

# THE BAR

SPRING 2000

Women's Bar Association of the District of Columbia

## Hearts Full of Grace A CELEBRATION OF MENTORING

*Geraldine Ferraro To Be Keynote Speaker At  
The 2000 WBA/WBAF Annual Awards Dinner,  
Connie Morella to be special honored guest*

**A** hand up, a push from below, encouragement shouted from the side—rarely does one make it to the top without some form of help. Many women lawyers have had mentors to help them ascend professional peaks, and they candidly acknowledge the vital role their mentors played in their success.

On Wednesday, May 24, 2000, the WBA and the WBAF will recognize and show our gratitude for those who have inspired us all by celebrating "Hearts Full of Grace: A Celebration of Mentoring." This 83rd Annual Awards Dinner will acknowledge the significant influence mentors have had in our lives, stressing at the same time the importance of becoming mentors to others.

The keynote address will be delivered by Geraldine Ferraro, a woman who has served as a mentor for many female lawyers and politicians alike. Ms. Ferraro began her career as a teacher and later worked as an attorney, serving as a New York District Attorney in the Special Victims Bureau. In 1978, Ms. Ferraro successfully ran for Congress where she served three terms in the House of Representatives. During that time, she spearheaded efforts to achieve the passage of the Equal Rights Amendment. She also sponsored the Women's Economic Equity Act, which fought pension discrimination against women, provided job options for displaced homemakers and enabled homemakers to open IRAs. In 1984, Ms. Ferraro made history as the first woman vice-presidential candidate on a national party ticket.

Congresswoman Connie Morella, reelected in 1998 to a seventh term representing Maryland's Eighth District, will be a special honored guest. Since first taking office, Congresswoman Morella has focused on such issues as scientific research and development, the federal workforce, the environment, equity for women, and education. Congresswoman Morella, former co-chair of the Congressional Caucus for Women's Issues, is recognized nationally for her work on children's issues, domestic violence, and women's

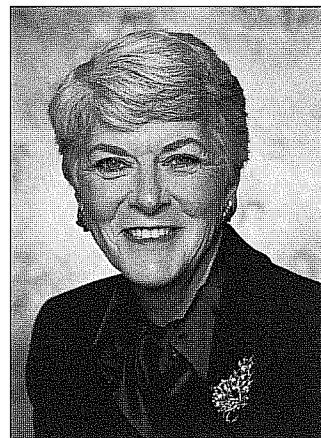
health, educational and economic equity issues. She has established herself as a leader in the fight against HIV/AIDS in women with legislation

focusing on research and prevention. Because of her work improving the lives of women, she was inducted into the Maryland Women's Hall of Fame. Glamour magazine honored her a "Woman of the Year" for "fighting women's fights and winning." Last year, the New York Times recognized her as "one of a dozen who have risen to prominence" in women's health.

The WBA and WBAF are particularly pleased to welcome not only Ms. Ferraro and Representative Morella, but also a unique Honorary Committee for our 83rd Annual Dinner, selected from WBA members' nominations of their own mentors. These nominations resulted in a diverse group of honorees including women, men, former employers, current employers, parents, siblings, lawyers and non-lawyers. We invite you to take part in our celebration of mentoring by bringing your own mentor to the dinner with you.

The Annual Dinner is an event you should not miss. We hope that you will join us at the historic National Building Museum on May 24 for the cocktail reception beginning at 6:30 pm, followed by dinner at 7:30 pm. Invitations will be mailed to all WBA members in April. Tickets are \$80.00 for members and \$100.00 for non-members. Tables will also be available for sale.

Look for your invitations in the coming weeks, and stay tuned to our web site for updates on the evening's program, including the announcement of this year's Woman Lawyer of the Year. ■



### Proposed Constitutional Amendment

*At the Annual Dinner, WBA members will be asked to vote on a proposed amendment to the WBA Constitution.*

*The proposed amendment is on page 21.*

### HIGHLIGHTS

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RAISING

# Pioneers, Settlers, and Developers

This year marks my 25th Anniversary in the practice of law. Although there were only four women in my law school class, I never considered myself a pioneer. Rather, I thought of myself as a settler—someone who came behind pioneering women to consolidate and enhance their achievements. Metaphorically, I am a person who paves streets, builds buildings and creates the infrastructure to ensure that the pioneers' efforts are neither lost nor forgotten.

By now, you may be wondering why I am sharing these notions with you. Quite simply, it is easy today for young women lawyers to enter the "town" we settlers have built and to assume there are no further challenges for them. Sadly, however, they are wrong. If I am a settler, then they are developers—the next generation of lawyers who must expand the town to create a metropolis with the latest technology.

In this metaphorical world of pioneers, settlers and developers, the continuing relevance of the Women's Bar Association of the District of Columbia is apparent. None of us can risk a return to the past. A recent Roper survey reveals that much of our society still holds Neanderthal views of women's capabilities. In a poll released last month, 32% of those surveyed agreed that "there are general characteristics about women that make them less qualified than men to serve as President." In a statistic that is particularly meaningful to lawyers, 42% said that a male president would do a better job than a woman on "law and order" issues. I suspect that these percentages are lower than when I began practicing law 25 years ago, but they are still far too high.

I once asked my grandmother, who was born in the late 1800s, what she considered to be the biggest scientific advance of her lifetime. I thought she would say "the automobile" or "the airplane." Instead, she responded, "Electricity." At that moment, I realized that progress is a relative phenomenon and that the longer the viewpoint, the more fundamental the change.

The WBA was founded over 80 years ago because women lawyers could not join the local bar association at that time. Today, women and men graduate from law school



and enter the practice of law in equal numbers. Accordingly, one can understand why a young woman lawyer today, with her frame of reference, might feel that the WBA is not relevant to her. In fact, today more than ever, organizations like the WBA are critical to the success of women professionals. They provide opportunities to network, to mentor, and to lead. They provide information and collegiality and support. And, most importantly, they provide an historical perspective that is essential to our continued, and shared, growth.

As I come to the end of my term as President, I hope that I have contributed something to ensure the permanence of the legal community in which we all are citizens. Metaphorically, if I have installed one street lamp or paved one lane, then I have begun to repay the pioneers who preceded me and to assist the developers who follow. I urge all of you, pioneers, settlers and developers alike, to continue the work of the Women's Bar Association of the District of Columbia, to build upon our mutual successes and to guard against our mutual losses. Until the bias against women as professionals is completely eliminated, our job is not done.

I leave you with this one thought—the work of the WBA matters. ■



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in prison for months or years awaiting the outcome of their asylum claims. In Fauziya's case, an immigration judge denied the petition prepared by Layli and ordered her deported back to Togo.

But Layli did not give up. When she returned to American University for her third year, she enlisted assistance on the appeal from the school's International Human Rights Law Clinic and its Acting Director, Karen Musalo. Layli also generated substantial media interest in Fauziya's plight.

In June of 1996, Fauziya Kassindja became the first woman facing genital mutilation to receive asylum from the Board of Immigration Appeals. Fauziya's precedent-setting case revolutionized asylum law in the United States, opening the door for an entirely new basis for protection: gender-based persecution. Later in 1996, and due to the widespread public attention to Fauziya's case, Congress enacted a law recognizing genital mutilation as a felony and allocating money to educate immigrant populations about its dangers. Togo also passed a law prohibiting FGM, and local communities in various parts of Africa are initiating programs to eradicate it.

#### THE BOOK AND THE JUSTICE CENTER

Fauziya, Layli, and Gini Kopecky wrote *Do They Hear You When You Cry?* (Bantam Doubleday Dell, 1998), a gripping 513-page account of Fauziya's ordeal and Layli's unswerving dedication. The from-the-inside view it presents of the immigration system and our prisons is critical reading for any one interested in justice issues and the treatment of persons who come to the United States seeking refuge.

With her portion of the proceeds from the book, and invaluable pro bono legal assistance from Arnold & Porter, Layli founded the Tahirih Justice Center in Falls Church, Virginia. Layli later joined Arnold & Porter, where she practices international litigation. The firm supports her work as an associate as well as her creation and involvement in a non-profit organization, with credits for pro bono hours, financial contributions and volunteer services.

The Tahirih Justice Center's core goal is the provision of free legal representation in cases that champion the rights of women and protect them from international human

rights abuses. The Center specializes in gender-based asylum claims resulting from such practices as FGM, rape, torture, forced marriage, domestic violence and sexual slavery. Most recently, the Center has focused on the abuses facing Afghani women subjected to the oppressive Taliban regime, where education, employment, medical treatment and the most basic human rights are denied. Other cases seek protection for women under such laws as the Hague Convention Child Abduction Act, the Alien Tort Claims Act, and the Torture Victims' Protection Act.

Cases are handled by the Center's staff, under the guidance of the Legal Services Director, immigration practitioner Michael Maggio. Many cases are also referred to a roster of volunteer attorneys who have offered to handle cases on behalf of the Center. The Center has enjoyed tremendous success in preventing its clients' deportation and in assisting them in their efforts to begin their lives anew in the United States. The Center is committed to a holistic approach to serving its clients, recognizing that for many women the process of coming to terms with abuse may take years, and can be compounded by difficulties adjusting to new lives in the United States. The Center maintains a list of doctors in various specialties who will assist clients in documenting the medical results of their abuse, and who often provide ongoing pro bono medical support. The Center also coordinates a referral program to assist clients in obtaining social services, such as job training and language classes.

#### TIRELESS ADVOCACY

Layli continues to advocate for women's rights in interviews with major news organizations including CNN, the New York Times, the Washington Post, National Public Radio, Black Entertainment Television, and the 700 Club. She also is a featured speaker at universities across the country. It is unlikely she will slow down her efforts any time soon; according to the Tahirih web site, "at the current rate of progress, women will reach equality with men in decision-making positions only around the year 2465, as reported by the U.S. Fund for a Feminist Majority. A United Nations study puts that date even further away, around the year 2490." Layli isn't willing to wait that long. ■

#### MORE ABOUT

## The Tahirih Justice Center

The Tahirih Justice Center is located at 108 North Virginia Avenue, Suite 100, Falls Church, VA 22046, phone: 703-237-4554; fax: 703-237-4574; email: justice@tahirih.org; website: www.tahirih.org.

The Center is named for Tahirih (Ta-he-ray), a poet and scholar who fought for women's rights in an oppressive Middle Eastern society in the mid-19th century. She traveled throughout Persia, organizing and empowering women. She was stoned in the streets and banished from town to town, but never relented in her struggle for the freedom of women. Tahirih was martyred for her beliefs at the age of 35 in 1852.

