mediator has no authority to decide issues or to impose a solution on the parties. Instead, the parties decide whether and on what terms an agreement is to be reached. As such, they are invested in the resolution and its implementation.

## *Mediation provides not just an alternative means to conventional dispute resolution but a superior process for reaching a resolution.*

on the Use of ADR by U.S. Corporations" concluded that "ADR processes [i.e., mediation and arbitration] are well established in corporate America." This survey of general counsel and chief litigators for the Fortune 1000 corporations in the United States found that the use of ADR was neither "haphazard or incidental but rather seems to be integral to a systemic, long-term change in the way corporations resolve disputes." The survey reported that 87% of counsel responding had used mediation at least once in the past three years and that 63% of those responding overwhelmingly preferred mediation to other forms of ADR. The recent decision by United States District Court Judge Thomas Penfield Jackson to appoint a mediator to help resolve the Microsoft case further suggests that mediation is becoming a recognized means of dispute resolution.

### **What is mediation?**

Mediation is an informal, voluntary and confidential process. As opposed to litigation and arbitration, it is intended to be

### **Why mediate?**

There are a number of benefits to mediation over more traditional forms of dispute resolution. Key among them are the following:

- **Save time and money**—Mediation is usually quicker and less expensive than litigation. Over 89% of those surveyed in the Cornell/PERC study gave cost savings as a reason to use mediation; 80% gave saving time as a reason for its use.
- **More satisfactory process and greater control**—According to the Cornell/PERC study, there is strong evidence that regaining control of the dispute resolution process is an important factor in the decision to use mediation. Whereas litigation (and arbitration) often involve a loss of control over the path to resolution, mediation allows the parties to retain some control. One of the major benefits of mediation is its procedural flexibility. In mediation, the parties select the mediator, identify issues to be discussed, and decide upon logistics such as duration, schedule, document exchange and discovery (if any).

Of those surveyed, 81% said that mediation provided a more satisfactory process than litigation; 82% cited the parties' ability to resolve the dispute themselves, with both parties agreeing to a settlement, as an important reason for using mediation.

■ **More innovative solutions**—Mediation has also been found to result in more creative and satisfactory settlements. Since the mediator has no authority to impose a solution, the parties retain the power to develop creative, business-driven results that often reflect win/win solutions. Of counsel responding to the Cornell/PERC study, 67% cited this as a reason to mediate.

■ **Preserve valuable relationships**—As a non-adversarial process, mediation permits valuable business relationships to continue. In our current economy, it is often critical for two businesses to continue to work together despite a dispute. Where a business relationship needs to survive the dispute, mediation avoids placing blame and focuses on finding solutions that meet each parties' interests and needs. The process used to reach an agreement is often as important as the terms of the agreement. Of those surveyed as part of the Cornell/PERC study, 59% reported that mediation preserved good relationships.

■ **Privacy/Confidentiality**—Mediation aims to preserve the privacy of the parties. Statements made in mediation are considered confidential unless otherwise agreed. Similarly, a mediated agreement can be made confidential if both parties agree.

In sum, there are a variety of benefits to mediation. As the responses to the Cornell/PERC survey indicate, "mediation provides not just an alternative means to conventional dispute resolution but a superior process for reaching a resolution."

### **What is the role of counsel in mediation?**

As counsel, you play an integral role in the mediation process. At the outset, you may be the one to identify the matter as appropriate for mediation. The earlier in a case mediation is undertaken, the more effective it can be.

As in litigation, your thorough preparation is critical to the success of the mediation. Understand the mediation process and how it differs from other forms of dispute resolution. Be aware of different mediator



# Mediation As A Promising Alternative

styles and determine which is best suited to the dispute at hand. As noted earlier, as counsel, you (and not the mediator) provide legal advice to your client. You may also be asked to prepare a brief pre-mediation submission to educate the mediator about the case.

Therefore, your understanding of the facts of the case, relevant case law and potential outcomes is essential.

Of equal importance is the preparation of your client. Describe the various stages of the mediation process to your client early in the dispute resolution process. Explain what will be expected of him/her (or other company representatives) during the mediation process and what the role of the mediator and counsel will be. Discuss with your client not only the issues involved in the dispute but also the underlying interests at hand. Address the strengths and weaknesses of your client's case as well as that of the other party. Brainstorm with your client to generate potential options for resolution that satisfy the interests of both parties.

You will also want to determine with your client who from the company is best suited to participate in the mediation and what level of authority he/she will have to settle. It may be necessary to make arrangements for someone with greater settlement authority to be easily accessible during the process.

During the mediation sessions, counsel may be present. While your role as counsel remains to ensure that your client's interests are protected, the mediation environment is different from that of a courtroom. In mediation, collaborative styles of advocacy are often more effective in protecting and promoting your client's interests. Cooperative negotiating skills, including generous listening and the development of creative solutions, as described by Cynthia Thomas Calvert in her article, "Negotiation Skills for Women Lawyers: Making the Most of Your Natural Talents" (Raising The Bar, Fall 1999) will likely serve the client better than adversarial and competitive styles of advocacy.

## Where is mediation being used?

Mediation is being used in a broad spectrum of situations. It has long been used to resolve domestic relations disputes. As the Cornell/PERC study confirms, it is also being used to resolve employment, commercial/contract, construction, personal injury and product liability disputes, among others.

The federal government also favors the use

of ADR, including mediation. Mediation is required, or strongly encouraged, by federal legislation to resolve environmental, Y2K and special education disputes. Additionally, on May 1, 1998, President Clinton issued an Executive Order directing that each federal agency take steps to, among other things, "promote greater use of mediation, arbitration, early neutral evaluation, agency ombuds and other alternative dispute resolution techniques...." In September 1998, Attorney General Reno urged representatives from all major federal agencies to adopt programs to settle disputes in a "cheaper, quicker and more friendly manner." Most federal agencies have already taken steps to use ADR in addressing conflict early and in resolving disputes once they have gone to court. The Federal Acquisition Regulation, which defines the policies and contract clauses under which the federal government procures most goods and services, was amended, effective December 29, 1998, to provide greater clarity and coverage in the area of ADR policy guidance. In particular, the FAR now provides that where ADR is requested by either the government or a contractor, specific reasons must be provided if its use is rejected by either.

Similarly, federal and state courts and administrative tribunals (e.g., Boards of Contract Appeals) are utilizing various forms of ADR. On October 30, 1998, President Clinton signed the "Administrative Dispute Resolution Act of 1998". This legislation requires, among other things, that each federal district court devise and implement its own ADR program and encourage and promote the use of ADR in its district. Most courts already have or are currently implementing such programs; the procedures to be followed are reflected in their local rules.

## Conclusion

The new millennium brings with it increasingly recognized alternatives to litigation. Mediation is fast becoming the frontrunner among these alternatives. Mediation offers parties the opportunity to retain some control over the dispute resolution process and the ability to craft mutually acceptable solutions that permit the preservation of valuable relationships. From family disputes to the Microsoft case, mediation is being recognized as an effective and appropriate dispute resolution process. It is an option to consider with your clients. ■

*Lisa B. Horowitz is Principal and Founder of Metropolitan Mediation Center, L.L.C. She is a certified mediator and an experienced transactional and litigation attorney. She was most recently Special Counsel to Arnold & Porter. Before that, she was a partner in the law firm of Finley, Kumble, Wagner, Heine, Underberg, Manley & Casey. For additional information on mediation, she can be reached at 703-385-4467.*

