

THE BAR

FALL 2000

Women's Bar Association of the District of Columbia

RAISING

ABA Welcomes Woman President *Paving The Trail*

BY MICHELE REED

She's just as happy not to be the first, thank you.

Martha W. Barnett, a partner in the firm of Holland & Knight LLP, became the second female president of the American Bar Association at the ABA's annual meeting in August. She celebrates women who have been "firsts" in their fields, and does not shy away from the gender issue. In a message to ABA members ("Women Can Make A Difference," *ABA Journal*, September 2000), Barnett notes that while there are many examples of women becoming "firsts" and "seconds," there are too few "tenths" and "twentieths." She urges women to assume leadership roles, not just becoming a part of the societal agenda but actually setting the agenda.



■ Martha W. Barnett

Although women are becoming increasingly visible in bar organizations, female presidencies are still new and noteworthy. The American Bar Association elected a woman, Roberta Cooper Ramo, as president for the first time in 1995. The District of Columbia Bar waited twelve years after its 1972 inception to elect a woman. The Bar Association of the District of Columbia was founded in 1871 but didn't elect a woman president until more than 100 years later. Barnett, like many of us, looks forward to the time when gender is no longer remarkable.

Barnett's path to leadership should be examined by any attorney interested in leading a bar organization. She and Ramo followed a traditional progression of service at the local and national level. Both attorneys participated in a number of leadership roles in the ABA before seeking the presidency. Ramo served as chair of the ABA Section of Law Practice Management and chair of the Selection Committee of the ABA House of Delegates, the policy making body of the association. Barnett had served in the House of Delegates since 1984, and became

in 1994 the first woman to chair the House. She was also a member of the ABA Board of Governors and sat on the editorial board of the *ABA Journal*. Her service on ABA committees, sections, and commissions was extensive.

Barnett's leadership experience began within her firm and in local bar associations. She was active in the Tallahassee Women Lawyers Association and the Tallahassee Bar Association, and the Florida State Bar. An impressive list of her activities can be found on the ABA web site (www.abanet.org/leadership/greetings.html).

Barnett also had the benefit of a former ABA President, a senior partner at the firm where she has worked since completing law school, serving as her mentor. In an interview published by the ABA's Young Lawyers Division, Women in the Profession Committee, she describes her mentor as a role model and a friend, and credits his willingness to transfer his credibility to her as a valuable asset to her in the profession and the ABA.

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WBA Kick-Off Reception

October 12th

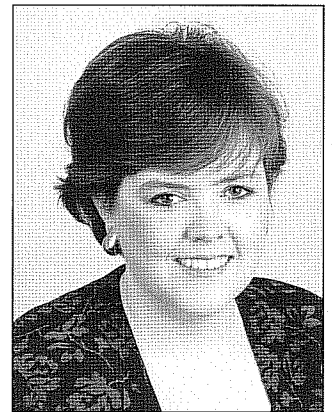
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MAKE YOUR VOICE HEARD! ○

BY MARY KATE WHALEN



This year is the 80th anniversary of the 19th Amendment to the U.S. Constitution—the amendment granting women the hard-fought right to vote. While the “legal” right to vote was granted to all women in 1920, many men and women of color continued to be denied access to voting booths and thus unable to exercise their votes until less than 40 years ago. Now, in the year 2000, women and minorities have become an increasingly powerful presence in American politics as elected officials, advisors, grass roots organizers and, most importantly, voters. In the past two presidential elections, women have comprised approximately 53 percent of the electorate, a fact that has not gone unnoticed by either candidate in the currently deadlocked presidential race. In addition, in a year in which the balance of power in Congress is up for grabs, a record 125 women are running for election to Congress.

The focus on the votes of women and minorities is demonstrated in the types of issues that the many candidates are showcasing, such as healthcare and universal insurance coverage, wage disparity and education. Now that we have the opportunity to make our voices heard and influence many of the policy and political issues facing the country today, it is important that, as individuals, we make every effort to educate ourselves on the positions of the various candidates and the impact of local and federal legislative initiatives.

Yet I have found that without multiple political science degrees, it is difficult to educate myself for the upcoming elections in the existing campaigning environment consisting of MTV-styled soundbites. Reluctantly, I admit that I have turned to the one source of information that I have always shunned—the Internet. I have found a number of Internet sites that provide summaries of candidate positions—apparently bipartisan—as well as a venue for discussions and analysis of many pending policy issues. For example, both presidential

candidates recently unveiled their Medicare Prescription Drug reform plans—to great hype and fanfare on all sides. The Kaiser Family Foundation website, www.kff.org (a non-profit organization, not affiliated with the Kaiser Group health system), provides a comprehensive side-by-side analysis of all the proposed Medicare reform programs, including their prescription drug plans. ○

A very interesting political site is New Leadership (www.newleadership.rutgers.edu), sponsored by The Center for American Women and Politics at Rutgers University. The mission of this site is to “educate and empower young women to participate actively in politics and public policy making.” The site includes links to polls and surveys, political sites, women’s political organizations and Black/Latino/Asian/Native American political organizations.

Other interesting sites include: BeFearless (www.befearless.com), sponsored by Oprah’s Oxygen network; the National League of Women Voters (www.lwv.org); CSPAN (www.cspan.org) and CNN (www.cnn.org). And finally, for those like me, who always forget to register, www.voter.com provides on-line voter registration forms, as well as information on pending legislation, candidates and policy issues.

Whether you obtain your information from the Internet, newspapers or late night talk show monologues, the important thing is to vote and make your voice heard. ○

See you at the polls on Tuesday, November 7, 2000. ■

WBA RAISING THE BAR

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NEWS FROM THE OFFICE

WBA FALL KICK-OFF RECEPTION

The WBA will have a free Fall Kick-Off reception on Thursday, October 12, 2000 to preview the coming year and discuss how the WBA helps its members at every stage of their careers. The wine and cheese reception will feature a special guest speaker, Carolyn Lamm. Ms. Lamm is a partner of White & Case, past president of the D.C. Bar, and a long-standing member of the WBA.

The WBA helps its members in so many ways: mentoring, rainmaking, practice area development, networking, leadership, advocacy, community projects, and life balance are only a few. Bring your colleagues to this reception to introduce them to the benefits of membership. Come visit with your old WBA friends and make new contacts—it's time to work on your network!

The reception will be in the Atrium of the Homer Building, 601 13th Street, N.W. (Metro Center), from 6:00-8:00 p.m. You may register by phone, (202) 629-8880, by email, wba@wbadc.org, or over the Internet, www.wbadc.org. We look forward to seeing you there!

WBA OFFICE HAS NEW ASSISTANT

The WBA welcomes Mary Robinson as the new executive assistant. She replaces Chrystie Kempka, who has taken a job with Morgan, Lewis & Bockius. Best wishes to both! ■

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!