The Center would appreciate financial contributions, donations of materials, pro bono legal services, and assistance with grant writing and fundraising.

The Center's annual banquet is on May 25 and will feature Harold Koh, Under-Secretary of State for Human Rights, Democracy and Labor.

WBA members who are interested in international law issues may also contact Josephine Aiello Lebeau, 202-626-5994 or Laurie B. Sherman, 202-223-7675, co-chairs of the WBA's International Law Committee.





## MEET OUR BOARD

# SPOTLIGHT ON DENISE WILSON-TAYLOR

### N. DENISE WILSON-TAYLOR

has been a member of the WBA for eight years, and served on the WBA Foundation Board from 1992 to 1998. She is a hearing officer with the D.C. Department of Employment Services. She has been with the Department for more than twenty years and served in a variety of positions, including Acting General Counsel. Denise has been active in the D.C. Bar, the Greater Washington Area Chapter, Women Lawyers Division, of the National Bar Association, the D.C. Commission for Women, and many other organizations. Denise was elected to the Board in 1998. We asked Denise to share her answers to the following questions.

**Q:** What does the "N" stand for?

**A:** Norma.

**Q:** What is your typical day as a hearing officer like?

**A:** I hold approximately four hearings per day, Monday through Thursday. Friday is a writing day for decisions. When both parties are represented by counsel the hearing tends to be longer and more interesting.

**Q:** Do you miss being an advocate?

**A:** Sometimes. When the issues before me are very interesting and challenging I enjoy conducting the hearings and don't miss being an advocate as much.

**Q:** What is the worst career advice you ever received?

**A:** Actually I have been the recipient of some very good advice through the years from various trailblazers in the profession whom I met even before I graduated from law school.

**Q:** What is your vision for the future of the WBA and WBAF?

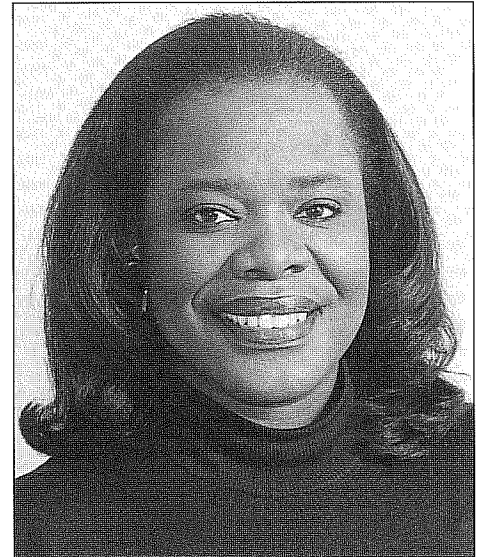
**A:** I see a bar association that is more than a bar association. I see a diverse group of women coming together to give more to the community and the profession than ever before. I see a financially stable and enduring organization involving ourselves in issues affecting elderly women, single parents, and incarcerated women and their families.

**Q:** What is your favorite restaurant?

**A:** The Cheesecake Factory.

**Q:** What are your hobbies?

**A:** Shopping, getting together informally with friends and family and cooking. I love to experiment with new recipes and entertain.



Denise Wilson-Taylor

*I see a diverse group of women coming together to give more to the community and the profession than ever before.*

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## ASSISTING YOUR AGING PARENTS:

# Coping with the Responsibility of Becoming Your Parent's Parent

BY ANDREA J. SLOAN, R.N., ESQUIRE

### Linda's Story

The changes in Linda's dad, Al, came over time. Once a busy, respected, international executive, now 72 and retired, Al seemed to have trouble remembering what day of the week it was. He forgot birthdays and sometimes acted like he did not recognize his grandchildren or know their names. Al, who had worn expensive and well-tailored suits and was fastidious about his appearance, now wore the same clothes for days on end and refused to have them laundered. He resisted requests to shower and shave.

Al's activities changed drastically. He had stopped playing golf after a life-long devotion to the sport, saying he could not focus on his game. The rose garden, once his pride and joy, was now weed-choked and neglected. Al said that the neighborhood kids stole his prized roses and planted weeds in their place. At the last church function he had attended, Al had caused a scene when he pulled a woman onto his lap and made sexually suggestive remarks. He apologized to her, but, he later denied that the events had occurred. Al avoided family gatherings and was often short-tempered with his beloved grandchildren.

Linda and her mother tried to encourage Al to see his doctor for a check-up. Al refused, saying that "They're just out to drug me and take my money." He stopped seeing his dentist regularly and stopped taking medication for his mild hypertension.

Despite her law degree and years of practice, as a lawyer and a daughter, Linda is not certain where to turn for help. What are her legal and ethical options and responsibilities in assisting her father and mother?

### Older Americans—An Increasing Population

According to the AARP's 1999 Profile of Older Americans, persons aged 65 or older numbered 34.4 million in 1998, a number that represented a 10% increase since 1990. Chances are very good that many of you who are reading this article have an aging parent or family member in the geriatric population. Like Linda, in the story above, you may be faced with the sudden realiza-

tion that the small and subtle changes in a parent over a period of years are indications of something more serious than just "slowing down" or "getting older."

Linda's father demonstrated some of the behaviors of senile dementia of the Alzheimer's type [Alzheimer's].<sup>1</sup> Alzheimer's is a degenerative condition of the brain which is not reversible. Diagnosis is made by exclusion, i.e., by ruling out other conditions, such as stroke or brain tumor as a cause. This disease is characterized by gradual onset and continuing cognitive decline.

### Considerations in Protecting and Assisting an Aging Parent

Inability to remember may lead to inability to manage basic daily personal and financial matters. The health of the aging parent may deteriorate as doctor's appointments are missed, medications are forgotten and nutritional needs are ignored. Decreased socialization and poor hygiene contribute to the decline. Unpaid bills may lead to loss of basic services like phone and other utilities. Worse yet, senior citizens are often victimized by marketers or people who offer to "help" with paying bills or cleaning the house and then steal the seniors' money and other valuable assets.

There are two important considerations for Linda in assisting her father. First, she needs to know about measures she can take to protect her father's health and well-being. Second, she needs assistance to protect her father's estate and to ensure that his income and assets are used to support her parents and are not dissipated.

### Focus on Functional Ability

The overriding consideration for anyone who is helping out an aging parent (or a client with diminishing capabilities) is to focus on the person's functional ABILITIES. Labels, such as "incompetent" and "incapacitated" serve little useful purpose and may deprive the aging individual of the last shreds of self-esteem and dignity. A diagnosis of Alzheimer's or senile dementia does not mean that the person is wholly incapable of participating in important decisions.

One guiding principle of bioethics is *respect for autonomy*, that is, a person's right

to hold views, make choices and to take actions based on personal values and beliefs. Promoting a person's self-determination requires that the individual be allowed to make and assisted in making autonomous choices, even where the choices are less than ideal. In legal parlance, the goal is to find the *least restrictive alternative* to achieve the desired assistance with the least loss of rights. Linda will face a constant tension between accommodating her father's decisions and wishes and having to decide when she and her mother must override them. Linda's siblings, who are not especially close-knit, will likely weigh in with their criticism regardless of what Linda and her mother decide.

### The POA as a Plan Of Action

In an ideal world, Al would have prepared for possible incapacity or incompetence by drafting a General Durable Power of Attorney for property and financial matters *and* a Durable Power of Attorney for Health Care Decisions.<sup>2</sup>

### A General Power of Attorney for Financial Matters

Under the DC Code at '21-2081 *et seq.*, The Uniform General Power of Attorney statute, an individual can draft a Durable Power of Attorney [DPOA] to appoint an agent (attorney-in-fact) to manage a wide range of financial transactions. '21-2081 defines a durable power of attorney as a power of attorney by which a principal designates, in writing, another as his or her attorney in fact and the writing contains the words "This power of attorney shall not be affected by subsequent disability or incapacity of the principal, or lapse of time." A variety of different types of transactions can be delegated to the agent.

The statute does not define competence or capacity needed to write a General DPOA, nor is there a requirement for witnesses to attest to the principal's capacity at the time of the writing. Simple notarization is sufficient.

### An Advance Directive for Health Care Matters

The Health Care Decisions Act at DC Code Ann. at '21-2201 "affirms the right of



all competent adults to control decisions regarding their own health care and to have their rights and intentions in health care matters respected and implemented by others if they become incapable of making or communicating decisions for themselves."

This statute permits the writing of a Health Care Power of Attorney, also called an "Advance Directive" and sometimes (mistakenly) referred to as a "Living Will." The Health Care POA allows an individual to appoint someone to make healthcare decisions on his or her behalf. Such decisions can include authorization to grant, refuse or withdraw consent on behalf of the individual with respect to the provision of any health-care service, treatment or procedure.

User-friendly Advance Directive forms are readily available from many hospitals, nursing homes and other sources, including

such capacity by two physicians qualified to make a determination of mental incapacity, one of whom must be a psychiatrist. The physicians must provide clear evidence that the individual is incapable of understanding the health-care choice, making a decision concerning the particular treatment or services in question, or communicating a decision even if capable of making it.<sup>7</sup>

The designated attorney in fact shall not have the power to make a particular health-care decision if the principal is able to give or withhold informed consent with respect to *that decision*.<sup>8</sup> In a chronic condition like Alzheimer's, where loss of ability is subtle and gradual, it is especially important to not to label the individual as incompetent and incapacitated. The diagnosis of Alzheimer's or senile dementia should not deprive the person of making those decisions he or she

appointed as her father's Guardian to make his health care decisions. Because he has substantial assets and because she also wants to protect her mother, Linda may also petition for appointment of a Conservator.

The DC Code Ann. at '21-2001 *et seq.*, The Guardianship/Conservatorship statutes, provide a system for general and limited guardians for incapacitated individuals and provide for protective proceedings concerned with the management and protection of estates of incapacitated individuals.

Any person interested in the welfare of an incapacitated individual, including the individual himself, can file a Guardianship/Conservatorship Petition. The process in the Probate Division at the DC Superior Court is form-driven and straightforward. Following the filing of a Petition and notice to the subject and to interested parties, as prescribed by the Probate Court rules, a hearing is held on the issue of incapacity.

Under these statutes, an incapacitated individual means an adult whose ability to receive and evaluate information effectively or to communicate decisions is impaired to such an extent that he or she lacks the capacity to manage all or some of his or her financial resources or to meet all or some essential requirements for his or her physical health, safety, habilitation or therapeutic needs without court-ordered assistance or the appointment of a guardian or conservator.