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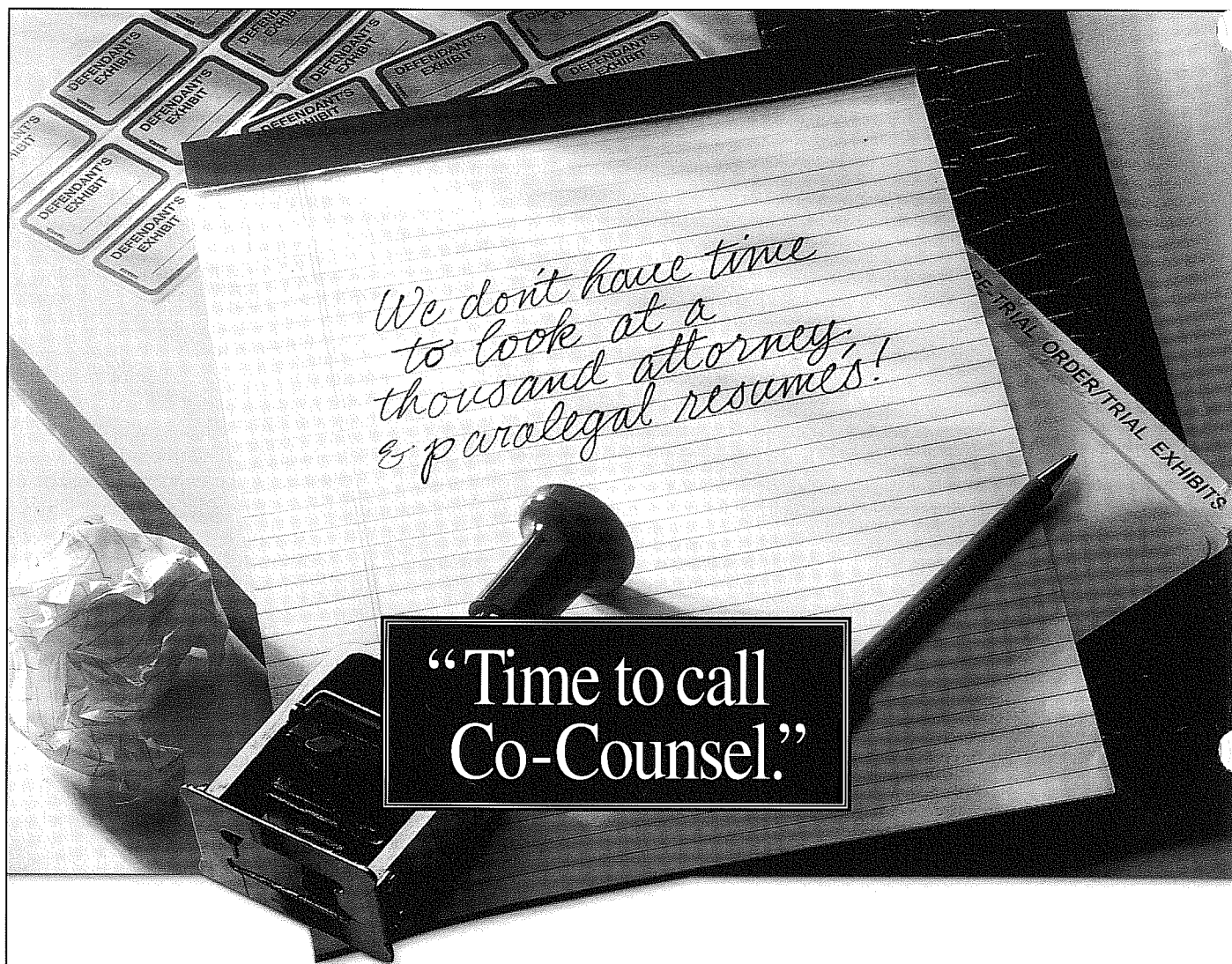
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## More WBA News

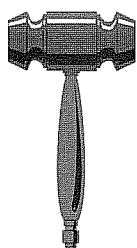
- The WBA's membership coordinator, **Jeanine Rupp**, has left the WBA to take a position with American University's Washington College of Law as Recruitment Coordinator with the Office of Career Services.
- The WBA has a new administrative assistant, **Chrystie Kempka**.
- The **WBA's new web site** will soon be available on line. It will include a "members only" area where members can access the directory, job information, and more.
- The printed version of the WBA **Membership Directory** will be mailed to members in early 2000.
- It is not too early to start thinking about **nominations for officer and board positions** for our spring elections. If you are interested in running for office, feel free to contact current office holders for more information. Nomination and election information will be included in a future "Save the Date" mailing.



Alyza Lewin

### MEMBERS IN THE NEWS

The Legal Times recently wrote an article about the legislative success of **Alyza Lewin**, of counsel at Miller, Cassidy, Larroca & Lewin, L.L.P. Ms. Lewin, co-chair of the WBA's Working Parents Forum, helped an American-born Israeli family searching for their son, a soldier in the Israeli army who has been missing in action since 1982. She was successful in getting a bill passed that directed the State Department to continue to raise this issue with the governments of Syria, Lebanon and the Palestinian Authority, and to turn over information about the case to Congress. In addition, the bill allows Congress to take into account nations' cooperation in resolving this issue when determining levels of foreign aid. President Clinton signed the bill on November 8th.



## The Gavel

*Each issue, we look at local happenings and items in the news that are of interest to women lawyers, then we call 'em like we see 'em.*

### Affirmances:

Hats off to Dickstein Shapiro Morin & Oshinsky, L.L.P. for creating its Gender & Quality of Life Committee. The Committee's goals include creating an office environment that is employee and family friendly. DSMO now offers a progressive part-time policy, a nanny back-up program and emergency day care, and family-oriented events.

### Denials:

Hisses to D.C.'s 25 largest law offices for having so few women and minority attorneys. According to a Legal Times survey published in October, between a quarter and a third of most of the firms' attorneys were women and between five and ten percent were minorities. The partner level is far worse: approximately 15% of most firms' partners are women and only two to five percent of most firms' partners are minorities.

# From Lawyers-at-Home to. . . LAWYERS@HOME

The Lawyers-at-Home Forum has gone digital. In October, we converted our monthly newsletter to an eNewsletter, zapped directly to the email inboxes of our cyber-savvy members. Why this sudden leap into the 1990s? (1) We're saving hefty postal and copying expenses, which used to eat up most of our dues; (2) We've spared our Steering Committee the monthly tedium of collating, addressing and mailing over a hundred newsletters; (3) Our members receive their eNewsletter immediately; and (4) We're saving a few trees.

This rapid transition from paper to digital only confirms what we already knew: those lawyer-moms are truly wired.

In addition to updating members on past and upcoming meetings, the Lawyers@Home eNewsletter also introduced a new feature: The Legal Website of the Month, a mini review and guide to legal resources on the Net. Even those of us who've temporarily ceased practicing law continue to face pesky legal queries from non-lawyer friends and family. And those of us with modest at-home practices often don't have access to Lexis or Westlaw. Fortunately, help is on the way—or

at least, on the Web. Dozens of excellent (and free) legal web sites have sprouted recently, and each month we direct our members to one of the best.

But we've done more than simply go digital. This fall we've also gone literary. We've launched a monthly book club aimed at those of us who miss evening book clubs from our pre-kid days and who've been itching to tackle something a bit heavier than *Arthur's Chickenpox*. The group meets on the last Tuesday of each month at 10 am. So far, we've read and discussed Alice McDermott's *Charming Billy*, Arthur Golden's *Memoirs of a Geisha* and Rebecca Wells's *The Divine Secrets of the Ya-Ya Sisterhood*. And we've added a Book Club column to our eNewsletter that examines what we've just finished and tells members what we're reading next.

Finally, our new eNewsletter contains a beefed-up Classified section with part-time job and other announcements of interest to our members. To place an announcement in or subscribe to the Lawyers@Home eNewsletter, please send an email to the Editor, Jessica Lerner, at [Jessica@FreeAgentNation.com](mailto:Jessica@FreeAgentNation.com). ■

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# Where Are All The Women Partners?

Pat Schroeder Leads Program on the Glass Ceiling and the Maternal Wall In Law Firms

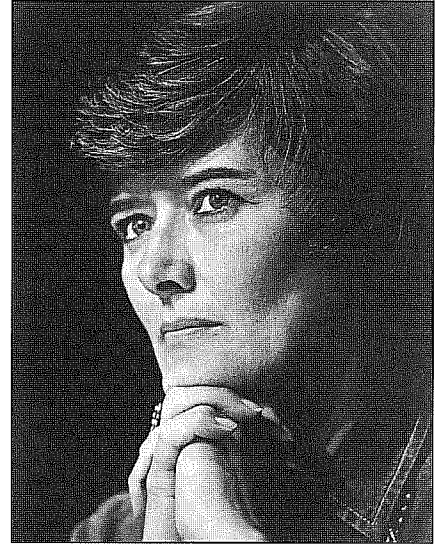
BY LINDA BRAY CHANOW

A recent NALP report announced that 87% of law firm partners are still men. As a new female associate at a large District of Columbia law firm, I am not sure which disturbed me the most—the fact that only 13% of the partners are women, or that the title of the press release read “Presence of Women and Attorneys of Color Continue to Rise at Large Law Firms.”

In November, members of the local legal community gathered at the Brookings Institution to discuss the notable lack of women among law firm partnerships. The event, *A New “Lost Generation”? 87% of Law Firm Partners are Still Men*, was sponsored by

the statistics, I realized that my chances of actually having a long-term career in a law firm are slim. Even less likely is the possibility that I will make partner at a large law firm. This knowledge forced me to take a hard look at what I need to do to have a successful law practice because I did not go to law school, and rack up close to \$100,000 in debt, only to leave the profession in a few years.