Maryam Ahranjani	Christine C. Dion	Anne Gilston LaLonde	Elizabeth Robitschek
Jennifer Alfisi	Ann Eisenberg	Jacqueline Levasseur	Lauren E. Ross
Sheila Anderson	Ruth Ernst	Nancy A. Markowitz	Melinda J. Silver
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Renee Danker	Annette R. Kronstadt	Amy Nemko	Emily Vartanian
Nichole Davis	Emily T. Kuchar	Valentina Okaru	Joan Williams ■

FROM THE EDITOR

Great Beginnings

BY CYNTHIA THOMAS CALVERT

September is a time of beginnings for many of us. Whether we carry over the rhythms of the academic calendar, follow a religious calendar, or just feel invigorated by the cooler temperatures, we resolve to start doing what we know we should.

This issue should give you a lot of motivation and guidance. Sandra Robinson's extraordinary hard work and success will inspire you, and Nancy Lasater's complete primer on getting and keeping clients will give you a blueprint for your own success. Lorelei Masters gives you news you can use in advising clients about ecommerce. Finally, when you are on the road to success,

Ellen Ostrow will help you make sure you get the credit you deserve.

Our committees and fora are also starting a new year. Several articles in this issue tell you what they have planned. They are interested in your ideas and help, so be sure to contact the appropriate co-chairs to get involved. As new ABA president Martha Barnett's career demonstrates, attaining top leadership positions starts with involvement at the local level. If you help plan a program today, who knows where you'll be tomorrow?

If one of your resolutions for this new start is to promote your practice, put calling me on your to-do list and we'll talk about articles you can write for *Raising*

The Bar or news about your achievements that we can highlight. We are also looking for one or two more people for our editorial board. Prior journalism or editing experience is not necessary—just enthusiasm and energy. Please note that I have a new address and telephone number (see at the end of this column), but my email address has remained the same. I look forward to hearing from you.

Best wishes for great beginnings! ■



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Caring for Clients Creates Success

A FEW MOMENTS WITH SANDRA H. ROBINSON

BY CYNTHIA THOMAS
CALVERT

WBAF President Sandra Robinson practices personal injury and medical malpractice law with Jack H. Olender & Associates, P.C. Before joining the Olender firm, she spent some time as a sole practitioner and served as a senior attorney for the Federal Election Commission. She is a graduate of Oberlin College and received her J.D. from the Catholic University of America. Ms. Robinson has received a number of awards, including the District of Columbia Trial Lawyers Association's Trial Lawyer of the Year (2000), the National Bar Association's Presidential Award (1996), and the Charlotte E. Ray Award from the Greater Washington Area Chapter, Women's Division, of the National Bar Association (1998). Here are some excerpts from our recent conversation about her career:

RTB: When did you know you wanted to be a lawyer?

SHR: Not until my second year of graduate school. I had been a psychology major at Oberlin, and was working on my master's degree at Howard in clinical psychology. I was also working as a counselor in a group home for young women in D.C. I found psychology to be interesting, but not as precise as I would have liked. I began looking at other careers and considered medicine and the law, and decided to go to law school. Of course, I quickly learned in my first year that the law is not particularly precise, either.

RTB: How did you find law school?

SHR: It took a lot of juggling. I was married at the time and had a two-year-old daughter. I worked full-time during the day as a case worker for the City of Rockville and went to school at night. I was fortunate to have family and a husband who were very supportive. My mother and cousins lived in the area and would watch my daughter if my husband couldn't. I also had the support of my supervisor at work.

RTB: What was your first job out of law school?

SHR: I opened Robinson and Robinson with a classmate, Madeleine Robinson (no relation). We had a small office, and I worked part-time because I did not feel comfortable leaving my full-time job yet. After six months or a year, I did devote myself full-time to the law practice. I did that for a year or two, but then decided I needed a regular salary.

RTB: Where did you find a regular salary?

SHR: I went to work for the FEC for three years, and left as a senior attorney in the enforcement division. I then joined Jack Olender and Associates.

RTB: What drew you to the firm?

SHR: A couple of things. By chance, I was at a meeting of the National Association of Black Women Attorneys, where my aunt was and continues to be president. She announced that Jack Olender was looking for an attorney, and she asked me if I was interested. I sure was.

When I had had my own practice and was trying to build a client base, I took court-appointed cases. It was exciting to be in the courthouse, particularly D.C. Superior Court. D.C. Superior is much different from courthouses in Montgomery County and Prince George's County. It is so active and alive, and so much is going on. I missed it when I was at the FEC. I knew that if I joined the firm, I would be back in the courthouse.

I also knew the reputation of the firm, and knew I would get great experience there. So I joined on February 5, 1990.

RTB: Have you been in the courthouse as much as you wanted?

SHR: Yes, but the true meaning of "trial lawyer" includes more than courthouse activities. Getting ready for and going to trial is exciting, but so are discovery and depositions. A lot of our cases settle, so we aren't always in trial, but I average one to two trials every couple of years. In my first couple of years, I had three major trials with Jack.



■ Sandra H. Robinson

RTB: The firm is unique in many ways, including having a higher proportion of women attorneys than most D.C. firms.

SHR: When I joined the firm, I was the only woman. There was Jack, and two other male attorneys. As we have grown, we have added more women attorneys. [Editor's note: Six out of nine of the firm's attorneys are women now, and four of the women are African-American.]

I have found that women are treated equally at the firm. We all work hard, men and women, and the cases are evenly distributed.

Jack is certainly the principal in the office. There are senior attorneys, and I'm one, based on length of service and experience. But when we talk about our cases, which we do on a daily basis, the discussion is a give and take among all the attorneys equally.

RTB: How hard are you working?

SHR: A typical work week is Monday through Friday, 7:30 or 8:00 in the morning until 7:00 at night. I also work some Saturdays for several hours. Of course, when I am getting ready for trial, I work all day Saturday and Sunday, and all day and all night during the week. Trial preparation is a different mindset, working constantly at home and the office.

RTB: Do you have time for a personal life?

SHR: I am learning to be better at that, learning to take the time and not wait for it to happen. I schedule my personal time because there is always something to do and if I wait for everything to be done, I'll never take the time.

When I get time off, I like to go to the ocean. I grew up in D.C. and spent a lot of time in Atlantic City because my father was there. I have to see the Mid-Atlantic, smell it, at least every couple of years. I try to be near any ocean at least once a year. My favorite beach is on Martha's Vineyard.

RTB: Does your daughter vacation with you?

SHR: Sometimes. She is 23 now, and is busy making her own life. She just graduated from American University, where she majored in art history. She recently decided that she wants to go to law school, much to my surprise. She will take the LSATs in October.

RTB: You must feel good that you inspired her.