Once again, as in the Health Care Decisions Act, the definition turns on the *functional capacity of the individual*. The Petitioner must present *clear and convincing evidence* that the appointment of a Guardian or Conservator is warranted.<sup>12</sup>

The individual alleged to be incapacitated must be represented by counsel. The Court will appoint counsel, if needed. A Guardian *ad litem* may be appointed to assist the individual to determine his or her interests in the proceeding. An Examiner may be appointed to determine whether or not the individual is incapacitated. Examiners may include health care specialists, such as clinical psychologists, as well as physicians. If the individual's personal physician has made a determination of incapacity, the Court may accept this written report in lieu of appointing an Examiner. It is rarely necessary

—continued on page 8

### *The overriding consideration for anyone who is helping out an aging parent (or a client with diminishing capabilities) is to focus on the person's functional ABILITIES.*

the DC Hospital Association. The law requires that these documents be witnessed by two disinterested parties. Notarization is not required.<sup>4</sup> However, if the individual is unwilling to express his wishes in writing, encourage him to have a frank discussion with a physician regarding care and treatment issues. If possible, the discussion should include end-of-life treatment, resuscitation, artificial nutrition and hydration and any other treatment that can be anticipated based on the individual's known health conditions. The physician's knowledge of the person's wishes and documentation of the discussion are critical.

An incapacitated individual under this statute means an individual who lacks sufficient mental capacity to appreciate the nature and implications of a health-care decision, make a choice regarding the alternatives presented or communicate that choice in an unambiguous manner.<sup>5</sup>

There is a rebuttable presumption that a person has the capacity to create a DPOA for Health Care and to make health care decisions.<sup>6</sup> This presumption is overcome only when the person has been certified to lack

is able to make.

But what happens if a person fails to write a Health Care POA? The statute contains a hierarchy of surrogates who can grant, refuse or consent on behalf of the patient.<sup>9</sup> A court-appointed Guardian or Conservator may make decisions if the consent is within the scope of the appointment. Next, the spouse, then the adult child or children, followed by a parent of the patient will have authorization. If none of these persons are willing or able to serve, then the nearest living relative of the patient is authorized to give substituted consent.<sup>10</sup> Problems frequently arise when the family members, especially siblings who are of equal rank in the hierarchy, disagree as to what care should be given, withheld or withdrawn.

#### **Know the Code**

Alas, ours is not an ideal world. Al, like some 80% of the adults in this country, has not written an Advance Directive for health care decisions. Nor has he designated an attorney-in-fact to handle his financial matters. Linda may be faced with the prospect of having to use the courts to become



for the physician to testify in court if a report has been submitted with the Petition.

Finally, if a Guardian is appointed to make health care decisions, the powers and duties of a Guardian are limited by law at DC Code '21-2047 (c)(3). Specifically, Guardians may not consent to the withholding of non-emergency life-saving medical procedures unless the power to consent is expressly set forth in the order of appointment. Yet such decisions are often required in caring for the elderly patient. Many attorneys who are appointed as Guardians do not read the statute as permitting them to make certain decisions regarding dialysis, surgical procedures, DNR (and other resuscitation) Orders and artificial feeding and hydration decisions without additional hearings as the issues arise. Also, the Guardianship law, unlike the Health Care Decisions Act, is silent on the Guardian's authority to *withdraw* consent.

#### Ethical and Legal Responsibilities = Tough Decisions

Admitting that your parents are getting older is not easy. Getting them to agree to yield some control over their finances or decisions may be even tougher, if not impossible. But consider the alternatives. Do you really want your elderly father driving the Beltway? Would you ride with him? Could you live with yourself if he caused an accident and injured himself? Or others? Can you sit idly by and allow him to squander the savings he spent his lifetime earning for a comfortable retirement? If your mother's health deteriorates and dad needs help making tough health care decisions, will you know what she wants? Of equal importance, what treatments does your mother not want? What if you have to make medical decisions for a parent?

Communication is the key. The time to talk to your parents is **now**. Don't wait until

they have lost the ability to participate in the decision-making process. Don't wait until you get that call in the middle of the night.

Call home today. ■

*Andrea J. Sloan, is a Registered Nurse and attorney in private practice in DC and Virginia. She is on the Board of the Metropolitan Washington Bioethics Network and is active in SOLACE (Supporters of Life Affirming Care At the End-of-life) of Northern Virginia. Her practice includes employment law, healthcare law and disciplinary matters for licensed professionals. She also serves as court-appointed Guardian, Conservator, Counsel and Visitor in Guardianship matters.*

*The opinions expressed are those of the author and do not constitute legal advice.*

<sup>1</sup> The author gratefully acknowledges the contribution of Louise G. Roy, PhD., Clinical Psychologist specializing in Clinical Neuropsychology, whose materials prepared for the DC Bar winter Convention Conference on Dementia served as a reference for this article.

*—continued on the next page*

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## For Aging Parents:

There are many resources on the internet that provide information about caring for aging parents. Here are a few to try:

**[www.aoa.dhhs.gov/](http://www.aoa.dhhs.gov/)**

Administration on Aging website. Contains health and legal information, as well as caregiver resources.

**[www.elaws.dol.gov/fmla/wren/](http://www.elaws.dol.gov/fmla/wren/)**

Information about the Family and Medical Leave Act, which allows time off to care for a sick parent.

**[www.careguide.com](http://www.careguide.com)**

Directory of elder care providers. Provides information about long-distance caregiving.

**[www.naela.org/](http://www.naela.org/)**

National Academy of Elder Law Attorneys, Inc. Directory of elder law attorneys. Provides legal information.

**[www.asktransitions.com/](http://www.asktransitions.com/)**

Site of elder care consulting firm. Provides information about elder health and how to provide care.

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<sup>2</sup>He would also have a will and a well-established estate plan. Other options include joint checking accounts, and appointment as representative payee for certain entitlement programs.

<sup>3</sup>DC Code at §21-2210.

<sup>4</sup>Sometimes it is difficult to get witnesses, especially if these documents are executed at home. I strongly encourage you to get your parent to sign the document anyway. Since the law requires any surrogate to act based on the known or expressed wishes of the patient, even a technically deficient advance directive can provide credible evidence of the individual's wishes.

<sup>5</sup>DC Code at §21-2202.

<sup>6</sup>DC Code at §21-2203.

<sup>7</sup>DC Code at §21-2204.

<sup>8</sup>DC Code at §21-2206.

<sup>9</sup>DC Code at §21-2210.

<sup>10</sup>*Id.*

<sup>11</sup>DC Code at §21-2205.(11)

<sup>12</sup>DC Code at §21-2203.

# Focus on Doing Well, and the Opportunities Will Find You

## A PROFILE OF LINDA MADRID

BY CYNTHIA THOMAS CALVERT

**WBA** member Linda Madrid, 40, is Managing Director, General Counsel and Corporate Secretary of CarrAmerica, a real estate investment trust that owns, develops, and markets office properties throughout the United States. After graduating from Georgetown University Law Center in 1984, she was a litigator in private practice here in Washington, D.C., and later moved in-house. The following are excerpts from a recent interview:

**RTB: What is your role at CarrAmerica?**

**LM:** I have a business title of Managing Director as well as General Counsel. In addition to handling the company's legal matters, I sit as a member of the Operating Committee of the company. In that role, among other things, we help develop the strategic plans and initiatives for the company.

**RTB: How did you prepare yourself for taking on a role like that?**

**LM:** It was a natural evolution for me to start to assume a strategic focus. When you are involved in the legal aspects, whether it is in litigation or in some type of corporate transactions, you try to understand why things are going the way they are. If we're entering into discussions with someone, why are we doing that? Should we be doing that? Is it of interest to us short and long term, and what goals do we want to achieve during those discussions? The only way you can be effective as a general counsel is if you have a hand in developing the strategic focus as well as the legal focus. And, as business people start to develop that strategic focus, I think it is incumbent upon you as a lawyer to help shape their expectations so that they don't start to aspire to things that legally are outside of their scope. As a real estate investment trust, we have some very definitive lines that we can't cross on the types of business and the way we do our business. If we start to think outside the box, we have to understand how far outside the box we can go. So part of my job is to help shape expectations in strategic planning as well as putting my two cents' in about what I think would be helpful and appropriate.

**RTB: Are you doing any litigation or any litigation management right now?**

**LM:** I do. Luckily for Carr, we have very little litigation. I manage the more significant cases.

**RTB: We hear that some of our members are interested in leaving law firms and moving into corporations. Some of them want to do that because they think it will be a less stressful lifestyle. Do you have any comment on that?**

**LM:** It's a different stress.

**RTB: How so?**

**LM:** The one thing that I think is different, at least in my experience, relates to time. As an attorney in private practice, and particularly as a litigator, my time was always at the whim of the court and my opposing counsel. Making plans was impossible. Stress in-house is not, for the most part, the result of your schedule being at the whim of everyone else, but it is really more of producing good results for the company. It is a different stress.

**RTB: How do you measure your performance?**

**LM:** I report to the President and CEO, but I deal with other members of management. If they feel that they are receiving quality legal advice, either from our in-house counsel or the counsel we have retained, that is the ultimate goal we are looking to achieve.

In addition, each year, my department identifies a strategic focus that aligns with the company's strategic focus. For example, last year our focus was The Year of the Client. Client service was our focus. We created service standards, for example, to return calls within a certain period, produce a work product in a standard way, and understand the strategic priorities of the company so that we can prioritize our work in the same way. This year, our strategic focus is Measurement and Management. We are trying to better understand the impact of legal fees to the bottom line of the company, and we're implementing policies and procedures to help do that.

**RTB: When you first joined a corporation, were there any surprises? Did you have**



Linda Madrid

**any expectations about how your work would change that weren't right?**

**LM:** My first in-house job was in litigation. I expected, like a lot of people, that the crazy litigation lifestyle I had had in private practice would change. In fact, it didn't. It was as intense as it had ever been.

**RTB: Earlier, you mentioned outside counsel. Generally speaking, how do you find working with outside counsel now that you're in-house?**

**LM:** Particularly in a small department, they become an extension of your department, if they're good. The best kind of outside law firms are the ones with which I can develop relationships that are seamless. And if the law firm does not have the ability to accept in-house counsel as a member of their team, then it does not work. The counsel who I work with most often, I feel like a member of their team, and they're a member of my team.