From the outset of the New Lost Generation, it was clear that the presenters all linked family responsibilities with the essence of “womanhood.” Pat Schroeder spoke candidly of her experience while in the United States House of Representatives and explained that the nation’s leaders do not have a sense of the struggles facing today’s



Former Congresswoman Pat Schroeder

For two decades, law schools have been graduating larger and larger numbers of women, and since the mid-1980s, about 40% of law school graduating classes have been women.

the WBA and American University’s Project on Gender, Work and Family. Former Congresswoman Pat Schroeder, National Partnership for Women & Families President Judith Lichtman, law professor and author Joan Williams, and New York civil rights attorney Steven Eckhaus addressed tough questions regarding the slow advancement of women in the profession.

Cynthia Calvert opened the discussion with this question: “The old excuse—that women were new to the law and there just weren’t enough women lawyers with enough experience to be partners—can’t be used any more. For two decades, law schools have been graduating larger and larger numbers of women, and since the mid-1980s, about 40% of law school graduating classes have been women. We are bright, we are hard-working, and we have enough experience—so why can’t we sitting in greater numbers at the partnership table?”

Why do so many women attorneys drop out of practice? This question has disturbed me for some time. Beginning in my second year of law school and after a hard look at

working families. She noted that while “only 1 in 10 families in the nation look like a Norman Rockwell painting, for those in elected office, 1 in 10 does not.” She expressed her exasperation that “when I say childcare, they think babysitting” and noted that she and her husband “both want a wife.”

Women attorneys report the same disconnect with most male partners who have “a flow of family work from stay-at-home spouses” reported American University Law Professor Joan Williams. Williams recently authored *Unbending Gender: Why Family and Work Conflict and What to Do About It* (Oxford University Press 1999), which details the implications of a workplace designed around the bodies and life patterns of men. Specifically, statistics show that nearly two-thirds of mothers of childbearing age do not work full-time, full-year. Only 7% of mothers work overtime, defined as more than 49 hours per week.

Mothers are excluded from lucrative work as a direct result of the fact that women continue to have primary responsibility for family work, according to Williams. The gap

between the wages of mothers and “others” is increasing. While women without children earn 90% of men’s salaries, mothers earn a mere 60%. Women are being financially penalized for having childcare responsibilities. Williams stressed that in a society where most women become mothers, these patterns are inconsistent with a commitment to gender equality.

This finding has important implications 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. According to Williams, this “marginalization” of mothers has resulted in the “hemorrhaging of women from law firms.”

Law firms are becoming increasingly concerned about the low number of women and minorities within their ranks. Firms face hard questions from recruits and clients. A non-diverse attorney pool can be a barrier to recruiting women and minorities. Fierce competition has firms struggling to attract

—continued on page 14



(L-R): Steven Eckhaus, Joan Williams, Judith Lichtman

new clients. The increasing diversification of clients and their business markets has prospective clients seeking firms able to meet diverse needs.

A lack of diversity affects not only a firm's ability to attract attorneys and clients, it also leaves law firms vulnerable to suits under the Equal Pay Act and Title VII. Steven Eckhaus discussed his recent and successful groundbreaking case involving discrimination on the basis of parenthood. He told the story of Joanne Trezza, an attorney at the Hartford Insurance Company and a mother, was passed over for promotion in favor of attorneys who did not have children. He argued that "women with kids are treated differently from women without kids" and "Title VII protects all women, not just some"—and the court agreed.

There is no business justification for requiring attorneys to work the excessive hours required at most law firms, stated Williams. She cited an internal study performed by accounting firm Deloitte & Touche, which found that when a professional resigned, the firm lost 150% of that professional's salary. Based on this dramatic finding, the firm implemented alternative schedules that required less hours and offered proportional advancement in an effort to retain their female professionals. The result of these retention efforts: \$14 million in average yearly savings.

A recent study by the Boston Bar

Association, *Facing the Grail: Confronting the Cost of Work-Family Imbalance* (available at <http://bostonbar.org/workfamilychallenges.html>), which details the high cost of attrition at law firms, lends further support to the exaggerated emphasis on the billable hour as a measure of profitability. The study noted that while firms generally measure partner revenue by the number of billable hours brought in by the individual partner, firm expenses are distributed equally among all partners. The relationship between high billable hours and attrition strongly suggests that partners who require high billable hours are also creating higher expenses. The study found that this process of measuring revenue individually and expenses generally, severely skews firm profit models and thus produces the current cycle of high salaries, high billable hour requirements, and high attrition.

Firms that have been making genuine efforts to recruit women attorneys report frustration at the high levels of attrition. According to Williams, "law firms are faced with two choices: one is illegal, and the other is to change working conditions." Williams advocates for part-time schedules that offer proportional pay, proportional benefits and proportional advancement.

"Here we are at the turn of the Century, still thinking we have to be everything," exclaimed Judith Lichtman, President, National Partnership for Women & Families, a nonprofit, nonpartisan organization that

promotes fairness in the workplace and policies that help women and men meet the often competing demands of work and family. She recognized that men did not manage to do it all: "men gave up family." Lichtman's organization is leading the way in legislative efforts to promote gender equality, including the landmark legislation Family and Medical Leave Act.

Lichtman recognized that legislative efforts will succeed only if women continue to individually fight for equality. She encouraged women to fight the small battles. According to her, "Politics are personal, women must challenge relatives and others" about the need for better workplace policies. Women must not be afraid to speak up in the workplace and to use existing resources to remain in the workplace. ■

*Linda Bray Chanow is an associate at Wilmer, Cutler & Pickering, where she specializes in litigation. She recently completed a study of existing alternative work arrangements at law firms in Washington, D.C. Her article detailing the results will be available through the Women's Bar Association in 2000.*

*Continued from page 1*

one's self as a leader, and a vision of balance. Leaders should be comfortable with the goals they have for their organizations, because they will be identified with those goals. They should be conscious of their leadership style, and make sure it fits with the size and type of organization they are leading. Balance should be sought among the different spheres of life—family, spirit, and creativity—so that leaders can connect to something other than work.

The evening also gave members and friends an opportunity to learn about the WBA's committees and fora. The program concluded with a presentation by **Kerry Adams** of Howrey & Simon of the WBA's new web site.

The WBA thanks Howrey & Simon, Lexis-Nexis, and the WBA Foundation for their support of this event. ■

## Web Sightings

The following web sites, each pertaining to women lawyers, are worth a look. Do you have a favorite site that is not included here? Let us know. Future web site listings will focus on alternative work arrangements, legal research sites, and women in the business community.

### **[www.wbadc.org](http://www.wbadc.org)**

Women's Bar Association of the District of Columbia. Need we say more?

### **[www.gwacbar.org](http://www.gwacbar.org)**

Greater Washington Area Chapter, Women Lawyers Division, National Bar Association. Good information about GWAC events.

### **[www.abanet.org/women/home.html](http://www.abanet.org/women/home.html)**

ABA Commission on Women in the Profession.

### **[www.kentlaw.edu/nawl/index.htm](http://www.kentlaw.edu/nawl/index.htm)**

National Association of Women Lawyers. Limited information, needs to be updated.

### **[www.nwlsa.org](http://www.nwlsa.org)**

National Women Law Students' Association. Includes links to online resources.

### **[www.womenlawyers.com](http://www.womenlawyers.com)**

Women Lawyers. Includes links of interest to women lawyers and a free (for now) listing service for women lawyers by state and practice area.

## WELCOME NEW MEMBERS!

The WBA welcomes the following new members, approved by the Board of Directors. We encourage your active involvement in the WBA and look forward to seeing you at upcoming WBA events!

Ann Marie Abernathy  
Mary M. Baker  
Laura Bandini  
Amy Coney Barrett  
Lisa C. Barton Kranz  
Jeanine M. Becker  
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Catherine D. Bertram  
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Mara Verheyden-Hilliard  
Kristen K. Vidovich  
Gail Westover  
Ellen Winter  
Mildeen G. Worrell  
Sharon Zissman

## Working Parents Forum Has New Programs on Work, Family Issues

**T**he Working Parents Forum begins the millennium with a program on Wednesday, January 19, 2000, entitled "Helping Kids Make Good Choices." This program, co-sponsored by the Lawyers at Home Forum, will cover issues ranging from "Grandma just gave me twenty dollars. How should I spend it?" to "Someone on the playground is trying to make me do something I don't feel comfortable doing. How should I handle it?" The speaker will be from the Parents Encouragement Program (PEP).