SHR: I do, but I didn't think I had. She never expressed interest in law school, and she has made it clear that she does not want to work as hard as she sees me working. I told her, though, that no matter what field you choose, you have to work hard to succeed.

RTB: Is that something you heard frequently while you were growing up?

SHR: I heard that you should be in a position to take care of yourself. My mother instilled that in me. I learned a lot from her.

RTB: Where did you learn your litigation skills?

SHR: Jack is very much a mentor. When I joined the firm, he took me under his wing and took me to depositions. Then I second-chaired three of his trials. He is a very good trial lawyer, as are the other lawyers in the firm. I have learned a lot from them all, and I've had a lot of on the job training.

RTB: What types of cases do you handle most?

SHR: Mostly obstetrical, where the client is a brain damaged child. The cases are tough, hard for the parents and me. I am inspired when I see parents' love for their child, and it makes me feel good if I am

able to obtain compensation for them. A number of our clients are below middle income, and they want—as all parents do—to know that if they predecease their child, the child will be cared for.

RTB: Do you become emotionally involved with your clients?

SHR: Yes, sometimes more so than others. Particularly if a child has died, it is very

hard. I sometimes have to leave the room. I want to advocate for those parents and those children. It strengthens my resolve to care for them and become involved with them. I am not emotional to the point of being dysfunctional, but it makes me want to fight on their behalf. The emotion helps me to convey to the jury—and to

—continued on the next page

WBAF

The Women's Bar Association Foundation

PROVIDING A FORUM TO CONTRIBUTE TO THE COMMUNITY

What is the WBAF, anyway?

Sandra says she is asked this question frequently. The Women's Bar Association Foundation is the charitable arm of the WBA. It was founded in 1981. It raises money and uses the money to fund grants to organizations whose work is consistent with the objectives of the Foundation. It also funds some activities of the WBA.

What are the objectives of the WBAF?

The objectives of the WBAF are to: foster the education and training of women in law and legal issues; promote greater understanding, awareness and support in both the legal profession and lay community of legal issues of importance to women; promote the delivery of legal and other services to the disadvantaged and needy; pursue activities that benefit or improve the personal and professional lives of members of the legal profession, including eliminating workplace bias against women, ensuring gender equity at all levels in the legal profession, and making the profession more diverse and more accommodating to its members; promote women as leaders and role models; and provide a forum for women attorneys to contribute to the community.

Why do we need a WBAF?

Business donors like the Foundation because it is a 501(c)(3) charitable organization, so donations are tax deductible. The WBA likes the Foundation because it raises the profile of the

WBA in the community and assists the WBA in promoting women in the profession. WBA members like the WBAF because it gives them an opportunity to contribute to worthy organizations.

So who decides how to spend the money?

The WBAF is governed by officers and a Board of Directors. It meets regularly to consider grant applications and plan fundraising activities.

How can I get on the Board?

Talk to Sandra Robinson and let her know of your interest.

How can I apply for funds for a worthy organization?

Proposal guidelines and submission deadlines can be obtained from the WBA office. Proposals are made in writing, usually no more than five pages, and demonstrate how the project sought to be funded will promote the objectives of the WBAF.

Where can I send my contributions?

Contributions are always gratefully accepted. You can participate in a fundraiser, or send a check to the WBAF in care of the WBA office. In addition, you should have already received a letter telling you about the endowment campaign and you may receive a phone call from a WBAF Board member, which will give you information about making contributions. ■

A Few Moments with Sandra Robinson

—continued from previous page

the opposing counsel and experts beforehand—what has happened and why compensation is needed. Emotion is a very important part of my practice, and I think it makes me a better lawyer. We touch the lives of clients here, and that is special.

RTB: Your counseling background must come in handy.

SHR: It does. I have to talk to my clients about a lot of things that have happened in their lives, and help them to deal with those things.

RTB: You are active in a number of bar associations: the WBA; the WBAF; the Bar Association of the District of Columbia; the Association of Trial Lawyers; the National Bar Association; the National Association of Black Women Attorneys; and the list goes on. You're not just a member—you hold or

have held major positions in each of those organizations. How do you find time for all these bar activities?

SHR: I make the time. My level of involvement varies depending on the association and the position I have. I look at what the association does, and whether it has meaning for me. Bar work is very beneficial, and I would encourage all attorneys to be more active in bar associations. The networking is tremendous, as is the chance to get involved in meaningful programs.

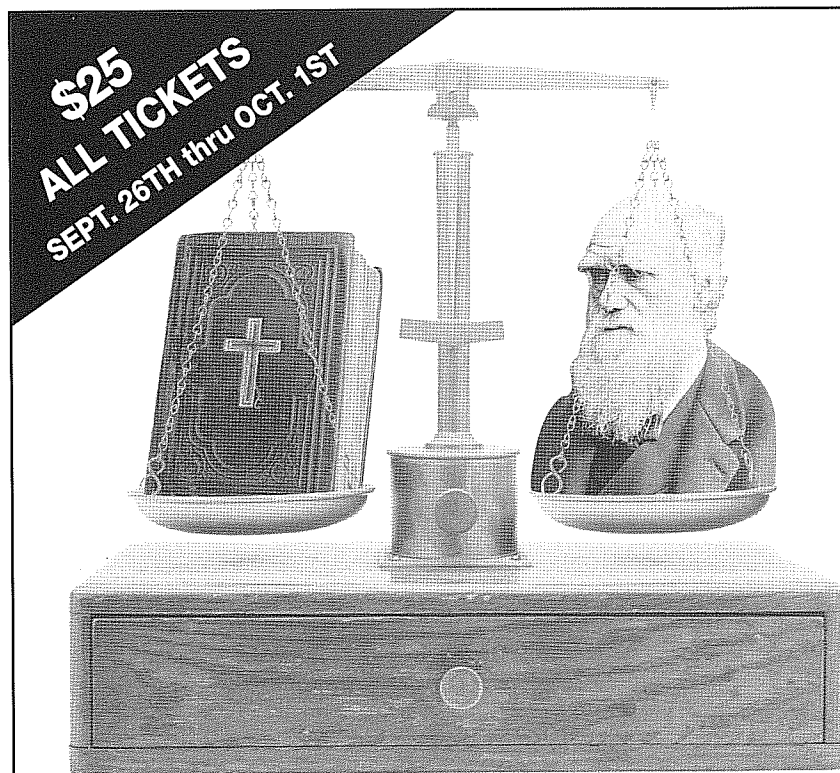
RTB: Why did you decide to be president of the WBAF?

SHR: I am particularly interested in what the WBAF is doing. I was treasurer for a couple of years before becoming president. Its mission, to fund programs for women and to promote and support women attorneys, is very important to me.

RTB: What are your goals for the WBAF this year?

SHR: We have been developing an endowment campaign over the past few years. We kicked it off by getting contributions and pledges from charter members. One goal is to make significant progress in the campaign by getting contributions from all WBA members. We are also looking to law firms and corporations for contributions. We want to have \$500,000 within five years to ensure that the important work of the Foundation can be carried on.