**RTB: Do you expect outside counsel to learn the business of your company?**

**LM:** For corporate work, you can't be an effective corporate counsel if you don't understand thoroughly the business. You



**I** need to understand the culture. That's very important. If I tell you that so-and-so needs something, if you don't understand the corporate culture, you won't know how to prioritize. So understanding the culture as well as the business is important.

**RTB: Do you have any other advice for outside counsel?**

LM: Simple things. The first thing is return phone calls.

**RTB: Sounds simple, but so many people don't do it.**

LM: Very, very simple. We have, in house here, developed service standards. If our clients call us, they know that we are going to return their call within a specified period of time. Even if it is to say "We can't get to you yet, what is your priority?", so we can understand it. We require ourselves to meet certain standards and we expect our outside counsel to as well.

Second, produce the product that is requested. If I ask you to give me a short executive summary of an issue, I don't want ten-pages with a bunch of summaries of case law. I need to distill that into a single page to get to the president, because rarely do presidents have time to read more than one page. Folks who don't hear what we're asking for can be frustrating.

Third, it is frustrating when outside counsel don't provide consistent lawyers, they change people in and out. I am happy to give young lawyers lots of responsibility and lots of client contact, and as a young lawyer I thrived on that. I know that, if they're given the challenge, most lawyers are going to meet it. But there is nothing worse than investing in and relying on someone, and then having that person pulled out. Or, even worse, the firm isn't treating them well enough to keep them. We have tried to look at how our outside counsel treat their young lawyers. We have developed a retention guideline that is in effect now. We tell people up front that we look at a number of issues when choosing counsel: quality of the firm; quality of the life of your attorneys, including demands put on them in terms of billing; and diversity. These are all issues that we think ultimately have an impact on the services we receive.

**RTB: The WBA has put on programs about how providing flexible work arrangements can help law firms to recruit and retain good lawyers, and plans to have more programs like that in the future.**

LM: It is interesting. When I worked at another corporation, we were a member of the D.C. Bar's Committee for Opportunities for Minorities in the Legal Profession. We didn't think we had numbers that reflected our level of commitment to women and minority counsel. There were some women who were working on cases, but they generally were not the primary attorneys. I went to the general counsel, and I said, "We need to really be committed to this. I'm telling you that I will put myself on the line. I'll put in my performance goals that I will demonstrably increase the use of women and minority counsel here, or you can ding me." The general counsel happily agreed. And we made some changes about who the primary attorneys were.

I had to keep listening. I was at a women's conference for lawyers and someone stood up and said, "You don't understand. At my firm, the women still aren't making the money off the work you are giving to them." Well, this got back to the management of that firm. By the time I got done with the conference at the end of the day, I had phone calls into them to

*We look at a number of issues when choosing counsel: quality of the firm; quality of the life of your attorneys, including demands put on them in terms of billing; and diversity.*

ask if it was true. It was very interesting. This was a concept, five years ago, that was making people very nervous. It continues for me to be a focus. We're trying here to make it a high priority, putting the use of both women and minority attorneys as a priority for the company. I strongly believe this makes good business sense.

**RTB: Do you have any advice for in-house counsel about working with outside counsel?**

LM: I'd advise them, as I've just said, to look at the quality of life of the attorneys at the firm they are hiring, and focus on the continuity of service. I'd add to that—and this is for outside counsel to understand as much as in-house counsel—every time you hire an outside counsel, your career is on the line. Particularly if you are hiring someone new who is not within the known ranks. As you try to implement some of these initiatives and expand beyond the usual network, the outside counsel that you are taking a chance on must realize that your career is always on the line. I am very free about telling lawyers that. When you are giving lawyers opportunities, they have to realize that we are both on the line.

**RTB: Do you see an "old girls' network" or a more diverse network developing?**

LM: I'm not sure that we have the old girl network yet, although certainly there are more women general counsels than there were five years ago, and a lot of us know each other. There aren't very many of us, and we're frequently asked to speak at the same conferences, and we may be asked to be part of the same article. It is helpful to have that network. There are a couple of national conferences of in-house women counsel, and they are helpful also for sharing experiences. Equally beneficial are corporate counsel organizations where you can interact with other corporate counsels, even if they aren't all women.

**RTB: You've been a WBA member for a number of years. What has been particularly meaningful about your membership?**

LM: I have developed a really good and close circle of friends from the WBA that I have found most rewarding. Really, most all of the women I socialize with are WBA

members. It does help us to have a common bond. We have the same sort of issues professionally and personally, and it is helpful to have a group of friends who are often colleagues.

**RTB: If there is a time when you aren't working, what do you do for fun?**

LM: I have had a beach house and a boat, and I spend as much time near the water as I can. I love having that time to be away, even if it means having to do some work while I'm there.

**RTB: Let's end with a standard interview question. Where do you see yourself in five years?**

LM: I'm focusing on what I'm doing now, and doing it well. When I was younger, I used to always focus out five years or ten years. I think that has gone by the wayside now. I try instead to do what I'm doing well. The opportunities that might arise as a result of that find their way to you. I may move to the business side. I don't know yet. I'm still learning the kinds of things that motivate me. I am going to keep doing the best I can and see what that brings me. ■

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# Alternative Schedules Make Good Business Sense for Law Firms

BY LINDA BRAY CHANOW

When I decided to perform a study of alternative scheduling programs at area law firms, I was convinced that part-time schedules were necessary to accommodate women's family responsibilities. I did not realize that alternative schedules are strategic business tools that will help firms recruit and retain the best and the brightest attorneys. The findings set out in my study *Results of Lawyers, Work & Family: A Study of Alternative Schedule Programs at Law Firms in the District of Columbia* (forthcoming, WBA, May 2000) demonstrate that alternative schedules are not only feasible, but also profitable.

(Editor's note: Look for Ms. Chanow's report on the WBA website, [www.wbadc.org](http://www.wbadc.org), in late May.)

## The High Cost of Attrition.

Alternative schedules will help firms maintain their economic stability by decreasing the high costs associated with attrition. For instance, when Deloitte & Touche realized its women professionals were not advancing at the expected rate, the accounting firm performed an internal study. The study found that when each professional quit, the firm lost approximately 150% of the person's annual salary. The similarities between the structure of accounting firms and law firms suggest that the analysis may also be applicable in the context of law firms. Applying the 150% figure to the new salaries recently adopted by many firms, law firms lose more than \$200,000 on each departing attorney.

## A Strong Correlation Between Hours and Attrition.

Evidence obtained through conversations with more than fifty members (including detailed interviews of almost thirty members) of the local legal community, and other subsequent research, suggests that high hour requirements cause attrition and that both men and women are leaving firms for jobs that require fewer hours. Michael Nannes, Deputy Managing Partner at Dickstein, Shapiro, Morin & Oshinsky said the firm's Quality of Life Committee discovered a startling fact: "We were losing lawyers not to other law firms, but to other schedules."

Recent statistics, developed by American University Law School Professor Joan

Williams, indicate that while most women will become mothers during their lifetime, only 7% of mothers between the ages of 24-45 with children under the age of 18 work over 49 hours per week. As law firms generally require associates to work in excess of 49 hours per week, those firms that do not allow part-time work, or do not promote attorneys who work less than fifty hours a week will lose most of their female associates when the women become mothers—along with the thousands of dollars spent recruiting and training them. Evidence also suggests that, in the future, firms will lose their female attorneys sooner; young women are less likely than their mothers to postpone starting a family until they become partner.

Men are leaving private practice as well. As more male lawyers marry professional women, an increasing number of men now struggle to meet both work and family demands. In addition, young men want to spend time with their family because they experienced isolation from their fathers or watched their fathers die premature deaths. These men place a high value on time with

dollars annually by retaining professionals through flexible work arrangements. Dickstein, Shapiro's Michael Nannes witnessed the transformation of alternative career paths from being an accommodation to becoming a long-term strategic business tool. The firm's Gender & Quality of Life Committee, originally created to respond to negative publicity that caused a sharp decline in recruitment, "over time... began to realize that flexible work policies would, among other things, help the firm both attract and retain top lawyers." The firm implemented flexible work policies and, although it is too earlier to draw a direct correlation, the firm's summer class is now more than fifty percent female law students.

Consistent with this analysis, participants in my study ranked job satisfaction as the second highest benefit of their reduced schedule. All but two of the participants ranked job satisfaction high. Many participants linked job satisfaction to their reduced hourly schedule. One woman summed it up: "My job satisfaction has increased tremendously since I went part-time. If I had not reduced my hours, I would not be

*Almost one-fourth of all people under the age of 32 are either currently responsible or have been responsible for the long-term care of a family member or friend.*

their children and they willingly play active roles in their children's lives.

Although men are assuming more family responsibility, many male attorneys face outdated male stereotypes that hinder their ability to use existing resources to balance work and family responsibilities. Nearly half of married male attorneys have stay-at-home wives. Male attorneys with full-time working wives often cannot focus exclusively on their careers and they face criticism for what is perceived to be a lack of commitment. As a result, men leave firms for jobs that require a lower time commitment and allow them to meet their family responsibilities without the stigma associated with working part-time.

## Alternative Scheduling Programs Increase Retention.

The results of my study suggest that rewarding alternative career paths lead to job satisfaction, which in turn, leads to increased retention. Deloitte & Touche estimates that the firm saves over \$14 million

here. I simply couldn't do it all."

High job satisfaction translates to high retention rates. Seventy-five percent of the study participants reported that they worked at their firms for more than five years. Fifty-two percent were at their firms for ten years. Despite the existing reluctance by men to utilize alternative schedule programs, it is likely that firms that offer rewarding alternative career paths will also retain male associates. As "mommy track" policies are replaced with viable part-time programs that offer career advancement, men will likely begin to utilize the programs.