On February 16, 2000, the program will be "Networking for the Working Parent," and will feature WBA-member Mary Adelman, who is with Assigned Counsel in Bethesda, Maryland. How can you network when you try to devote your evening hours to your family, and yet lunch times seem to be filled with errands or finishing that project? Come hear some great ideas from an expert on how to get yourself seen and known.

There are so many software programs on the market designed for children. Are they all good? Of course not! But how can you tell which are the good ones, and which ones are less helpful/educational/fun? The Working Parents Forum will present "Computer Kids: The Good, the Bad, and the Mediocre in Software for Children" on March 15, 2000. The speaker will be Michael Lacey, Regional Manager for Zany Brainy, an educational children's toy store with a large selection of children's software.

Finally, the Working Parents Forum will conclude its 1999-2000 season on April 12, 2000 (the second Wednesday of the month) with "Striking the Balance Between Work and Family." The speaker will be Victoria Ruttenberg, LLC, a professional and executive advisor. Ruttenberg practiced law for eleven years, mediated family and other disputes for six years, and has many years of experience in

pro bono counseling. Ruttenberg will provide career and family advice for those who want to better integrate their professional and personal lives. She will provide suggestions for balancing career and home life, managing workload and time, and developing alternative work and childcare arrangements.

### When:

Wednesdays, 12:15 to 1:45 p.m.

### Where:

The Working Parents Forum brown-bag luncheons are held at the offices of Arent, Fox, Kintner, Plotkin, and Kahn, Conference Room 7-West, 1050 Connecticut Avenue, N.W. (Metro: Farragut North),

- Please bring a bag lunch; beverages will be provided. The cost is \$5 for WBA members and \$8 for non-members.

### Save these dates!!

#### January 19, 2000

Helping Kids Make Good Choices

#### February 16, 2000

Networking for the Working Parent

#### March 15, 2000

Computer Kids: The Good, the Bad, and the Mediocre in Software for Children

#### April 12, 2000

Striking the Balance Between Work and Family

*If you have questions, or would like to be included on our mailing list, please contact Co-chairs Marina Lyn Beckhard (703) 938-2612, Alyza D. Lewin (202) 833-5150, or Ellen Jakovic (202) 626-3684.*



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## MEET OUR BOARD

## Spotlight on Pat Apfelbaum

BY MICHELE REED

Pat Apfelbaum joined the Board in 1996 and is the Chair of the WBA's Long Range Planning Committee. Pat joined the WBA in 1982 at a time when she was contemplating her next career move, and she began attending the Career Opportunities lunch meetings. Through those meetings, and while organizing a program herself, Pat met a WBA member who would later serve as a mentor and assist her in obtaining a position with the Commodities Futures Trade Commission. Pat continued her career at the Commission for ten years. Following the birth of daughter Rachel in 1990, Pat and her husband, Department of Labor attorney Michael Apfelbaum, each took six months of leave. Pat then worked part-time, three to four days per week. When son Eric was born three years later, Pat reassessed her career path. She decided that she did not want to continue practicing law as she had been, and left her position at the Commission. Initially, Pat thought that she would take a short hiatus to rejuvenate and would return to the legal workforce. However, as the children grew older, Pat found a role for herself as an active assistant at their school. While Pat serves in whatever capacity is needed at the school, her major emphasis is bringing the arts to the curriculum. Pat contemplates her return to the work force, and she hopes to find a position that will allow her to combine her interest in the arts and children, and her organization, writing and fund-raising skills.

Pat shared her thoughts on the following issues:

**Q:** *What do you hope that your children have learned from your career choices?*

**A:** I hope that I have raised them to be committed to a lifetime of learning. I want them to have the resources and independence to pursue whatever they wish and not feel that they have to march to someone else's drummer.

**Q:** *Why have you decided to be so active at the children's school?*

**A:** By committing my time to the school, I am able to emphasize the importance of education to the children. Also, I am able to serve as an effective advocate for my

children because I have a very congenial relationship with the staff.

**Q:** *Why have you continued participating in the WBA?*

**A:** First, I have an emotional connection. I believe that the assistance that I received from a WBA member when I was seeking my position with the Commodities Futures Trade Commission was very instrumental in me getting the position. Second, since I am not practicing law at this time, the WBA allows me to stay connected to the profession and to use my management and planning skills.

**Q:** *As Chair of the Long Range Planning Committee, what are your areas of concern?*

**A:** Increasing diversity among the membership and the financial health of the organization. We are working to achieve racial diversity to reflect and serve our community. In addition, Washington is a government town, but our membership does not have a strong presence of public sector attorneys. Our membership should reflect the community. In the past, the federal government often was the only place that women and minorities were able to obtain professional employment. It also would be exciting to develop WBA chapters on law school campuses.

The financial stability of the WBA is an ongoing concern. It important to identify revenue sources in addition to membership dues. Progress is being made in this area as we are getting more advertising dollars to support the organization. By taking care of these matters we would be able to concentrate on other issues related to women practicing law.

**Q:** *Are you a cat person or a dog person?*

**A:** Dog. Dudley, our golden retriever pup, is my baby.

**Q:** *What is the last book you read?*

**A:** The last one I finished was *Windward Heights* by Maryse Conde (translated by Richard Philcox).

**Q:** *What is your favorite quick meal for the family?*

**A:** Black beans and rice.



### Join the Community Projects Committee at a Habitat for Humanity Project

The Community Projects Committee is planning a volunteer service project with Habitat for Humanity for Saturday, January 29, 2000 beginning at 9:00 a.m. Work on the project will typically last until 4:00 p.m. The project site is located at 1914 South Glebe Road in Arlington, Virginia. We will be working indoors, assisting on dry wall and framing projects. Habitat for Humanity will hold a training session for the volunteers before we begin work on the project. Family members are welcome to come, although children must be 16 years of age or older in order to participate.

If you are interested in volunteering for this project, please call Jennifer Duane (202) 828-7422 or email her at [Jennifer.a.duane@mail.sprint.com](mailto:Jennifer.a.duane@mail.sprint.com). Look for further details about this community service project in future WBA monthly mailings.

## The Community Projects Committee Sponsors Brown Bag Issues Lunch on Domestic Violence

Domestic violence is the leading cause of injury to American women and its harmful effects impact a growing segment of the greater DC community. The Community Projects Committee will be sponsoring a Brown Bag Issues Lunch to bring greater awareness to this important topic. The program will be held on Thursday, February 10, 2000 from 12:30 to 1:30 p.m. at the WBA offices at 815 15th Street, NW, Suite 815, Washington, DC 20005.

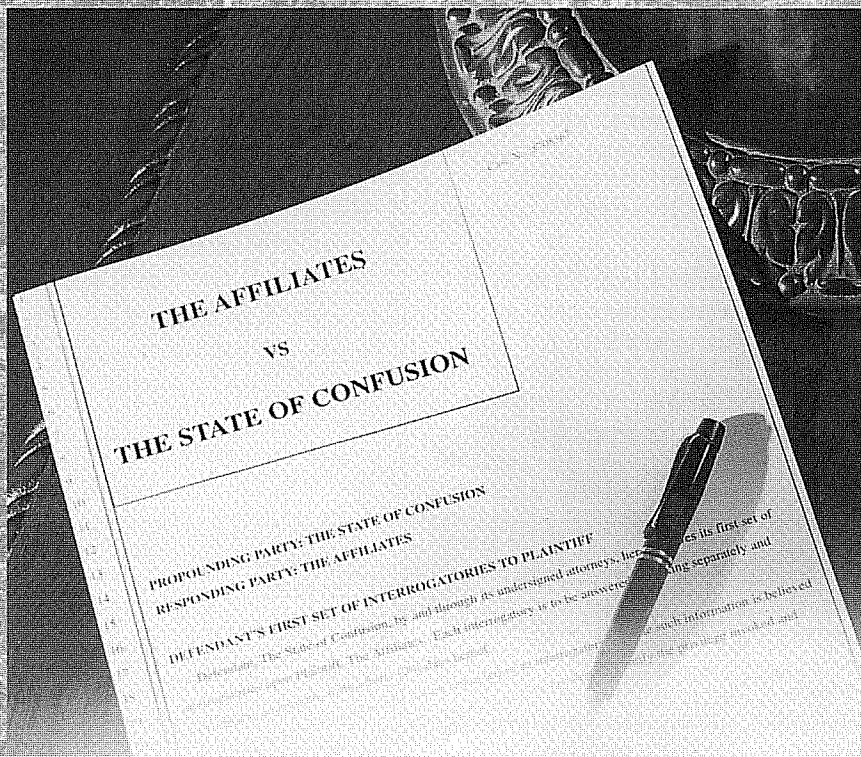
Lydia Watts, Executive Director of Women Empowered Against Violence, Inc. (WEAVE) will be leading this discussion of domestic violence. WEAVE, founded by

four law school students at American University, officially opened its doors to help victims of domestic violence in September 1997. WEAVE assists its clients by providing a combination of legal representation and case management, including counseling and assistance with housing needs and financial services. WEAVE's mission is to empower victims of domestic violence so that they can safely free themselves from their cycle of abuse and become self-sufficient and independent.