Another goal is to continue to fund our current grant requests. The WBAF distributes money to a number of terrific organizations such as the House of Ruth and the D.C. Rape Crisis Center, and also to the WBA itself. We need to have successful fundraisers in order to continue to do that. It is hard to raise money, but I am confident we can. ■



Charles Darwin photo courtesy of Charles Darwin Foundation, Inc.

INHERIT THE WIND

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Client Development Strategies

BY NANCY E. LASATER

In my experience, the single most significant obstacle to effective client development is an amorphous, unfocused approach. Everyone knows she should develop clients, but most people never get beyond that vague musing: "Gee, I should develop some business." Those that do often get stuck on some ephemeral goal: "I want to have more government contractor clients." Or, they set goals for themselves which are out of their personal control: "This year, I will bring in 10 new corporate clients." And, most folks miss the big issue: just what specific steps will you take to reach these goals this week? Next month? This quarter?

Following is a strategy that has worked for me in the four years I have had my own law firm. I say "worked for me" because my business has quadrupled, virtually all of my clients are new since I founded my firm, and I believe my profile in the community has increased, which helps to attract even more business.

1. First and foremost, realize that you are a product. Get a cup of coffee, sit quietly for ten minutes and think of yourself as a box of cornflakes. Why should someone buy you, instead of the Wheaties next door? What is so good about you?

Put in the legal context, the threshold questions are these:

- What is it you are selling? In 20 words or less, describe your product. Cover your subject area, your particular expertise in that subject, whatever is unique about you personally, and the special attractions of your firm.
- What message do you want to send? "Hire me because I am [what]?"
- To whom are you making this pitch? What is your market? Who is in that market? What geographic area does your market cover? (It may help you to ask yourself: just who is my dream client?)

Second, set no more than three quantifiable, achievable goals within your own control. It may help if I walk through an attempt at this.

Mary, our hypothetical guinea pig lawyer, sets this goal: "I will get more business." WRONG.

Mary, what kinds of business do you want, from whom, by when? From old clients, new clients, or a combination?

Mary tries again: "I will get \$250,000 this year in new business from government contractor clients located here in the Washington, D.C. area."

Better, but still not right. What's wrong with this? The amount of new business—or indeed, whether Mary will get any business at all—is ultimately beyond her control. She may get \$500,000, she may get nothing, even though she tries her hardest.

Best: "I will devote 10 hours each week for the next year developing new government contracts business here in the Washington, D.C. area."

What's good about this goal:

- It is specific about the business (although it could be even more detailed, e.g., bid protest work for government contractor clients).
- It is specific about the geographic area.
- The goal—10 hours/week—is within her control. Mary cannot control the amount of business she attracts, but she can control how much time she puts into the effort. This means that, once she has met this goal each week, she can sleep at night knowing she has done what she set out to do.
- Most significantly, whether or not she has achieved it, her goal is quantifiable. At year's end, Mary will be able to tell whether she in fact has, or has not, spent 10 hours/week developing this business.

3. Formulate your implementation steps. Now comes the tough part, but if you don't do this, you won't accomplish a thing.

YOU MUST COME UP WITH A SPECIFIC SET OF ACTION ITEMS TO ACHIEVE EACH GOAL YOU HAVE SET. YOU SHOULD DO ONE FOR THE QUARTER AND THEN ONE FOR THE FIRST MONTH. It is really easier than you think. Let's use our prior example.

a. Gather your information first. Mary needs to think about just what exactly she will do to attract this new government contracts business. These are some of the questions she can ask herself:

- These potential clients, what do they read? What professional groups do they belong to? Are there trade associations that represent them?
- What current problems do they face? What are their hottest issues? What do they need lawyers for right now?
- Just who are the government contractors in the Washington, D.C. area? Does she want the big boys, or smaller companies? Where are they located?

If Mary does not already know the answers to these questions, she should make getting them her highest priority on her "to do" list. Her own personal assessment of what she knows about this industry is her most important first step.

b. Nancy's 4/2 plan. When I first faced developing business, I had no idea how to go about it. I did realize, though, that I needed to assign myself specific, regular goals—it was the only way to measure progress and get rid of the amorphous, middle-of-the-night worry that I wasn't doing enough.

I concocted what I call my 4/2 plan, which has always worked for me. Each month, I schedule four lunches with colleagues. This increases my network and gets me out of the office. If you're like me, you'll run out of friends after the first two months and have to begin expanding your network.

You'll see, this approach makes you very creative. To fill out my four lunch quota, I once called the general counsel of a large trade association I had opposed in an employment dispute involving the former president. I told the fellow that I had a "tradition" of inviting out my opposing counsels after the cases were over, particularly if I had not had the chance to meet them during the course of the litigation. (I was making this up.) He thought it was

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Client Development Strategies

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a splendid idea, accepted my invitation, and we had a wonderful lunch. He is now a referral source and a close colleague.

Some of you may think you are too shy to do this. Get over it! Remember, you are selling a product. Besides, all they can say is no.

What is the “2” in my 4/2 plan? Every month, I also assign myself two business development tasks to do. These can be speeches, speech proposals, D.C. Bar presentations, articles, client bulletins, anything.

That is why there are so many speeches and articles on my resume.

You may be saying “This takes a lot of time!” Well, no, actually. As to the four lunches, it takes probably 1.50 hours to decide who I am going to invite and call them. The lunches themselves—at just one a week—are no big deal. After all, you have to eat anyway.

The “two” work each month can be more time-consuming. It may take you one hour to propose two speeches, or it may take you two days to give them. It changes every month. On average, I would say the “two” part of my client develop-

ment strategy has required ten hours each month.

Do this religiously, and you will have a body of speeches and articles, which you can then provide to potential clients, the media, etc.

c. Resume and substantive experience list.

We all have resumes. For the most part, they say very little. Nevertheless, you should keep yours always up to date.

More important is what I call a substantive experience list. Unlike a resume, which generally lists only where you have worked and gone to school, a substantive experience list should describe your accomplishments. It is a great way to toot your own horn without you having to do it. After reading your list, your potential clients should be very impressed with you and anxious for you to be their attorney.

The key point about the substantive experience list is: do not just list what you did; explain why what you did was important. Even the most junior associate can truthfully say, for example, “Researched legal arguments for protective order motion

which was granted. [Here comes the “so what” part.] This shielded our client’s confidential documents from disclosure to competitor.” You should include a “so what” for every item you list.

If Mary doesn’t have both a current resume and a substantive experience list, she should do them first of all.

d. Specific steps. Step number one: Set an action plan for the next three months with specific, quantifiable steps.