## Alternative Scheduling Programs Attract Top Talent.

Alternative schedules will also help firms recruit young associates, like myself, who are either not willing or able to sacrifice their personal lives to meet the high hourly requirements at most firms. In *Managing Generation X*, Rainmaker Thinking Inc. President Bruce Tulgan explains that young workers share "a strong sense of family, and

—continued on page 14



## 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!

Maurita Elaine Horn  
 Kristen L. Nathanson  
 Gracemarie Maddalena  
 Kristen Bouquet  
 Joan Dailey  
 Margaret Parks  
 Melissa A. Zeller  
 Karen Rappaport Esser  
 Rochelle Gunner  
 Melissa B. Kimmel  
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 Shivonne Theresia  
 Peggy Ann Higgins  
 Allyson Fenton  
 Marianne Abely  
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 Jo An Leonce  
 Kristy A.N. Bulleit  
 Shannon M. Heim  
 Julie A. Dunne  
 Cecile C. Weich  
 Lisa R. Youngers  
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 Gina Kay Janeiro  
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 Sara Garb  
 Alison Kutler  
 Jane Earley  
 Tracy McKibben  
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 Jane O'Connell  
 Hillary Pettegrew  
 Wendy L. Toman  
 Michele Schourman  
 Catherine Choe  
 Amy E. Fortenberry  
 Margaret N. Strand  
 Cynthia M. Hernandez Chapman  
 Bonnie A. Sullivan

a high priority placed on family" that manifests itself in an unwillingness to give up their family time or independence to an organization in which they have no chance of achieving long-term security." According to Tulgan, young workers recognize that they cannot rely on established institutions to be the anchors of their success and security." This generation of young workers watched their parents devote their entire lives to a corporation only to be "downsized."

Not only are Generation Xers *less willing* to give up their family time, they are *not able* to give up the time. Almost one-fourth of all people under the age of 32 are either currently responsible or have been responsible for the long-term care of a family member or friend.

The "up or out" partnership track, combined with fewer partnership opportunities, reinforces Generation Xers' belief that their relationship with their law firms will be short-lived. Many recruits have responded by choosing firms based on the firm's ability to prepare them for their next legal jobs or to pay off their school loans. These recruits no longer have aspirations of making partner and join firms *planning* to leave in two years.

### Successful Alternative Scheduling Programs Exist at Area Law Firms.

Local firms currently employ various alternative schedules to meet the needs of their attorneys. The most common schedule is a reduced-hour schedule. Another common alternative is the contract attorney arrangement. Telecommuting is growing in popularity. While it is not considered to be an alternative schedule, it aids in retaining employees through reduced work stress.

Lingering misconceptions regarding what it means to work anything but full-time significantly hinder implementation of rewarding programs and reinforce stereotypes. For instance, many attorneys believe that a person working part-time cannot adequately serve client demands. Deloitte & Touche found that their part-time associates *better served* client needs because the associates were not turning over as quickly as their full-time counterparts. The accounting firm found that their clients were developing meaningful and long-term relationships with their part-time associates. Nannes recently noted at the D.C. Bar Winter Convention that the unavailability

of attorneys working in an alternative schedule is a "red herring." He explains that full-time attorneys have many clients and are rarely available twenty-four hours for any one client. Thus, the fact that an attorney works in an alternative schedule does not necessarily make the attorney less available than an associate with a full-time schedule.

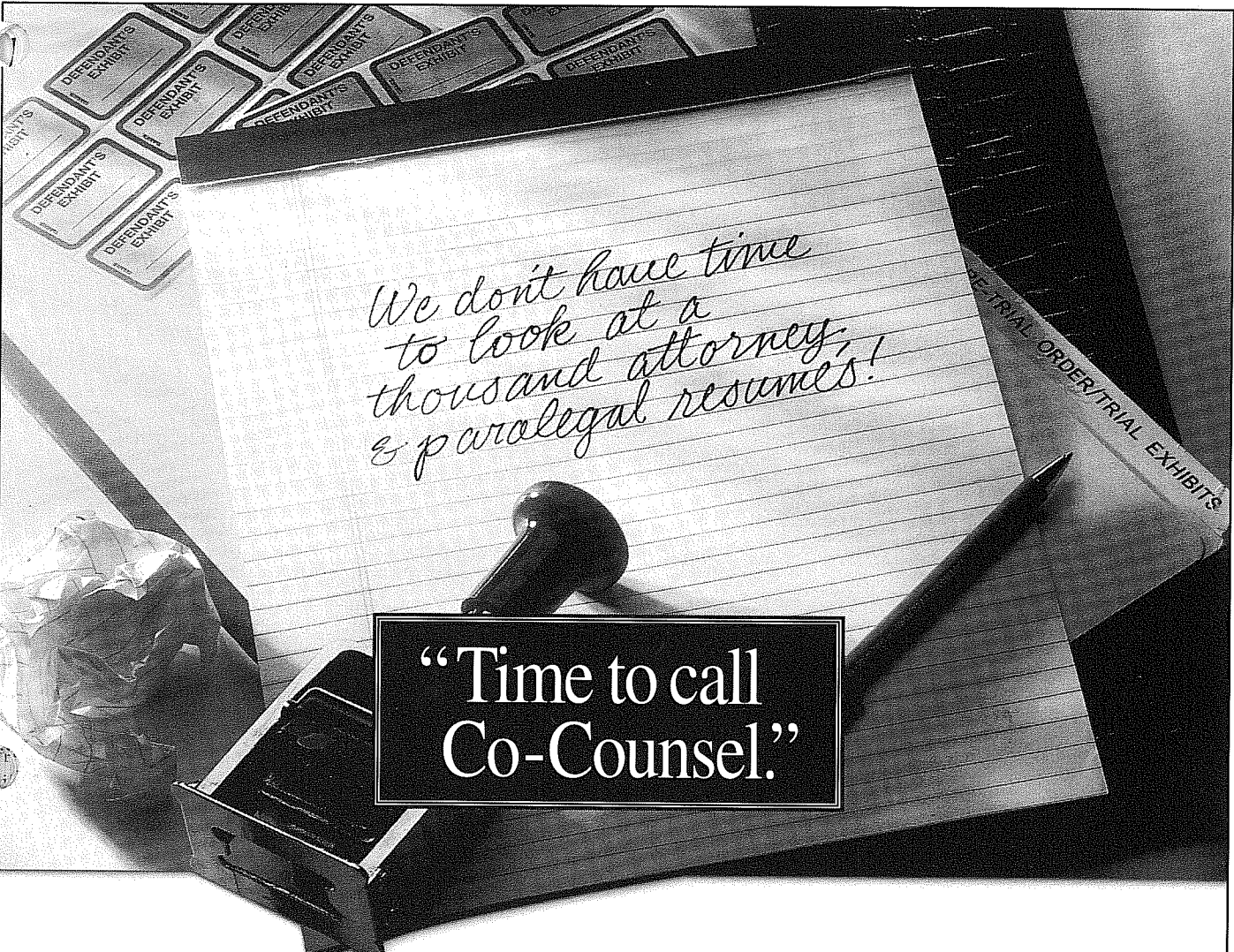
Technological advancements have made it easier for attorneys to work in alternative schedules. It is no longer safe to assume that because the reduced-hour attorney is not in the office after five o'clock, the attorney is not working. I found that many attorneys make their reduced-hour schedule work by telecommuting. Reduced-hour attorneys often put in additional hours at home each night after the kids fall asleep. They also check their email and voicemail on their days off to enable them to respond to "true" client emergencies.

Contract attorneys continue to be viewed as attorneys of lower quality. I found, however, that some recent graduates from top law schools have opted out of full-time firm jobs for contract work. In many cases, contract attorneys' hourly rates are higher than their full-time counterparts. They set their own schedule and choose their own work. The perception of contract attorneys is going to improve as contracting becomes more common.

Evidence suggests that contract attorneys, if used effectively, can cut client costs significantly and reduce firm overhead. Contract attorneys can be particularly useful in a litigation practice where large document productions and research needs can be unpredictable. The contract attorney, instead of the firm, bares the risk of a fluctuating workload.

In today's highly competitive legal recruiting market, law firms cannot afford to ignore the significant advantages offered by alternative work arrangements. Soon, recruits will expect benefits packages to include alternative schedules just as they now expect them to include health insurance. Attorneys will demand flexibility, and walk across the street to a firm that is flexible if their demands aren't met. The time for firms to design effective alternative work programs is now. ■

*Linda Bray Chanow is an associate at Wilmer, Cutler, and Pickering.*



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## MEMBERS ON THE MOVE

**Mary Adelman**, WBA Secretary and co-chair of the Career Opportunity Committee, has left her employment with Assigned Counsel to form Firm Advice, Inc. In her capacity as President and General Counsel of Firm Advice, she will place attorneys, paralegals, and other legal professionals in temporary and permanent positions.

**Linda Alcorn** has become a director with the law firm of Sterne, Kessler, Goldstein & Fox, P.L.L.C. Ms. Alcorn's practice includes all areas of intellectual property law, including patent litigation, patent prosecution, and intellectual property client counseling. Ms. Alcorn is an active member of the Intellectual Property Forum of the WBA.

**Carolyn Lamm** has been appointed on an interim basis to the council of the American Law Institute. In May, the council will seek her appointment to a regular term. Ms. Lamm is a partner at White & Case and is a member of the American Bar Association's House of Delegates.

**Mary Elcano** has left the U.S. Postal Service, where she had been General Counsel and executive vice president of Human Resources, to join Brown & Wood as a partner. Ms. Elcano is succeeded by **Mary Anne Gibbons**, who was previously Deputy General Counsel.

**Christine Prame** has been promoted to partner at Sidley & Austin.

*Don't be shy—let us know about your promotions, career changes, honors and awards. Send items for Members on the Move to Cynthia Calvert or the WBA office.*

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# SATISFACTION AND BILLABLE HOURS

## Professional Coaching to Achieve Work/Family Balance

BY ELLEN OSTROW, PH.D.

I recently consulted with an attorney in the second trimester of her pregnancy. She was facing a dilemma no expectant mother should ever have to face—and one very familiar to most women attorneys who have had, or considered having, children.

With maternity leave looming, this associate needed to ready her projects to hand over to a colleague. But as she tried to clear her desk, her partner kept adding to her caseload. Her obstetrician had advised her to minimize stress and she wanted to—this pregnancy was particularly important to her since her biological clock was ticking down.

As you can well understand, the prospect of telling the partner she needed to limit her hours as her pregnancy progressed caused her greater stress than actually putting in those hours. Even though she knew that she needed to rest more, for both her baby and herself, she could not bring herself to tell this to the partner. She was too afraid of the repercussions on her career.

For the past fifteen years, I have maintained a psychotherapy practice in the Washington D.C. area, which, almost by definition, means that I've worked with countless attorneys. And during this time, I've heard more variations on this story than Bach ever wrote for Goldberg.

Despite official ABA recommendations<sup>1</sup>, the fact remains that most women in the legal profession are forced to adapt to a stereotypically male culture defined for and by white men.<sup>2,3</sup>

The billable hour is fraudulently presented as a gender-neutral measure of an attorney's contribution to a firm. But it is not gender-neutral at all; in fact, it has a discriminatory negative impact on women through its inherent hostility to family needs.