Ms. Watts will discuss the legal and sociological issues associated with the problem of domestic abuse. Ms. Watts will also discuss ways in which WBA members can become involved in assisting WEAVE

in achieving its goals. WEAVE relies on financial contributions to perform these critical services to its clients. WEAVE also needs volunteers for legal services, case management, mentoring and administrative support. Because of its growing caseload, WEAVE depends on attorneys to assist WEAVE on a pro bono basis in securing civil protection orders and participating in divorce, custody and child support cases.

Please join us to hear more about the scourge of domestic violence and the ways in which organizations like WEAVE are attempting to combat it. For more information about this program, please contact Jennifer Duane (202) 828-7422.



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# Making New Contacts Can Be Rewarding

## NETWORKING BASICS

BY VICTORIA RUTTENBERG, L.L.C.

Fewer activities strike more fear into the hearts of job seekers or those seeking new clients than "networking." People seem to believe that you are either good at it or embarrassingly bad. People also believe that if you are in the unfortunate position of not being a natural networker, you are doomed because, as everyone knows, networking is crucial to a successful job search, to a career change, or to developing clients.

These beliefs are, of course, incorrect. Networking is not innate, but can be developed. The concepts are simple to learn, and the benefits are tremendous. All you need to do is focus on what you hope to learn, master some basic techniques, and talk to the right people.

*Networking is simply an exchange of information or assistance between people who respect one another.*

### What is the Purpose of Networking?

The purpose of networking, whether you are job hunting or marketing, is to:

- Let people know that you (and, if you are marketing, your firm) are qualified and available.
- Learn background information on areas that might interest you. This includes information on the individuals in a particular field, trends in a particular job market and current compensation levels.
- Learn general information about specific organizations. This includes information on the organizational culture, the names and personalities of key people, the names and addresses of people with additional information, and the future plans of the organization.
- Learn about specific job or marketing opportunities.

Receive advice on how to approach specific organizations. However, avoid asking for generic career or marketing advice because that may make you look unsure of yourself. Also, avoid discussing your resume or the firm's brochure because that causes people to look for their weaknesses.

- Obtain referrals to other people and organizations.

### How do you Network?

Remember, the true idea of networking is to share your talents with others. This means that you must focus on what you can give them, before you start thinking about what you hope to receive in return. Done well, networking is simply an exchange of information or assistance between people who respect one another.

Unfortunately, too many people go to parties or meetings or join organizations with the sole intent of "making contacts" in order to get other people to help them. This makes those "contacts" feel used, and people who feel used are rarely willing to help anyone.

Even done properly, networking can be hard. However, the following guidelines should help you develop your network as

painlessly as possible. Although some of the guidelines are simply common sense, taken together they show the other person that you are truly interested in what they have to say, and that you respect and appreciate their time.

- If you call someone that you do not know, identify yourself immediately and explain precisely how you got his or her name. Never begin by saying, "How are you?" without identifying yourself first. This is a typical telemarketer approach, and many people do not like it.
- After you introduce yourself, ask whether this is a good time to talk. If he or she says that another time would be preferable, suggest a time. Do not ask them to call you back, because then you are in the uncomfortable position of having to call again, if they fail to call you.
- If someone is not interested in talking, do not push. There are always others who will be interested, and the person may be someone you encounter later.
- Try to meet in person because you are more likely to be remembered. One method that is usually successful is to tell someone when you are going to be in their

area and ask whether you can buy them a cup of coffee or take them to lunch. People frequently prefer to meet for coffee because it is less of a time commitment.

- Remember to give them your phone number and spell your name for them in case they need to reach you before the meeting.
- Be prepared before you meet with someone. Research them, their profession and their organization. Good sources of information include professional journals, publications and the Internet. Think of some questions and some specific ways that the person could help you. Bring paper and pen so that you do not have to call them back later to check something with them.
- Be on time for the meeting. It is amazing how many people overlook this one obvious suggestion. It is also amazing how irritated tardiness makes others. Obviously unforeseen difficulties occasionally arise, so bring the person's phone number with you (and a cell phone, if you have one) so that you can call if that happens.
- When you do meet someone, let them talk about their interests before you ask a lot of questions relating to your interests. You will probably learn a lot more that way.
- If someone suggests that you call someone else, always ask whether you can use his or her name.
- If possible and appropriate, pay for their meal. If you can help them in any way, offer to do so and follow through immediately.
- Send a thank you note, and remember to mention any suggestions they gave you that helped.

### With Whom Should You Network?

In addition to knowing how to network, you need to know with whom to network.

- A lot of people forget that they have a pre-existing network, consisting of friends and family. Even if your friends and family members are unfamiliar with your area of interest, they may know people who could help. Show them a list of the organizations in which you are interested and the board members of those organizations and see who they know.

—continued on page 20

- The next best network consists of people who already know you, or to whom you have an obvious personal or professional connection. This can include neighbors, past and present co-workers and clients, members of personal, professional and religious organizations with which you are involved, alumna, and community and political contacts.
- Find out whether your alma mater(s) offer any career or networking resources. If you are targeting a specific organization, find out who attended your alma mater(s) and call them directly. If you tell them that you are interested in their field and would welcome the opportunity to learn more about it, they will most likely be willing to talk with you.

## Other Tips

- Like many aspects of marketing or changing one's career, developing a network can be stressful for some people, so they tend to put it off. Therefore, I recommend that you make one call related to your network

each morning. If the call is unsuccessful, at least it is over. If the call is successful, then you will be energized to make more calls.

- If you have the time to become actively involved in a group, then join organizations or professional associations related to your area of interest. If you only have time to attend the basic meetings, then you are unlikely to develop much of a network.
- Do not be shy about talking to everyone, including people that you meet for the first time, about your interests and what you do. People tend to be curious about and want to help others.

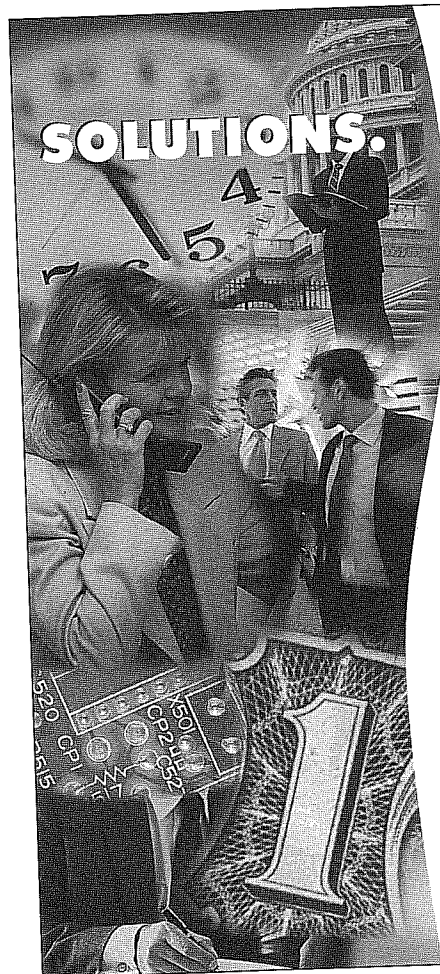
Networking is a social activity that can actually be a lot of fun. Provided that you are focusing on areas that truly interest you, this is a good opportunity to learn a lot about your current or new practice area and to meet people with similar interests.

*The author, a former practicing attorney, is a career consultant and mediator in Washington, D.C. She can be reached at 202.244.9488.*

## Suggestions for Keeping in Touch

*Once you have made new contacts, remember to keep in touch with them. Here are some quick and easy ways:*

- Send news clippings that relate to the topic you and your contact discussed, and attach a short note.
- Once you meet with a person suggested by your contact or take other suggested action, e-mail an update to your contact.
- If you plan to attend an event that you think would be of interest to your contact, call her and suggest that you attend together.
- Most importantly, keep your eyes open for an opportunity to reciprocate. Look for potential clients to refer to your contact, see whether you know anyone to whom she would like to be introduced, or think of a favor you could do for her.