Assuming that Mary doesn’t know the government contracts industry as well as she would like and that she does not have current marketing materials (i.e., a resume and substantive experience list), these items should be her first “twos.” A model plan might look like this:

Third quarter 2000:

Revise resume and draft substantive experience list.

Have someone read and comment on them.

Finalize one good paper.

Start learning about the government contracts industry by [you have to be specific here] contacting former law school professor.

Contact D.C. Bar and ABA to ask about the government contracts sections.

Maybe call the chair(s) of the D.C. section for lunch.

Get the NTPA (National Trade and Professional Associations Guide, a paperback that comes out each year) and look up the government contracts trade associations. Call a few of them to see what information I can collect.

As you can see, Mary’s first quarter is preparatory. She is drafting her marketing material and beginning to collect information.

Step number two: Once she has completed her first quarter business plan, she should then draft a short one for the first month of the quarter, perhaps using my 4/2 plan. A plan for October might look like this:

October 2000:

4: Lunch with Susan (old law school friend—just for networking).

—continued on page 10

OTHER STRATEGIES TO CONSIDER

1. **Always, always send a big thank you to anyone who sends you business.** I send gift baskets, even to men. They are thrilled, and they remember you next time.
2. **Always, every month, send a thank you to every client who has paid your bill.** No matter how long he or she has been your client, no matter how small the bill is. It is a way to get good face time with the clients. Plus, it reminds them that the cash flow is important to you.
3. **Be willing to turn clients down.** Think of this as a bell curve—you want to be at the top of the curve, with as many clients thinking you are too expensive for them as clients thinking you are a good deal. This means that you will, indeed, be too expensive for some clients. My rule of thumb is not to accept work that will total less than \$1,000, unless there is a very good reason. In my experience, we lose money on clients this size (because we always end up taking more time to do their matter and have to write off a good deal of time), and the administrative headaches (retainer letter, billing, chasing \$500) are more trouble than they are worth.
4. **Do not be eager to reduce your rates or your bill.** Over the years, I have heard from countless clients and other lawyers that, if you value your time, your clients think you are worth the “extra” money you charge. If you discount yourself too much, they may get the impression you don’t think too much of yourself. Remember, your time and your expertise are valuable.
5. **Always require an upfront retainer from all new clients.** Never rush to accommodate a client who thinks the retainer amount you have just quoted is too high, for if they have trouble paying it now, they certainly will have trouble paying it later. Their stunned reaction to your retainer amount is your cue that they have money problems. Pay attention to this cue.

MEET OUR BOARD

SPOTLIGHT ON DIANE M. BRENNEMAN

Diane Brenneman, recently elected to a three-year term on the WBA Board of Directors, is a sole practitioner who arbitrates and mediates domestic relations, civil, personal injury, business, and estate cases. Diane came to the District of Columbia in 1974 to co-found the Polycultural Institute, after working as admissions director and student life coordinator at Dag Hammarskjold College in Columbia, Maryland.

Prior to that she had taught in California and served in the Peace Corps in India. While working as the director of the institute and then as a trainer and supervisor of student investigators for the Public Defender Service, she attended and graduated in 1979 from the Georgetown University Law Center and went to work as a clinical fellow in the family law clinic at the Antioch School of Law. Later positions included Professor and Clinical Supervisor of the Family Law Clinic and Academic Dean of the Antioch School of Law. She has been an active member of the WBA, and perhaps is best known as the co-host and co-producer of the Women in the Law cable TV series. We asked Diane the following mostly important questions:

Q: How has your practice evolved over time?

A: The focus of my practice has remained fairly consistent over the years. I decided to become a lawyer because I was setting up a reverse-Peace Corps, a public service educational institution in Washington, D.C. in the mid-seventies. There were so many regulations and legal requirements in starting up that I thought if I were a lawyer, I would be able to get through the maze more quickly. Of course, after I started law school, I realized that lawyers were a large part of the problem. It was at that point that I determined that whatever I do in the law, that I must have as my focus making the law intelligible and accessible to citizens of our community. Even before starting to practice law, as part of the institute, I worked with local banks to rewrite their personal loan contracts in simple, understandable English.

I began practicing as a clinical fellow in Family Law Clinic at the Antioch School of Law. I worked with several students to devise some kind of educational outreach to the community so that persons could learn

how to represent themselves in court or to otherwise maneuver through consumer type legalese. For ten years, I worked at the law school, first as a fellow, then an attorney/professor and director of the Family Law Clinic, and for a one-year stint as academic dean during the time we preserved the accreditation of the law school and began the transfer to the D.C. School of Law.

I then formed a law partnership with Mark G. Levine, and we practiced in the District and Maryland primarily in family law and wills and estates and personal injury. Although we had to seriously work on the business aspects of practicing law to make a modest living, we remained committed to providing some kind of assistance on a pro bono basis to those who were in need. As part of the D.C. Bar's Family Law Task Force, we developed simple fill-in-the-blank forms and instruction pamphlets for divorce, custody and child support. We also produced an interactive video in English and Spanish on divorce and child support for a kiosk in the courthouse.

Over the years, I have served as a mediator or arbitrator. I had been certified as a family law mediator in the Multi-Door Dispute Resolution Division of the court.

In June, 1999, I decided I needed more time with my family, so I stopped taking any new litigated cases in any area of law. Now, I take only cases for mediation or arbitration, I counsel people who are going through mediation with another mediator, and, for those who have successfully completed mediation or otherwise come to an agreement, I will represent them in consent or uncontested proceedings in court. And I continue to work on projects that make the law understandable and accessible to the community.

Q: Your name has been mentioned frequently as a future judge of the D.C. Superior Court. Is that a role you are actively interested in assuming?

A: I would be pleased to assume a role as a judicial officer in the Superior Court. Besides being knowledgeable in a wide variety of civil areas in the law, I have practiced in the Superior Court for over twenty years. I have worked with many of the judges, commissioners and clerks to improve the public's access to the courts and have worked hard to



■ Diane M. Brenneman

contribute to good bench/bar relations. My focus throughout my legal career has been on public service to the community through the law. Serving as a judicial officer would more than meet that goal.

Q: Which Olympic event kept you glued to the TV?

A: This Olympics was special because my twenty-one year old niece participated this year as a support person for our equestrian team, so I watched those events most intently.

Q: What is your method for staying organized?

A: Lists! Computerized files, calendars and lists! And making myself put everything back where it belongs. Of course, I don't do this 100% of the time; perfection is the goal, not the reality. But I do it often enough to keep me on track.

Q: Do you have any personal goals for your term on the Board?

A: I would like to re-organize and institutionalize the cable TV series in a way that does not depend on one or two particular persons to keep it going. My other goal is to increase the membership of the WBA so that we have a larger, more diverse group of women who will be able to share and network with one another in an even more powerful and joyful way. ■

Client Development Strategies

—continued from page 8

*Lunch with Bill (former boss)
(a friendly face—same point).*

*Lunch with Sam (government
contracts professor in school).*

*Lunch with Jill (associate colleague
in another firm who does government
contracts work)*

2: Resume and substantive experience list.