The billable hour criterion is based entirely on a male model of commitment—and it is used to determine who will be partner material.

Even in those firms with de jure flexible schedules and part-time work arrangements, the women who select these options are too often excluded from the partnership track. The stereotyped assumptions of incompetence, weakness, lack of commitment and over-emotionality undermine the efforts of many women lawyers to balance work and family.

But success at the expense of personal and family needs is increasingly unacceptable to women lawyers. Work/family balance has become an important value to women attorneys, but workplace attitudes often remain unbending.

Solutions that focus on the need for women attorneys to learn better time-management strategies suggest that the problem is their own deficiency rather than the gender-bias of the system.<sup>2</sup> At the same time, more gender-equitable and family-friendly workplace policies will not come quickly enough to help those women attorneys now raising families, or thinking about raising families, or simply wishing for a more balanced life today.

The approach I like to use when coaching women lawyers to achieve life balance takes into account both the system and the person. With this approach, women lawyers are more able to envision possibilities for changing the nature of legal practice; to find options within, or outside, the law for career satisfaction that will not require them to sacrifice a life of meaning and value; and to discover practical methods to balance the multiple roles of our increasingly complex lives.

### STRATEGIES FOR SYSTEM CHANGE:

#### 1. Actively Participate in Women's Bar Associations

Organizations like the Women's Bar Association of the District of Columbia and other women's bar associations on the national and local level allow women attorneys to network, which is crucial for system change. As the number of women lawyers increases and more women are elected to ABA and state bar association office, the opportunities for change multiply.

#### 2. Network With Senior Corporate Women

Law firms need to reflect the clients they serve. As the number of women in senior level positions in the corporate world rises, law firms will need to retain and promote women to remain economically viable. Networking with women in senior level corporate positions will also facilitate change. When women in powerful corporate positions demand representation by women in law firms, change will become necessary.

#### 3. Advocate For Change

Just as women attorneys have led the way in establishing redress for domestic violence

and sexual harassment, women lawyers and judges can work together to reform the practice of law itself.

### STRATEGIES FOR COPING WHILE THE SYSTEM IS CHANGING:

#### 1. Reject Blame

While women lawyers may have to solve the problem of balancing work and family, they must remember that the problem is not their fault. Internalizing accusations of weakness, insufficient commitment, over-emotionality, selfishness or inadequacy is untenable.

I want to emphasize this point. Over and over I've heard strong, competent women attorneys attribute the problem to their own personal deficiencies. This is simply not true—and believing it will undermine your efforts to create a truly successful and satisfying life.

Countering these stereotypes takes practice. Working on this with a mentor or coach or trusted colleague can be a big help.

#### 2. Define Your Purpose

To live a balanced life is to live the life that reflects who you are deep inside and what you truly believe in. Therefore, achieving life balance requires a sense of purpose, a life vision. You need to ask yourself, "What is most important to me? What gives my life meaning?"

This is not just a philosophical exercise. Your answers to these questions will become the beacon that guides all your planning—from long-term life goals, to the moment-to-moment choices you'll make about how to distribute that most precious resource—time.

How can you begin to answer these questions? You may want to think about consulting a professional coach, for this is the essence of what she does. A coach specializes in helping you identify what gives your life meaning and in transforming that into specific strategies, tailored to your own unique situation, that enable you to make your life vision a day-to-day reality.

#### 3. Balance Roles

Beware of self-help books. Too often they address our various life roles as if they were separate compartments. Balance is much more than dividing time between separate boxes of your life. Success or failure in any one role contributes to the quality of every other role. Trying to live under the illusion that our life roles are separable is extremely stressful. If you've ever blamed yourself for allowing your feelings of concern for a sick

continued on page 18

child at home to "bleed" into your work time, you know exactly what I mean.

#### 4. Derive Balance From Vision

When our life roles grow out of a clear vision, mission, sense of purpose, values and principles, then balance becomes much more than juggling work and family. Using a coach to help develop crystal clarity in your immediate and long-term goals, and to craft an action plan for achieving them, may enable you to have an ongoing sense of control and purpose in spite of the realities of externally imposed deadlines and demands.

#### 5. Find Good Role Models

Many women trailblazers in the legal profession succeeded at tremendous personal sacrifice.

While they are models of courage and professional success, they do not model life balance. Many of the younger attorneys I see have been told by women partners that they'd have to choose between career and family.

An ongoing relationship with someone who teaches and models balance can be enormously helpful. Unfortunately, finding a good role model is often difficult.

Listening to speakers who have successfully established life balance within the law and reading bar association newsletter articles written by these women attorneys can be inspiring and instructive.

#### 6. Consider Alternative Practice Areas

Consider areas of legal practice that may be a better fit with your values, priorities and life vision. Too many lawyers leave law school believing that a large-firm practice is the only option—and facing down a large law school debt reinforces this belief. But when we neglect parts of our lives, we pay a price for the lack of balance. There's more than one way to pay off school loans—make sure the price you're paying with your life is worth the cost.

#### 7. Consider a Career Change

Sometimes the only way to achieve real satisfaction and balance in life is by changing careers altogether. Many woman lawyers with whom I've consulted feel trapped by golden handcuffs or believe that their skills are unmarketable outside the legal profession. As a coach who has helped women attorneys successfully find satisfying careers they'd never

before considered, let me assure you: the same qualities of courage, competence and persistence that brought you to where you are now will be the ones that will allow you to stop, re-evaluate what's important, make choices, and succeed. ■

#### NOTES:

1. "Unfinished Business: Overcoming the Sisyphus Factor." American Bar Association Commission on Women in the Profession, 1995.
2. Joan Williams, "Unbending Gender: Why Family and Work Conflict and What To Do About It." Oxford University Press, 1999.
3. Joan Williams, "Work/Family Conflict as Discrimination Against Women." F.A.W.L. State News, Winter, 1999.

**Ellen Ostrow, Ph.D.** is a psychologist and professional coach and the founder of *LawyersLifeCoach.com*, a firm specializing in working virtually (by phone with email and fax backup) with women attorneys interested in developing strategies to find greater satisfaction in their careers within the law or in exploring career alternatives for lawyers. She can be reached by phone at (301) 585-5539 or via e-mail at [Ellen@lawyerslifecoach.com](mailto:Ellen@lawyerslifecoach.com). Subscribe to Ellen's free email newsletter, "Beyond the Billable Hour (TM)" at <http://www.LawyersLifeCoach.com>.

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# The Women's Bar Association Foundation Is Calling You!

**W**omen's Bar Association members will shortly begin receiving phone calls and a letter from the WBA Foundation, the Association's charitable arm. Every member is being asked to make a contribution, no matter how small, to the Foundation's Endowment Fund Campaign. The goal is 100% participation and the cause is a very worthy one.

Leading the drive are 15 WBA members who have made significant personal financial contributions and authorized the use of their name in encouraging others to give in whatever amount they can afford. These Campaign "Charter Club" Members, who have each given or pledged \$1,000 or more, include: Cory Amron; WBA President Marguerite Willis; Ann E. Bushmiller; WBAF President Deborah C. Costlow; Julie Davis; Michelle Kravtin; Sharon M. Goley; Tania Hanna; Victoria McEneney; Martha JP McQuade; Juliana Schulte O'Reilly; Sandra A. Robinson; Gloria R. Sulton; Denise Wilson-Taylor and WBA President-Elect Mary Kate Whalen. From these leaders and others who have responded before the first official call even went out, the WBAF Board has already raised more than \$16,000.

Here's where that money, and the contributions you make, will go:

Established in 1981, the Foundation has since provided well over \$200,000 in support of programs to improve the lives and status of women in the Washington, D.C. metropolitan area. To date, however, virtually all of the grants provided have been made possible by fundraising events organized and carried out by WBA and/or Foundation Board members each year. The largest and most successful such event is the joint WBA-WBAF Annual Meeting. But most are small, labor intensive projects. Through these efforts, the WBAF has been able to support, among others, The House of Ruth, My Sister's Place, D.C. Rape Crisis Center, D.C. Superior Court Domestic Violence Program, Public Service Activities Coalition, the Child Welfare League of America, Grandma's House, the Darrell

Green Youth Foundation, Public Leadership Education Network, D.C. Coalition for Environmental Justice, the D.C. Women's Commission on Crime Prevention, Horizon's Theater, the National Negro Women's Council, the National Women's Law Center, the GWAC Legal Intern Program and the Women's Bar Association.

But every year, the number of grant applicants grows and the Foundation has to say no to more and more worthy recipients, just for lack of bodies to do the fundraising events. Obviously, the WBAF's financial resources need to grow along with the need for grants.

In the last several years, through careful stewardship, the Foundation has been able to establish, and slowly grow, an Endowment Fund which now generates income to add to the amount raised through events. Last year, the WBAF began working with a professional investor to maximize return. Clearly, however, more could be earned on the investment if the principal were larger. So the Foundation Board has adopted the goal of increasing the Endowment Fund to \$500,000 within the next five years.

The intent is to solicit major donations from "deeper pocket" sources with natural affinity for the goals of the WBAF. Specially directed brochures and solicitation lists are being prepared for, among others, corporations that market primarily to women and large law firms. But everyone knows that charity

begins at home and that corporate donors are not interested in projects without strong, local support. Before approaching corporations, the WBAF Board needs to be able to say that WBA members strongly support this effort.

So join those Charter Club Members who've already given so generously, by giving whatever you can. When you get your phone call and/or letter in the coming weeks, be ready to say "Yes! I want to help women and girls. I want to give the gift that keeps on giving. Where do I send my check?" Or send it today, to: WBAF Endowment Campaign Fund; Women's Bar Association of D.C.; 815 15th Street, Suite 815; Washington, D.C. 20005. All contributors will be recognized in a future issue of this Newsletter and that's also how we'll keep you posted on the progress of the Campaign.

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## JOIN THE COMMUNITY PROJECTS COMMITTEE FOR THE ANNUAL MS WALK

Please join members of the Community Projects Committee in participating in the MS Walk 2000 on Saturday, April 29, 2000. The Community Projects Committee is organizing a team of walkers to join in the nationwide effort to raise money to help end the devastating effects of multiple sclerosis (MS). The WBA team is open to everyone, including family and friends, who would like to join us in this worthy effort.