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- Marching Toward the Millennium: Changes in Tax Law (1/11)
- Writing Your Way to the Top—Ten Ways to Improve Your Legal Writing (2/9)
- Are You Management Material? (3/14)
- How to Keep Your Head Up When Your Nose is to the Grindstone: Maintaining Self Esteem in the Workplace (4/11)

**DATES:** Second Tuesdays except February which is the second Wednesday

**TIME:** 12:15 - 1:30

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

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

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## WBA'S SPEAKERS' BUREAU IS REJUVENATED

BY JINHEE K. WILDE

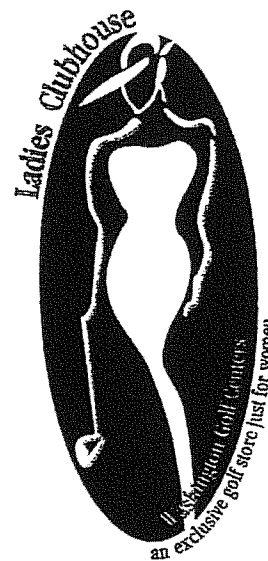
**D**id you know that WBA has a Speakers' Bureau? Our Speakers' Bureau is designed also to promote and highlight our talented WBA members by identifying or referring speakers for various WBA and non-WBA programs where speakers are needed. It is a wonderful opportunity to show off our achievements and our know-how.

WBA speakers are asked to speak on diverse subject matters such as balancing work and home, career development in the government and in the private sector, and on substantive legal areas, such as tax and business, international trade, telecommunications, and litigation. By being a WBA speaker, you can highlight your achievements, promote or market your practices and tout the achievements of the women lawyers of Washington, D.C. With your help, WBA's Speakers' Bureau can become one of the more visible signs of the WBA's leadership in the Washington area legal community and community at large.

If you would like to be a part of this exciting opportunity please sign up to be a speaker by faxing your resume to the WBA office at (202) 639-8889 or e-mailing us at [wba@wbadc.org](mailto:wba@wbadc.org) and let us know the areas about which you would like to speak.

Also, join me for a strategy meeting for the committee on Tuesday, January 18, 2000 to kick off the new millennium for the WBA's Speakers' Bureau. The meeting will be held at 6:30 p.m. at the WBA office. I look forward to seeing many of you at that time and look forward to working with you. Come help us to put WBA Speakers' Bureau on the map.

*Jinhee K. Wilde is the chair of the Speaker's Bureau.*



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# "As Good As It Gets?"

## Tips for Time-Starved Attorneys

BY ELAINE VICCORA

**T**he gnawing pit in my stomach grew bigger with each passing minute.

I picked up "just one more" phone call before heading out the door and quickly regretted it. With growing impatience, I tried to get the long-winded caller off the phone. Meanwhile, as the conversation and the hands of the clock marched forward, I calculated how late I was going to be and started to rehearse the apology to my day care provider. The evening's carefully orchestrated schedule was now jeopardized by my jamming one more task into the work day.

Perhaps you, too, have experienced the burning stomach, tense shoulders, headache and short temper that result from juggling too many balls at once with too little time. Each day you figure out how to balance the multiple roles and responsibilities in your life as a professional, colleague, friend, neighbor, volunteer, parent, or daughter and each day you are bombarded with dozens of unexpected requests for your time.

So, you continue to juggle, feeling guilty if you drop a ball, knowing that there's always another ball that needs your attention. You say "yes" to more and more, squeezing as much as possible into a 24-hour day. You multi-task, take short cuts, shuffle the 'to do' list and get too little sleep. You end up feeling frazzled and overwhelmed.

Is this "as good as it gets?"

Many attorneys seem to believe so. With resignation, they conclude that their busy schedules are an inevitable sacrifice required by the profession. Others know that there is a better way to live and dream of winning the lottery or finding some other magic bullet that will set them free from the time trap.

Whether you are resigned to live in chaos or in dreamland, the following tips can help provide an alternative framework. These strategies offer steps for incrementally

changing your schedule and bringing balance to your life.

Create a baseline. Take out your calendar for the last week and determine how much time you spent each day involved with work, a romantic relationship, friendships, family, health, home maintenance and personal growth. What are the most time-consuming activities in your life? Do they reflect your current priorities and life goals?

Say "yes." This week, decide to say "yes" to three or four areas or activities that you feel deserve priority and attention. Your list, which may vary from week to week, can include both professional and personal activities you want to accomplish (instead of simply those you should do). Perhaps this week you will say "yes" to a certain relationship, a challenging task, dinner at home. Your "yes" list is to consist of the promises you are making—and keeping—to yourself.

Say "no." In order to accomplish all of the tasks on your "yes" list, you must make a "no" list. The "no" list should include activities that you intentionally choose not to do. By saying "no" to select areas, you create more room for your "yes" list. So, what will you say "no" to this week? A useless meeting? An extra trip to the store? Work reading?

Adopt a single daily action. What daily action would assure that you gave more attention to your priorities? Taking a vitamin? Phoning a friend? Exercising? Reading more? Commit to doing a specific action at least three times per week. Give yourself a check or star on your calendar each time you perform that single daily action.

Set up an accountability system. How many times have you vowed to make changes in your harried schedule only to realize a few weeks later that nothing's really changed? To avoid this common trap, establish a monthly appointment with yourself to review your schedule and compare it against your baseline. Better yet, turn to a friend or

utilize a coach to keep you honest and help you identify where you can say "yes" and "no" to achieve more balance.

You will unleash feelings of power and control over your schedule when you adopt these action steps. Instead of worrying about the next item on your 'to do' list, you will actually enjoy the activities you choose. These steps have worked for countless professionals - including my clients and myself.

It has been several years since I've had to face the dilemma of racing through rush-hour traffic. Now, I say "yes" to a home-based office and "no" to answering the phone 15 minutes before quitting time.

Isn't it about time you said "yes," too?

*Elaine Viccora, LCSW is a professional coach who helps attorneys and other professionals achieve balance in their demanding lives. She is available at [Elaincoach@aol.com](mailto:Elaincoach@aol.com). You also can reach Elaine at (703) 425-0685—before 4:45 p.m.*

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## The High-Tech Market

The Tax and Business Forum and the Intellectual Property Forum are pleased to present "The High-Tech Market—How Women Attorneys Can Get Into The Game" on Wednesday, March 15, 2000. This program will offer valuable information and insight on current trends in the high-tech market in the Washington area and nationwide, and will discuss ways that women attorneys can take advantage of industry growth in developing their own IP and business practices.

Two of the confirmed panelists for this event are Barbara Perrier-Dreyer, CFO and COO of Speakout.com, Inc. and Ellen Koplow, Deputy General Counsel for Ameritrade. Additional panelists will be confirmed soon. Please join us for an informative and enjoyable evening!

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## AVOIDING LEGAL ENTANGLEMENTS ON THE WEB

# IP Forum Hosts Program on Trademark and Copyright Issues and the Internet

BY BRAD HENDRICKS

**D**o trademark laws apply to the internet? Can you copy an article from a web site and put it on your own web site? In

November, a full house heard the answers in a program presented by the Intellectual Property forum, in conjunction with the Intellectual Property section of the District of Columbia Bar.

Speaker Lisa Dunner, an attorney at Pillsbury, Madison and Sutro specializing in trademark and copyright issues, stressed that basic copyright and trademark laws must be observed on the internet.

Trademarks represent "the goodwill of the business," Dunner said. "They are unique,

another company and uses a domain name similar to the other company's but in a different language. Dunner used the real-life example of two web sites called "What's Happening" that sold the same goods and services. One web site was called "Que Pasa?.com," Spanish for "what's happening." The other web site was called "What's Happenin?.com." Under the Doctrine of Foreign Equivalents, this amounted to trademark infringement. The case focused on which domain name was registered first.

Dunner also discussed the Federal Trademark Dilution Act, which the Hasbro toy company successfully used to protect its trademark. An adult web site entitled "Candyland.com" was found to be a trademark dilution of Hasbro's well-known

their web sites and thus more revenue.

Dunner said there have been 12 cases in which the courts have ruled that the use of trademarked names as Metatags is trademark infringement.