*Review NTPA and call 3 associations
for info.*

Step number three: At the beginning of November, Mary should do a similar list for that month. On the first business day of each month, she should sit down with a cup of coffee and create a new list, using her quarterly business plan as a guide.

At the beginning of December, she should do a monthly plan and a plan for the next quarter, after she checks her progress against her last quarter plan.

Conclusion: I will go out on a limb here and guarantee you that, with a conscious business development strategy such as this, you will within one year:

- Have increased your network dramatically.
- Know a lot more about your substantive area.
- Have increased your own profile substantially.
- Ingrain a key learned behavior: think about client development all the time (after all, at the beginning of next month, you'll have to come up with more ideas!).
- Become comfortable with client development and your own abilities to get out there in the community.

The other great benefit of this system is that you will sleep at night. You will be able to measure your progress against your own goals, and once you have met them (for the week, for the month, for the quarter) you will be free to take a mental break from the constant "I've got to develop business" litany. You will gain a sense of mastery over your day, and you will be more organized.

You may also have actually brought in some clients.

Nancy Lasater formerly co-chaired both the Litigation Section and the Law Practice Management Section of the D.C. Bar. Her firm has offices in Washington, D.C. and Bethesda, Maryland.

Effective Communication Skills With Christine Jahnke

Have you ever wished that your communication style were clearer, more concise, and projected greater self-confidence? Ever wished that others found your communication to be more persuasive? Ever wished that another person found your opinion more convincing or that an audience found your speech more interesting? Learn specific tips and tricks to improve your communication skills from professional communications expert **Christine Jahnke**, President of Positive Communications. A Washington-based communications training firm, Positive Communications specializes in media training, message development, presentation style, and communication coaching.

Formerly a television anchorwoman and reporter, Jahnke now counsels Fortune 500 companies, trade associations, and industry groups. Also, Jahnke has worked as a media trainer for numerous Senate and Congressional campaigns as well as serving as a Speech Coach for the 1996 and 2000 Democratic National Conventions. Jahnke has previously been a featured WBA Speaker, and her prior program received outstanding audience reviews. Now is your chance to learn from Jahnke's years of communications expertise, giving your own communication added polish and persuasion.

The **Tax and Business Forum** is hosting this communications workshop on Thursday, October 26, at the law firm of Miller & Chevalier, located at 655 15th Street, NW. Meet Jahnke and other WBA members at an hors d'oeuvres reception from 6:00-6:30 p.m., with the workshop to follow from 6:30-8:00 p.m. For reservations made by October 18, the cost is \$20 for WBA members and \$35 for WBA nonmembers. At the door, the cost will be \$30 for members and \$40 for nonmembers. To make your reservation, call the WBA Office at 202.639.8880; major credit cards are accepted. Register now because space is limited. ■

i path

iPath Network Attorney

iPath is currently accepting applications for network membership from qualified attorneys in New York, Boston, Washington, D.C., Atlanta, Austin, Dallas and San Francisco.

What We do:

iPath is offering a unique opportunity for high-quality attorneys interested in changing the way they do their work. Qualifying applicants will operate as independent practitioners but over a proprietary Internet-based technology platform that will enable them to deliver similar breadth and quality of service as their traditional firm counterparts. Attorneys in the iPath network enjoy the greater flexibility, compensation and ownership of an independent practice, but with the support, steady business generation and access to collective knowledge offered by a large firm.

iPath member attorney will have the opportunity to work both alongside top-tier law firms looking to augment transaction specific working groups and directly for small and medium-sized businesses interested in cost and time-efficient, high-quality legal services.

Job Requirements:

- Applicants must have excellent academic credentials
- a minimum of three years experience with a top-tier law firm (or like-quality legal experience),
- possess both a depth and breadth of knowledge in their practice area, and be proactive, entrepreneurial and enthusiastic about leveraging the Internet to enhance the quality of their work and life.

Contact:

Please send resumes in Microsoft Word Format or email text to Kelly McCann at resumes@ipathhq.com. Or fax 212-343-7446. No phone calls please.

www.ipath.com

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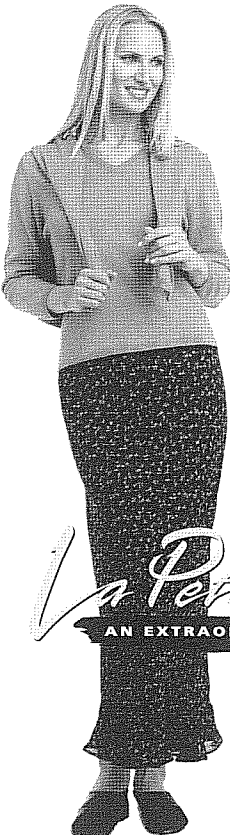
International Forum Focuses on Gender-based Persecution

The International Forum is proud to sponsor a program on *Gender-based Persecution: The Protection of Human Rights for Immigrant Women*.

Date and Time: October 26, 2000
12:30 PM
Venue: Miller & Chevalier, Chartered
Speaker: Layli Miller Bashir
Cost: \$15 members and law students
\$20 non-members.
Lunch will be provided

Layli Miller Bashir is a member of the WBA and one of the founding members of the Tahirih Justice Center. The Center champions the rights of women fleeing international human rights abuses through the provision of legal representation and advocacy services. The Center specializes in forced female genital mutilation, gender apartheid in Afghanistan, and other forms of gender-based persecution, including torture and rape, forced marriage, and forced prostitution.

This will be an important program highlighting women's human rights issues, and promises to be an eye opener to members and non-members alike. ■



Petite Nirvana

For unique clothing not found even in the finest department or specialty stores, *La Petite Classique* is the boutique of choice for Washington's discriminating women. Here, selection, style and personalized service are just the right fit.

Best of all, the owner - a petite herself - truly understands the fashion needs of women 5'4" or under, size 0 to 14. Please visit early for our best-of-season selection.

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Promote Yourself

BY ELLEN OSTROW

About a decade ago, the 'impostor phenomenon' was the subject of many self-help articles. This was the concept that women shun success because they believe they are fakers and fear being found out. I have news. Everyone is an impostor, because none of us can be certain of success until we have succeeded, and even then we always owe much to those who have helped us. Men know they are impostors, too—they just aren't particularly perturbed by it, and they certainly don't feel the need to yodel it from the mountaintops like women sometimes do. Men have always found and solved problems by working hard, getting help, and using their relationships to forge alliances and make progress. They don't have brilliance flowing to them from the ether, either."

— Linda Austin, M.D. from "What's Holding You Back?—8 Critical Choices for Women's Success." Basic Books, 2000. Pp. 106-107.