The WBA team will begin its walk at the Pentagon location (10 miles) beginning at the North Pentagon Parking Lot. WBA members also have the option of beginning their walk at Great Falls, Maryland (8 miles), Reston, Virginia (6 or 12 miles) or the newly added Manassas National Battlefield route (6 miles). The Pentagon and Great Falls routes travel the C&O Canal Towpath, ending at Glen Echo Park. Participants will be bused back to their starting points. The Reston route follows the W&OD Trail, beginning and ending near Reston Town Center. Check-in time for the MS Walk is between 8:00 a.m. and 10:00 a.m. on April 29.

MS has no known cure. Although important strides are being made with certain medications, the MS Society, through the MS Walk, serves a critical role in raising the funds necessary to continue the research into MS. The pledges raised through the MS walk will go toward research for a cure as well as much-needed programs to assist the 5,500 people in our community living with MS and their families.

There is no entry fee for the MS Walk. Participants are encouraged to raise pledges or make a contribution. Top fundraisers for the MS Walk will be eligible to receive several prizes and gift certificates. Everyone raising \$85.00 or more will receive an MS Walk T-shirt.

For more information about participating on the WBA team or if you have any questions about the walk, please contact Jennifer Duane (202) 585-1937 or by e-mail at [Jennifer.a.duane@mail.sprint.com](mailto:Jennifer.a.duane@mail.sprint.com). You may also contact the MS Walk office (202) 296-5363. We hope to see you at the event.

## The Private Investigator and the Attorney as Partners

It's a fact! More and more attorneys are utilizing the professional services of private investigators. Increasingly, civil actions are being settled out of court as the result of vital evidence uncovered by private investigators. There has also been a dramatic increase in judgments at trials as a result of evidence developed by private investigators. Come listen to Nick Beltrante, a local private investigator, discuss how best to utilize the resources his profession can provide. Mr. Beltrante is a retired Detective Sergeant with the Washington, DC Metropolitan Police and has more than four decades of private practice and federal law enforcement experience, conducting over 10,000 civil, criminal and personal investigations over his career.

**WHEN?** April 26, 2000  
12:15 p.m.

**WHERE?** Howrey Simon Arnold & White, LLP  
1299 Pennsylvania Avenue, NW

**COST?** Cost is \$10 for members, \$15 for nonmembers.

*To register please contact the WBA.*

## Join the Woman's Bar Association for an exciting program that happens only every four years!

The Executive Endorsements Committee is hosting a panel discussion with women who have served as top advisors to the last four Presidents of the United States. Don't miss the opportunity to hear this distinguished group!

### CONFIRMED PANELISTS:

Kathleen Buck —General Counsel,  
Department of Defense (Reagan  
Administration)

Helen Kanovsky —Special Assistant to both  
the Secretary of Housing and Urban  
Development (HUD) and Health and  
Human Services (HHS) and Associate  
Executive Secretary for HHS (Carter  
Administration)

Judith Miller —recently served as General  
Counsel for the Department of Defense  
(Clinton Administration)

Shirley Peterson —Commissioner of the  
Internal Revenue Service (IRS) and Assistant  
Attorney General (Tax) for the Department  
of Justice (Bush Administration)

Thomasina Rodgers —Chair, Occupational  
Safety and Health Review Commission  
(Clinton Administration)

Judith Trent —Assistant Secretary of  
Transportation (Reagan Administration)

Judith Winston —General Counsel,  
Department of Education (Clinton  
Administration)

Representatives from the Presidential  
Campaigns Will be Invited!

**WHEN?** April 13, 2000  
6:30 pm.

**WHERE?** The City Club, Columbia Square  
555 13th St, NW

**COST?** Hors d'oeuvres and open bar  
\$25 members/ \$35 nonmembers

*Register through the WBA office to  
reserve your spot.*



## Proposed Amendment to WBA Constitution

The following proposed amendment will be voted on at the Annual Dinner:

### Article III: MEMBERSHIP

**Section 6. Sustaining Member.** Any person who is eligible for regular membership in the WBA may become a sustaining member upon the payment of sustaining member dues as established by the Board of Directors. A sustaining member shall have all the rights and privileges of a regular member, as well as additional privileges as established by the Board of Directors and not otherwise inconsistent with the WBA Constitution and Bylaws.

**Section 7. Affiliate Member.** Any organization, including, but not limited to, a law firm, law school, corporation, association or accounting firm, may become an affiliate member of the WBA upon the payment of affiliate member dues as established by the Board of Directors. An affiliate member will hold none of the rights or privileges of a regular member, but will be entitled to certain privileges as established by the Board of Directors and not otherwise inconsistent with the WBA Constitution and Bylaws.

**Web Sightings** *Is spring bringing thoughts of a new career? Check out these web resources:*

**www.amlawjobs.com** — A free listing of classified ads from the Legal Times and related publications

**www.fedworld.gov/jobs/jobsearch.html** — A free listing of jobs with the federal government. A recent search for jobs containing the word "attorney" returned more than 40 attorney jobs in the D.C. area.

**www.careerbuilder.com** — Articles related to careers and job listings. Lets you store your resume on line for free. Many listings viewed recently were for non-attorney legal jobs, but a few in-house attorney positions were included.

**www.monsterboard.com** — Career advice, job listings, and chats. A recent search in the "legal" category, limited by the keyword "attorney," turned up more than 25 attorney positions, most in-house.

**www.findlawjob.com** — For a fee, this service will help you locate firms, write and print your cover letter and resume, and provide you with personalized stationery.

**www.ihirelegal.com** — Employers pay a fee, but searching jobs is free if you register at the site.

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## Issues Facing Women Litigators

Learn from the masters! How have successful women litigators dealt with difficult situations? How do women, perhaps subconsciously, present themselves in a manner that feeds into unhelpful stereotypes? Learn their thoughts on dealing with clients, opposing counsel, judges and colleagues.

### CONFIRMED PANELISTS INCLUDE:

Judge Ellen Segal Huvelle —formerly of the DC Superior Court and recently elevated to the Federal Bench

Jane Sherburne —Partner, Wilmer & Cutler, formerly White House Special Counsel

Lois Schiffer —Assistant Attorney General, Environment and Natural Resources Division, Department of Justice

Wilma A. Lewis —US Attorney for the District of Columbia

Michelle A. Roberts —Rochon & Roberts, former Chief of the Trial Division, Public Defender Service

**WHEN?** April 12, 2000, 6:15 p.m. Reception

**WHERE?** Williams & Connolly (Conference Center)  
725 12th Street, NW (Metro Center)

**COST?** Cost is \$20 for members and \$25 for nonmembers.

Please contact the WBA office to register.

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# Management 101 for Lawyers

BY TYI DAVIS ANDERSON AND CYNTHIA THOMAS CALVERT

**L**awyers are managers. Even if they are not managing law firms or legal departments, they are managing administrative support personnel, paralegals, outside counsel, and junior attorneys. Most have not been trained in management, and are in fact pretty poor managers. Good management skills are not something one is born with. It takes conscious effort, good people smarts, and experience. Here's some help to get you started on the road to being an effective manager.

## The Business Case for Good Management

Legal employers everywhere should strive for good management not just for the well-being of their lawyers, but because the detrimental effects of bad management directly relate to the overall level of productivity, financial health and reputation of the entire office.

A manager who demoralizes, discourages and undervalues her subordinates is unlikely to motivate them into "going the extra mile." This can have significant effects upon the productivity of an office. According to an article entitled "Danger: Toxic Company" (Alan M. Webber, *Fast Company*, issue 19), Jeffrey Pfeffer noted that "all that separates [a company] from [its] competitors are the skills, knowledge, commitment, and abilities of the people who work for [them]. Companies that manage people right will outperform companies that don't by 30% to 40%. . . . [S]tudies of the steel industry, the oil-refining industry, the apparel industry, and the semiconductor industry all demonstrate the enormous productivity benefits that come with implementing high-performance, high-involvement management practices."

Pfeffer, a professor at the Stanford Graduate School of Business and author of *The Human Equation: Building Profits by Putting People First* (Harvard Business School Press, 1998), adds that companies that treat their employees right get both high productivity and low turnover. Poor management, conversely, drives away good employees. If a bad manager is driving away good talent, that manager is costing the office thousands of dollars in intellectual capital (the knowledge base and skills of the departing attorney), an inability to recoup the expenditures made to hire and maintain the attorney such as headhunter fees, bar dues, association fees, and training. Estimates by Deloitte and Touche indicate that 150% of a professional employee's salary is lost when she walks out

the door. An additional, often-overlooked cost of poor management is the client dissatisfaction that stems from constant turnover in the attorneys who service the clients.

Low retention rates due to poor management also affect an office's reputation. When bad management is responsible for driving good people away by creating an untenable work environment, current and former employees will talk. They may share their woes with potential office recruits, or even potential or current clients. Negative PR can also have ripple effects upon other current subordinates who may become mistrustful and dissatisfied with the office and add to the rate of high turnover.

So how can we be better managers?

## Learn from Bad Examples

Whether in private or government practice, you probably have experienced working with an ineffective managing attorney. Poor managers fall into one of several categories:

- The micro-manager delegates assignments but refuses to allow her employees to complete the task without interference. This is from the micro-manager's mistrust and lack of confidence in others to do the job. Such managers stifle growth, initiative and independent spirit of subordinate attorneys.
- The manic manager, like a ticking time bomb, explodes into raving tirades whenever there is a problem or miscommunication. Her ever-rising voice and over-defensive attitude render her unapproachable by many with questions. Thus, many of her subordinates are loath to interact with her. Although the screamer is quick to comment upon the wrong, rarely does she acknowledge a job well done.
- The prevaricating manager says one thing and does another. When giving mid-review feedback, she says that everything is going well. During bonus time, however, she takes issue with the quality of the work provided—issues that could have been resolved by the subordinate if only the manager had been honest earlier. Thus, her word cannot be trusted.
- The scatterbrain manager speaks in streams of consciousness and is unable to clearly and effectively communicate with others. Her instructions to subordinates lack focus and engender confusion concerning the task assigned. Thus, subordinates experi-

ence difficulty producing work that meets her satisfaction. Although the problem rests with her well-known inability, it is the subordinate who will suffer a poor review.

- The skillfully incompetent manager knows precious little about law or effective management. However, she is quite skillful in using the talents of others to advance her own career. The skillfully incompetent manager takes the work product of her subordinates and makes it her own to cover for her own inadequacies and/or laziness. She gives credit to no one but herself for the work and never assumes responsibility. She always makes herself out to always be the star.
- The whip-snapping manager works her employees at a relentless and unsustainable pace with no thought of the effect it has on them. She demands long hours and overtime on short notice, and sees no need to accommodate life outside the office. She sets impossibly high standards for herself and those around her, and demeans those who cannot reach them.