Linking, the practice of including another web site address in one's own web site to make it easier for viewers to go to the other web site, can also be a trademark violation. Linking is legal, but the web site owner must have the express approval of the owner of the other web site. "Framing," which allows viewers to see another web site without leaving their current web site, raises similar issues. The viewers see the other web site, but with the borders of the first web-site around it. Express approval of the owner of the framed web site is also required.

Basic copyright law also applies to the internet, Dunner said. "The loading of copyright material onto a web site may infringe on: 1) the right to reproduction; 2) the right of distribution; and 3) the right to public display." Companies are cracking down on internet copyright violations. Some web site owners are warning viewers not to copy their content. For instance, Warren publishing, publisher of Communications Daily, a publication geared to the communications industry which is usually sent by e-mail, states: "It is against the law to copy, fax, or electronically transmit this newsletter without our permission. Federal copyright law (17 USC§101 *et seq.*) makes it illegal, punishable with penalties up to \$100,000 per violation plus attorney fees."

Dunner concluded by stating that it is important to focus on risk management. Attorneys should keep track of the copyrights and trademarks their clients own by creating an "Intellectual Property Portfolio." She also stressed that it was important to "make sure that clients do not knowingly use other's copyrights." ■

*One of the chief trademark infringement problems on the internet is the use of domain names that contain trademarks.*

universal, evocative." For example, Coca-Cola is a well known registered trademark. Copyright, on the other hand, protects expression (such as a poem or a web page) that is fixed in a tangible medium (such as on paper or on a disk).

One of the chief trademark infringement problems on the internet is the use of domain names that contain trademarks. A domain name is the name typed in by a user in order to access a web site, and is, in essence, the telephone number for the web site. People have registered domain names using trademarks and then attempted to sell the domain names to the owners of the trademarks at a profit. This practice is called "cybersquatting" and constitutes trademark infringement, Dunner said. Congress recently passed a bill banning bad faith cybersquatting.

The Doctrine of Foreign Equivalents is also applicable to the internet. Issues arise under the doctrine when a company sells goods or services that are similar to that of

children's game Candyland. (*Hasbro, Inc. v. Internet Entertainment Group, Ltd.*, United States District Court, 1996 WL 84858 (W.D. Wash. 1996)). However, Hasbro lost a second district court case in Massachusetts this year in which it had sued ClueComputing.com for allegedly violating the trademark of their well known board game Clue. The district court judge ruled that no one would confuse the two trademarks. *Hasbro, Inc. v. Clue Computing, Inc.*, United States District Court, 1999 WL 711429 (D. Mass., 1999).

The use of metatags can also raise trademark infringement concerns, said Dunner. Metatags are embedded in source code, the language used by a web designer to construct her web site. Some web site owners put registered trademarks in their source codes. Although invisible to the person viewing the web site, these registered trademark metatags are read by search engines. As a result, web site owners using registered trademarks get a higher number of hits for



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**Charter Financial Group, Inc.** is a woman-owned, registered investment advisory firm founded by WBA member Susan H. Stewart. Headquartered in Washington, D.C., Charter provides investment management services to individuals, public and private pension funds and foundations.

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## 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.

## FOR SALE

HealthRider exercise machine, with video, mat, and seat cover, for sale. New, \$500. Will sell for \$350. Call Cynthia at (202) 833-5143.

## POSITION WANTED

House cleaning position wanted in Montgomery County, one day per week. May also be available to provide before or after school child care. Own car, references. Call Karen at (301) 972-6130 eves.

## HELP WANTED

Associates for Reno & Cavanaugh, PLLC, see ad below.  
Antitrust Associates for Howrey & Simon, see ad at right.

For more job announcements, see page 29.

## THE CAREER OPPORTUNITIES COMMITTEE

### Job Seekers Network/Third Tuesday Speakers

The JSN meetings in January and February, 2000 feature a series of lively 30-minute videotaped presentations by Pat Heim, Ph.D., an expert on gender differences in workplace communications.

#### January 18, 2000

Successful organizations of the future are going to have leaders and team members who understand the radically different "team player" rules of both cultures.

#### February 15, 2000

Effective strategies for more successful communications between genders in the workplace.

The Third Tuesday Speakers meeting are \$5 for members and \$10 for non-members.

If you have any questions about the JSN or the Speakers Series, contact Mary Adelman at 703-761-7955 or Kathy Grant at 703-255-5428.

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Attorneys at Law

### ASSOCIATES

Reno & Cavanaugh, PLLC, ("R&C"), a boutique DC law firm that focuses its practice on affordable housing, public agencies, and nonprofit organizations, seeks at least one associate with 1-3 yrs. experience and one senior associate for its affordable housing/general corporate practice. Both positions involve a high degree of client interaction and responsibility. The firm atmosphere is collegial and entrepreneurial. Candidates should have strong academic credentials, experience in real estate finance (public housing or other HUD programs, LIHTC, or state housing programs preferred), and the ability to meet deadlines. R&C is willing to consider part-time arrangements for the right candidate. Please send cover letter, writing sample, and resume to: Hiring Committee, Reno & Cavanaugh, PLLC, 1250 Eye St., NW, Suite 900, Washington DC 20005 or e-mail: [banderberg@renocavanaugh.com](mailto:banderberg@renocavanaugh.com). **No phone calls please.**

R&C is an Equal Opportunity Employer.

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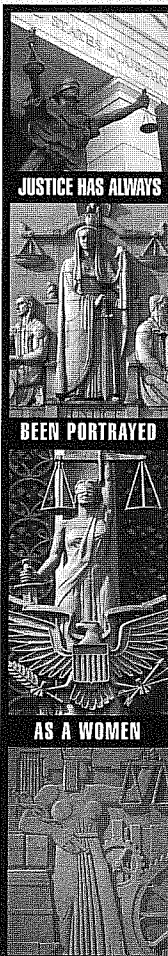
We are seeking Antitrust associates with 3-6 years of experience. Our practice handles litigation, counseling, civil and criminal government investigations, M&A and Hart-Scott-Rodino filings.

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

The litigation position requires substantive experience in the area of antitrust.

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, Washington, DC 20004. Fax 202-383-7355 EOE





# UPCOMING EVENTS

Please register for these events using the form on page 31

## January

- Tues 4 12:15 p.m. **JOB SEEKERS NETWORK**  
Location: WBA  
Cost: Free for members/\$5 for non-members
- Tues 11 12:15 p.m. **JOB SEEKERS NETWORK**  
Location: WBA  
Cost: Free for members/\$5 for non-members
- Thur 13 9:30 a.m. **LAWYERS AT HOME** presents *Part Time Practice*  
Location: Cleveland and Park Congregational Church, 34th and Lowell Streets, NW
- Tues 18 12:15 p.m. **JOB SEEKERS NETWORK/THIRD TUESDAY SPEAKER'S SERIES** "Invisible Rules: Men, Women and Teams" Video with Pat Heim, Ph.D.  
Location: WBA  
Cost: \$5 for members/\$10 for non-members
- Wed 19 12:15 p.m. **WORKING PARENTS FORUM and LAWYERS AT HOME FORUM** present Brown Bag lunch: *Helping Kids Make Good Choices*  
Location: Arent, Fox, Kintner, Plotkin & Kahn, 1050 Connecticut Avenue, NW  
Cost: \$5 for members/\$8 for non-members
- Tues 25 12:15 p.m. **JOB SEEKERS NETWORK**  
Location: WBA  
Cost: Free for members/\$5 for non-members
- Tues 25 12:15 p.m. **SOLO/SMALL PRACTICE FORUM** *Rainmaking/Marketing* with Linda Ravdin, Esq.  
Location: 1763 R Street, NW  
Cost: Free for members/\$5 for non-members
- Wed 26 12:00 noon **LITIGATION FORUM and LAWYERS AT HOME** present brown bag lunch: "Revolutionary Web Research"  
Location: Howrey & Simon 1299 Penn. Ave, NW  
Cost: \$10 for members/ \$15 for non-members
- Sat 29 9:00 a.m. **COMMUNITY PROJECTS COMMITTEE - Habitat for Humanity Project**  
Location: Project site will be at 1914 South Glebe Road, Arlington, VA

## February

- Tues 1 12:15 p.m. **JOB SEEKERS NETWORK**  
Location: WBA  
Cost: Free for members/\$5 for non-members
- Tues 8 12:15 p.m. **JOB SEEKERS NETWORK**  
Location: WBA  
Cost: Free for members/\$5 for non-members
- Wed 9 12:15 p.m. **TAX AND BUSINESS FORUM** Brown Bag Luncheon: *Writing Your Way to the Top—Ten Ways to Improve Your Legal Writing*  
Location: Miller & Chevalier, 1450 G St., N.W. Suite 900  
Cost: \$5 for members/ \$10 for non-members
- Thu 10 9:30 a.m. **LAWYERS AT HOME** presents *Computer Research*  
Location: Cleveland and Park Congregational Church, 34th and Lowell Streets, NW
- Thu 10 12:30 p.m. **COMMUNITY PROJECT COMMITTEE** presents Brown Bag Issue Lunch on *Domestic Violence*  
Location: WBA