One might think that women whose most finely developed skill is advocacy would be wonderful advocates for themselves. But, in reality, all of us feel entitled to use our skills in some situations and not in others.

Advocating for a client is acceptable and desirable; doing it well gains approval from colleagues and superiors (and occasionally gratitude from clients). But when it comes to self-advocacy, women lawyers are in a double bind. In our culture, women are socialized to believe that self-promotion is regarded as unbecoming and aggressive and that doing so will have negative consequences for their careers. Raised to value modesty and to eschew boasting, many women feel uncomfortable highlighting their expertise and accomplishments.

On the other hand, the downside of failing to advocate for yourself can be far-reaching. In the short run, too much modesty feeds into the gender stereotype of women not being "tough enough." If your

achievements go unrecognized, you'll end up feeling isolated, which can sap your confidence and make you feel increasingly dissatisfied with your career.

But even more importantly, self-promotion is an essential component of an effective career-development strategy. Calling attention to your expertise, claiming credit for your victories, expressing your informed opinion and speaking up are all fundamentally forms of marketing.

Marketing activities do not only refer to out-of-firm efforts to bring in new business. You also need to market yourself within your firm or organization. Being promoted to partner or supervisor or executive committee, earning pay raises and bonuses, and receiving business development opportunities all depend upon the image you project. And this image is largely created by the information people have about your talents and successes. Telling people within your organization about your "wins" is the most important way to create the perception that you are powerful and effective. Most of the time, your colleagues and superiors won't see you in action; and even when they do they see only a small percentage of your total "acts." The missing data has to come from the actor herself.

As a lawyer and a professional, you may regard marketing as alien—i.e., as something that only business people do. Furthermore, many women tend to keep professional and personal relationships separate. You may consider the idea of introducing business into a social relationship as in poor taste, or even as exploitive.

But as a coach and consultant to women attorneys, I disagree. To believe that "tooting your own horn" is crass or inappropriate is gender discrimination. When a woman lawyer achieves a success, she is as entitled to as much attention and praise as any man. When a woman attorney seeks the power to control her career—her time, her schedule, her options—by marketing her expertise and developing a significant portfolio, this behavior is not "unseemly."

If you view your work as meaningful and important then you are providing a



Ellen Ostrow, Ph.D. is the founder of LawyersLifeCoach.com, a professional and personal coaching firm. She specializes in working virtually (by phone with email and fax backup) with attorneys interested in developing strategies to find greater satisfaction in their careers within the law or in exploring career alternatives for lawyers. She holds a Ph.D. in Clinical Psychology from the University of Rochester and is a managing member of Metropolitan Behavioral Health Care, LLC, a multi-specialty, multidisciplinary psychotherapy practice in Washington, D.C. and suburban Maryland. She is a member of the International Coach Federation and a graduate of the Mentor Coach Program.™

service that others need. Why not make them aware that you can provide it? You're not "showing off"; you have skills and knowledge that other people need and will be grateful to discover. There's nothing crass about calling attention to your expertise when it is an expression of genuine enthusiasm about what you do and it arises from a sense of conviction about your capabilities and the value of your work. Pride is natural—watch children playing together in a playground if you don't believe me.

Many women lawyers implicitly believe that the recipe for success within their firms calls for blending in and remaining inconspicuous. Perceiving their minority status, they realize that they have few women role models to turn to for support. They feel as if they're in a precarious position—and maybe they are.

But self-advocacy is a way to take an active role in directing your own career. Doing what you can in order to further your success is empowering. And if the firm

are in can't handle it, another one will. If you need confirmation of your marketability elsewhere, a legal recruiter can easily provide this.

Here is a case in point:

I recently coached a brilliant woman associate in a large and prestigious firm. She believed she'd never be successful there because she lacked the right credentials. Though she'd done excellent work and developed considerable expertise in her practice area, she simply moved from one project to the next, assuming that only the "superstars" would receive recognition. Not surprisingly, her evaluation made little mention of all her achievements, and she despaired of being successful in her firm. She decided to consult a recruiter, simply to assess her marketability. To her surprise she discovered she was extremely marketable. This experience nurtured the seed I'd planted earlier about her need to promote herself in appropriate ways, and her entitlement to do so.

Shortly afterward, her firm won a significant victory in a case in which she'd played a large role. Credit was only given to the

Self-advocacy is a way to take an active role in directing your own career. Doing what you can in order to further your success is empowering.

partners involved. Uncharacteristically, she spoke to the managing partner, expressing her concern that many people who had helped on the case—not only herself but junior associates and support staff—had gone unacknowledged. Ultimately, she was publicly congratulated for a job well done. Of course, in private, the managing partner had complained that she'd acted like a "prima donna." But that seemed a small price to pay now that the rest of the firm knew about her excellent work. Best of all, she felt empowered, effective, optimistic and much more in control of her career. Here are 13 practical steps for developing your skills at self-promotion:

1. KEEP A LOG OF YOUR SUCCESSES

Unless you recognize them, no one else will. No "win" is too small to record.

2. LIST YOUR STRENGTHS

Make a list of your strengths, of what makes you unique and why someone should want your legal services.

3. RE-DEFINE SELF-PROMOTION

Re-define self-promotion, self-advocacy and self-marketing as taking control of your career, developing a clear sense of your strengths and making others aware of your genuine commitment to your work.

4. SHARE YOUR STRENGTHS AND CONVICTIONS

If you think of self-promotion as simply sharing your strengths and convictions then every interpersonal interaction is an opportunity for self-advocacy. Don't people at parties ask you what you do? Are you offended if they tell you about their work with enthusiasm?

5. REJECT GENDER STEREOTYPES

Refuse to accept gender stereotypes that suggest that "tooting your own horn" is acceptable behavior for men but not women.

6. TAKE CALCULATED RISKS

Recognize that self-advocacy is risk-taking behavior and that everyone feels anxious when they take risks. Also remind yourself that not promoting yourself is risky.

7. CULTIVATE ALLIANCES

Ask yourself with whom is it important for you to have a relationship in your firm, particularly in your practice area. Cultivate contacts and alliances within your organization. Develop a good relationship with a powerful advocate.

Show these people you're thinking about things when they can't see you. E-mail them relevant press clippings or other important information you come across.

8. STRATEGICALLY SELECT ORGANIZATIONS AND COMMITTEES FOR PARTICIPATION

Use your limited time to serve your goals. Participate in those professional organizations that will bring you in contact with people who can bring you business.

Be visible in these organizations by giving talks or being active on committees.

Within your own firm or organization, choose an administrative role for which you can become recognized. Increase your visibility by volunteering for leadership roles and being outspoken on matters that spotlight your expertise.

9. GET YOUR SUCCESSES IN PRINT

Most firms and business organizations have internal publications. If you receive an award, have worked on a big case or successfully negotiated a transaction, publicize it in the newsletter.