Managers who fall into these categories create a work environment charged with emotion that brings out the very worst in people. For those required to work in such an environment, their emotions can range from anxiety,

—continued on page 25

## ECONOMIC ANALYSIS

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timidity, poor self-esteem, and feelings of insecurity to anger, frustration and even a passionate disdain for the office, the manager or the entire legal profession. Resolve never to be one of these types of managers.

### Empower Your Employees

The people you manage can do a good job only if you let them, and only if they have the tools and skills they need. Take the time to explain tasks, expectations, and deadlines clearly. Show your employees the way you want things done. Once you have given an assignment, note on your calendar when you should follow up with the employee, and then leave the employee alone to do the work.

If your employees need training to be more effective, help them get it and support their efforts. Let your employees know that you care about their professional development, and put your words into action by offering them challenges, meaningful experiences, and encouragement. Mentor them as they seek advancement.

Give frequent, timely, and honest feedback. Some attorneys schedule weekly one-on-one meetings with support staff to both give and get feedback. Others give written feedback after each assignment. Most wait until the annual review, when memories are poor. It may feel awkward at first, but as you and the people you manage get used to the feedback routine, it will get easier. Remember the basics of giving feedback: always do it in private; if you have something negative to say, preface it with something positive; be sincere; and never pass up an opportunity to praise good work.

### Treat Those You Manage With Respect

Your employees are human beings. Each is unique, with hobbies, families, special talents, and many distinguishing characteristics. Treat them as individuals. Listen—really listen—when they speak and take an interest in their lives. Remember special occasions in their lives (a calendar is for more than appointments and due dates). Express gratitude for their work, and share credit.

Be realistic about the time and effort assignments will take, and don't make impossible demands. Be sensitive to your employees' other time commitments, and work around them as much as you can. If you manage an employee who is a parent to a young child, allow time off for school activities.

If you manage an employee who has an elderly parent, be generous about allowing time off to care for the parent. If you have an employee who is competing in a marathon or

doing the final re-write of her thesis, don't begrudge her a week or two off. Your short-term loss of the employee's services will more than be made up by the employee's decision to stay employed with you for the long term.

### Communicate Effectively

Be direct. If you need something done, state so in as many words and don't beat around the bush. If you have to give lengthy or complicated instructions, try to do it in writing or ask your employee to take notes while you are speaking. Make sure the employee understands. Don't belittle questions; your employee should feel free to ask for more information or clarification.

You have goals you need to meet in order to be successful. Make sure your employees know your goals and deadlines so they can anticipate work needs. Frequent and open communication about projects and objectives make employees feel part of a team. Welcome their suggestions for meeting goals in a better fashion.

Recognize that communication is a two-way street. When your employees are

communicating information to you, make sure you understand and ask questions if you do not.

### Learn More

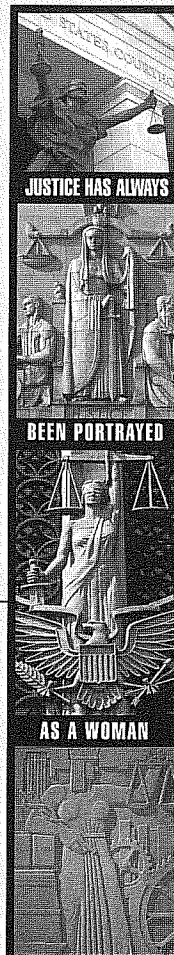
There are many more skills involved in being a good manager, such as goal-setting for your department and your employees, effective discipline, and team-building. Learn all you can, watch others, and ask your employees for feedback on your performance as a manager. A little effort will go a long way.

In sum, good management is about humble leadership. Curt Coffman, co-author of *First, Break All The Rules* (Simon & Schuster, 1999), defined a good manager as one who says, "You come work with me, and I'll help you be as successful as possible; I'll help you grow; I'll help you make sure you're in the right role; I'll provide the relationship for you to understand and know yourself. And I want you to be more successful than me." Just imagine the possibilities, and the success a law office could enjoy, if it had this type of leadership from its attorneys. ■

*Tyi Davis Anderson is a former attorney turned employee relations specialist.*

## CLASSIFIEDS

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# UPCOMING EVENTS

Please register for these events using the form on page 27

## April

- Wed 5 7:00 pm **LAWYERS AT HOME SHOWCASE—Building Healthy Minds: Experiences that Create Intelligence and Emotional Growth**  
Location: Washington College of Law
- Wed 12 12:15 p.m. **WORKING PARENTS FORUM**  
*Striking the Balance*  
Location: Arent Fox
- Wed 12 6:15 p.m. **LITIGATION FORUM** *Issues Facing Women Litigators*  
Location: Williams & Connolly
- Thur 13 6:30 p.m. **EXECUTIVE ENDORSEMENTS** *Positioning for an Executive Appointment in a New Administration*  
Location: The City Club
- Thur 20 12:00 p.m. **INTELLECTUAL PROPERTY FORUM**  
*Intellectual Property Rights in International Transactions*  
Location: Howrey & Simon
- Tues 25 12:15 p.m. **SOLO & SMALL PRACTICE COMMITTEE**  
*Networking*  
Location: 1763 R Street, NW
- Wed 26 12:15 p.m. **PRESIDENT'S PROGRAM**  
*The P.I. and the Attorney as Partners*  
Location: Howrey & Simon
- Sat 29 8:00 a.m. **COMMUNITY PROJECTS COMMITTEE**  
*MS Walk 2000*  
Location: North Pentagon Parking Lot

## May

- Tues 2 12:15 p.m. **JOB SEEKERS NETWORK**  
Location: WBA  
Free for members/\$5 for nonmembers
- Tues 9 12:15 p.m. **JOB SEEKERS NETWORK**  
Location: WBA  
Free for members/\$5 for nonmembers
- Tues 16 12:15 p.m. **JOB SEEKERS NETWORK**  
Location: WBA  
Free for members/\$5 for nonmembers
- Wed 17 Noon-2:00 **Lawyers, Work and Family: A Study of Alternative Schedule Programs at Law Firms in DC Brown Bag Lunch**  
Location: Wilmer, Cutler & Pickering 2445 M St, N.W.  
Free
- Tues 23 12:15 p.m. **JOB SEEKERS NETWORK**  
Location: WBA  
Free for members/\$5 for nonmembers
- Wed 24 6:30 p.m. **ANNUAL WBA/WBAF AWARDS DINNER**  
*Hearts Full of Grace*  
Location: National Building Museum
- Tues 30 12:15 p.m. **JOB SEEKERS NETWORK**  
Location: WBA  
Free for members/\$5 for nonmembers

## June

- Sun 11 8:30 a.m. **Lawyers Have Heart Race Washington Harbour**  
For more information, contact Jennifer Duane at (202) 585-1937

### NEWSLETTER SUBMISSION DEADLINE DATES

Summer - June 1, 2000

### IP FORUM HOSTS BROWN BAG

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, electronic commerce, and software patents. The interactive discussion will provide important tips in claim drafting and international licensing. The presentation will be held in the offices of Howrey Simon Arnold & White, LLP, 1299 Pennsylvania Avenue, NW. The featured speaker will be Andrea G. Reister, Esq., a partner at Howrey Simon Arnold & White, LLP. Ms. Reister specializes in patent issues relating to Internet, electronic commerce, and other types of computer-related patents. She is a frequent speaker and author on these topics, and will be a featured panelist at the International Patent Disputes Conference to be held in Paris in May.

### COMMUNITY PROJECTS COMMITTEE

#### *Volunteers in the Annual Lawyers Have a Heart Race*

The Community Projects Committee will again be participating in the Annual Lawyers Have a Heart Race. The Tenth Annual Lawyers Have a Heart Race will hold 10k and 5K races, as well as a 2 mile Fun Walk, to benefit the American Heart Association in their fight against heart disease, stroke and other heart ailments. The Race will be held at Washington Harbour in Georgetown on Sunday, June 11, 2000 beginning at 8:30 a.m..

The Community Projects Committee will be assembling a team of volunteers to assist in registering and coordinating the large number of volunteers who participate in making the Lawyers Have a Heart Race a success. For more information about the event or if you would like to participate in the Community Projects Committee's volunteer effort, please call Jennifer Duane at (202) 585-1937 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.



## Reservations

Please specify the programs for which you would like to register. Catered events must be registered for in advance and are refundable until five days in advance of the event. Make checks payable to the WBA or include credit card information on form. Thank you!

Name: \_\_\_\_\_ WBA Member: ☐ Yes ☐ No

Address: \_\_\_\_\_

Phone: \_\_\_\_\_ Fax: \_\_\_\_\_ Email: \_\_\_\_\_

### PROGRAM RESERVATION(S):

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### Please return to THE WBA

815 15th Street, NW,  
Suite 815, Washington,  
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Reservations, with credit  
card information  
included, may be faxed  
to (202) 639-8889

You may also register at  
the WBA website,  
[www.wbadc.org](http://www.wbadc.org)

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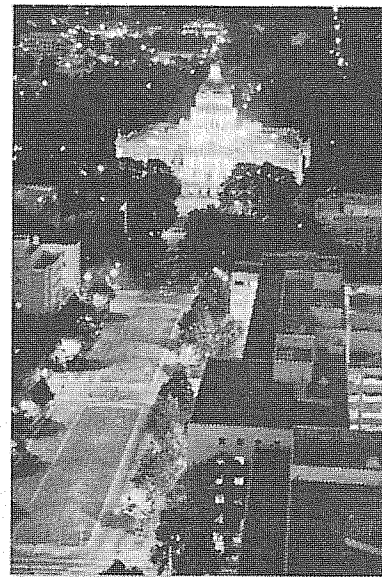
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**For more information, call your local DC representative at 1-800-762-5272.**

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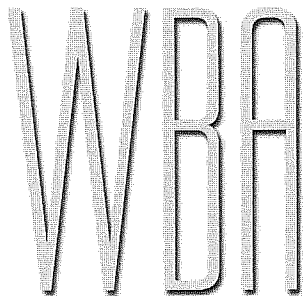
## THE WOMEN'S BAR ASSOCIATION and THE WOMEN'S BAR ASSOCIATION FOUNDATION

*Annual Awards Dinner*

### *Hearts Full of Grace A Celebration of Mentoring*

May 24, 2000

Look for your invitation in the mail or register at [www.wbadc.org](http://www.wbadc.org)



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