- Tues 15 12:15 p.m. **JOB SEEKERS NETWORK/THIRD TUESDAY SPEAKER'S SERIES** "Changing the Rules" video with Pat Heim, Ph.D.  
Location: WBA  
Cost: \$5 for members/\$10 for non-members
- Wed 16 12:15 p.m. **WORKING PARENTS FORUM** presents Brown Bag Lunch: *Networking for the Working Parent*  
Location: Arent, Fox, Kintner, Plotkin & Kahn, Connecticut Avenue, NW  
Cost: \$5 for members/\$8 for non-members
- Thu 17 12:00 p.m. **INTELLECTUAL PROPERTY FORUM** Brown Bag Luncheon on *Minimum Contacts and the Internet: How Courts are Deciding Jurisdiction in an Electronic Age* with Linda Alcorn, Esq.  
Location: TBA  
Cost: \$5 for members/\$8 for non-members
- Tues 22 12:15 p.m. **JOB SEEKERS NETWORK**  
Location: WBA  
Cost: Free for members/\$5 for non-members
- Tues 22 12:15 p.m. **SOLO/SMALL PRACTICE FORUM - DC Trust Accounts** with Reed Trout, Esq.  
Location: 1763 R Street, NW  
Cost: Free for members/\$5 for non-members
- Tues 29 12:15 p.m. **JOB SEEKERS NETWORK**  
Location: WBA  
Cost: Free for members/\$5 for non-members

## March

- 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 *Home Practice*  
Location: Cleveland and Park Congregational Church, 34th and Lowell Streets, NW
- Tues 14 12:15 p.m. **TAX AND BUSINESS FORUM** Brown Bag Luncheon: *Are You Management Material?*  
Location: Miller & Chevalier, 1450 G St., N.W. Suite 900  
Cost: \$5 for members/ \$10 for non-members
- Tues 14 12:15 p.m. **JOB SEEKERS NETWORK**  
Location: WBA  
Cost: Free for members/\$5 for non-members
- Wed 15 12:15 p.m. **WORKING PARENTS FORUM** Brown Bag Luncheon: *Computer Kids: The Good, the Bad, and the Mediocre in Software for Children*  
Location: Arent, Fox, Kintner, Plotkin & Kahn, Connecticut Avenue, NW  
Cost: \$5 for members/\$8 for non-members
- Wed 15 6:30 p.m. - 8:30 p.m. **THE INTELLECTUAL PROPERTY FORUM and TAX AND BUSINESS FORUM** present *Representing High-Tech Start-Up Companies: How Women Can Get into The Game*  
Location: Hogan & Hartson, LLP, Columbia Square, 555 13th Street, NW  
Cost: \$15 for members/\$20 for non-members



- Tues 21 12:15 p.m. **JOB SEEKERS NETWORK**  
Location: WBA  
Cost: Free for members/\$5 for non-members
- Tues 28 12:15 p.m. **JOB SEEKERS NETWORK**  
Location: WBA  
Cost: Free for members/\$5 for non-members
- Tues 28 12:15 p.m. **SOLO/SMALL PRACTICE FORUM *Networking***  
Location: 1763 R Street, NW  
Cost: Free for members/\$5 for non-members

## April

- Tues 4 12:15 p.m. **JOB SEEKERS NETWORK**  
Location: WBA  
Cost: Free for members/\$5 for non-members
- Wed 5 7:00 p.m. **LAWYERS AT HOME SHOWCASE** presents Stanley L. Greenspan "*Building Healthy Minds*"  
Location: Washington College of Law
- Wed 11 12:15 p.m. **TAX AND BUSINESS FORUM** Brown Bag Luncheon: *How to Keep Your Head Up When Your Nose is to the Grindstone: Maintaining Self Esteem in the Workplace*  
Location: Miller & Chevalier, 1450 G St., N.W. Suite 900  
Cost: \$5 for members/ \$10 for non-members
- 11 12:15 p.m. **JOB SEEKERS NETWORK**  
Location: WBA  
Cost: Free for members/\$5 for non-members
- Wed 12 12:15 p.m. **WORKING PARENTS FORUM** presents Brown Bag Luncheon *Striking the Balance Between Work and Family*  
Location: Arent, Fox, Kintner, Plotkin & Kahn, 1050 Connecticut Avenue, NW  
Cost: \$5 for members/\$8 for non-members
- Thu 13 9:30 a.m. **LAWYERS AT HOME** presents *The Challenging Child*  
Location: Cleveland and Park Congregational Church, 34th and Lowell Streets, NW
- Tues 18 12:15 p.m. **JOB SEEKERS NETWORK**  
Location: WBA  
Cost: Free for members/\$5 for non-members
- Thu 20 12:00 p.m. **INTELLECTUAL PROPERTY FORUM & IP SECTION OF THE DC BAR** present a Brown Bag Luncheon on *Intellectual Property Rights in International Transactions* with Andrea G. Reister, Esq.  
Location: Howrey & Simon, 1299 Penn. Ave, NW  
Cost: \$5 for members and DC bar members/\$8 for non-members
- Tues 25 12:15 p.m. **JOB SEEKERS NETWORK**  
Location: WBA  
Cost: Free for members/\$5 for non-members
- 25 12:15 p.m. **SOLO/SMALL PRACTICE FORUM *Networking***  
Location: 1763 R Street, NW  
Cost: Free for members/\$5 for non-members

Please register for these events using  
the form on page 31

## Intellectual Property Forum Hosts Lunches

The Intellectual Property Forum will host a brown bag luncheon on "Minimum Contacts and the Internet: How Courts are Deciding Jurisdiction in an Electronic Age." Linda Alcorn, Esq., a Director with Sterne, Kessler, Goldstein & Fox P.L.L.C., will analyze the current status of the law on jurisdiction as it applies to persons doing business on the Internet. The luncheon will be held on Thursday, February 17, 2000, from Noon - 1:00 p.m. The cost for the event will be \$5 for WBA members and \$8 for non-members. Future information regarding the location for the event will be forthcoming. For more information, please contact Tracy Durkin at (202) 371-2670 or tdurkin@skgf.com.

In addition, the IP Law Forum and the IP Section of the DC Bar will host a brown-bag luncheon presentation entitled Intellectual Property Rights in International Transactions on Thursday, April 20, 2000 at noon. The presentation will address international patent enforcement of public network, Internet, and electronic commerce patents. The interactive discussion will provide important tips in claim drafting and international licensing. The featured speaker will be Andrea G. Reister, Esq., Of Counsel to Howrey & Simon. Ms. Reister specializes in patent issues relating to Internet, electronic commerce, and other types of computer-related patents, and is a frequent speaker and author on these topics. The presentation will be held in the offices of Howrey & Simon, 1299 Pennsylvania Avenue, NW, Washington, D.C.

## Litigation Forum and Lawyers at Home Host Lunch

On Wednesday, January 26, the Litigation Forum and Lawyers at Home will co-sponsor a brown bag lunch, "Revolutionary Web Research." Kerry Adams will discuss new web-based research tools, which are accessible from any computer anywhere—without special software, connections, or training.

The cost for the lunch, which will be held at the office of Howrey & Simon at 1299 Pennsylvania Ave, NW, will be \$10 for WBA members and \$15 for non-members. For more information, contact Kerry Adams at 202-383-7193 or adamsk@howrey.com

## Lawyers at Home Showcase

On Wednesday, April 5th, come to the Washington College of Law to listen to internationally-renowned child psychologist Stanley L. Greenspan as he talks about "Building Healthy Minds" For more information contact Marcia Simon 301-983-2804

## NEWSLETTER SUBMISSION DEADLINE DATES

Spring - March 2, 2000 Summer - June 1, 2000

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## SAVE THE DATE

GEORGETOWN UNIVERSITY LAW CENTER WOMEN'S FORUM

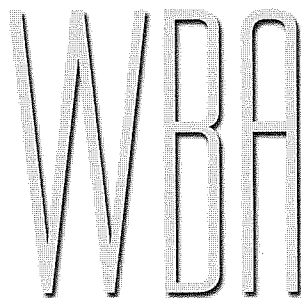
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