10. PRACTICE LEADERSHIP SKILLS

Consider taking on leadership roles within your local women's bar association. This is a wonderful opportunity to develop leadership skills, increase your confidence, and find models and support.

11. SPEAK UP ABOUT YOURSELF EFFECTIVELY

When you talk to colleagues and superiors, mention what you're doing. Tell others how you're working toward your current goals. Repeat compliments you receive.

State your activities, accomplishments and knowledge definitively. Don't undermine your assertions with comments that minimize your contributions. Practice saying "I am; I did; I know;" etc. with no "but" following the declaration. Don't qualify your statements with "I think..." Simply state what you have done, can do, and know.

12. OBSERVE THE EXPERTS

Notice individuals in your organization who are particularly effective at self-promotion. Observe what they do and say, and how they say it. Tailor their examples to your own style and make a commitment to practice. Begin with people with whom you're relatively more comfortable and work your way up to more challenging situations.

13. NOTICE OPPORTUNITIES

Stay open to opportunities. Enjoy meeting people. If you have solutions to their problems, tell them. They'll be grateful. They may also provide you with information, referrals and leads. Stop black-and-white thinking about relationships. Your work is an expression of your identity. ■

Take These STEPs to Reduce Cyberthreats

BY LORELIE S. MASTERS

Businesses and organizations of all types depend on technology to a surprising degree. The distinction between "high-tech" and "low-tech" firms is rapidly fading. Recent events, like Distributed Denial of Service (DDoS) attacks against Yahoo and the "Love Bug" virus infecting computer e-mails, have drawn attention to the impact of "cyberthreats." Cyberthreats are all potential sources of liability, physical damage, business interruption, security breaches, theft or monetary loss.

Cyberthreats, whether from accidental causes or human actions, can cripple a business just as surely as a fire or natural disaster. All businesses face some combination of cyberthreats. At a minimum, companies should identify their technology assets and loss exposures and implement the S.T.E.P. program outlined in this article.

COMPREHENSIVE INVENTORY OF TECHNOLOGY ASSETS

At the outset, a business should identify 1) all of its assets and 2) the risks that threaten those assets and the company's continued operations. When identifying assets, first the company should focus on hard assets, including buildings, vehicles, and equipment. Next, the company should identify and count (or measure) all computer assets, including hardware and software in the company's internal Internet; other networks, including any wireless networks; and all databases, documents, and other information residing in intranets, extranets, and any other networks.

This inventory should include such things as a company's intellectual property—the crown jewels of many

businesses. All of a business's intellectual and intangible property assets, such as patents, trademarks, business relationships, research projects, software code, supply contracts, special methodologies, etc. should be assessed and given some value to the company.

The inventory should also include a review of a business's Web site. Web sites typically include a company's trade and service marks as well as copyrighted materials. The inventory should help answer several important questions, such as:

- Does the company retain unquestioned ownership of all these aspects of its intellectual property?
- Has it registered its trademarks to obtain the greatest possible protection?
- Has it considered obtaining copyright registration for the content of its Web site?
- Does the company have the rights to the design and all elements of its Web site content and design?
- Has it obtained appropriate releases or licenses to any material on the site it does not own?

Given the importance today of intellectual property, an inventory of assets must take into account a company's "walking around assets." Employees have access not just to a company's intellectual property, but also to its proprietary and privileged information and trade secrets. Is the company adequately protected if key employees die, become disabled or walk out the door?

After all assets are identified, the next step is to assess the potential risks that may arise from both external and internal sources. External sources include those arising over the Internet, such as viruses and hacking attacks; imported risks arising via extranets and other networks; and power surges, weather and other natural disasters.

Internal sources of risk can be just as serious and easily overlooked. While the recent attacks on eBay, Yahoo and others have publicized external hacking attacks, according to various sources, including



■ Lorelei Masters

Information Security magazine, an estimated 80% of all technology losses come from within a company. Disgruntled employees have the knowledge, and often the access, to do more damage, in less time than most outside intruders. Employees also may cause damage inadvertently. Diskettes or applications brought from outside the organization may import viruses or allow intruders easier access to the company's networks. Employees, in an effort to help, may unwittingly disclose passwords, encryption keys, or other security information to an outsider posing as a supervisor, fellow employee or repair person (a cyberthreat known as "social engineering").

Finally, the inventory should consider the global reach of the Internet. The Internet provides a potential world-wide audience, a fact that magnifies the potential damage arising from the unauthorized disclosure of any company proprietary or confidential information.

THE S.T.E.P. PROGRAM

A completed inventory and risk assessment will better help an organization establish a proactive program to minimize the risks of loss and liability. This program should include the following elements:

1. Set policies
2. Train employees and others with a "need to know"

Lorelei S. Masters is a Director of the Washington, D.C. office of Beveridge & Diamond, P.C. where she represents and advises policyholders on technology, insurance, and litigation issues. She co-authored the treatise *Insurance Coverage Litigation* (second edition published in January 2000). She can be reached at lmasters@bdlaw.com.



3. Enforce the policies
4. Plan ahead to continually update the policies

Set Policies.

The organization should create and disseminate written policies and procedures including, but not limited to, the following:

- Web site content and review
- Use of encryption and computer security
- Privacy of personal employee and customer information
- Protection of company intellectual assets
- Protection of company information, including trade secrets and confidential and privileged information
- Use of e-mail
- Document security and retention
- Signature authority and representations regarding contracts and warranties

Web site Policy

An organization's Web site policy should establish procedures for regularly reviewing its Web site for accuracy and content. For example, issues such as who will be responsible for ensuring that inappropriate information has not been uploaded onto the Web site should be addressed. The organization's Web site content policy should identify appropriate and inappropriate uses of the company's Web site, appropriate and inappropriate materials to be posted on the Web site and the process by which material is added to the Web site. A limited number of company employees should be entrusted with the responsibility for posting information on a company's Web site.

Security Policy

The organization's encryption and computer security policies should specify how email and other electronic documents are to be distributed. Such policies should also describe the organization's position regarding encryption of such documents. To identify and protect against unauthorized intrusions or uses, consult with the com-

pany's computer security management to determine how networks should be upgraded and monitored.

Privacy Policy

A personal privacy policy should be articulated, specifying the appropriate and inappropriate uses of personal information collected on both employees and customers. All privacy policies should specify the penalties for inappropriate use of either employee or customer information.

Company Assets Policy

The organization's policy regarding protection of company assets should clearly state that the company owns the rights to its intellectual property, trade secrets, and other privileged and confidential information. The policy should set forth the company's position regarding "works for hire"¹ created during the course of an employee's career at the company. Although "works for hire" generally belong to the company that paid for the development, the existence of a written policy stating this fact can help strengthen the company's position should litigation arise over the ownership of such works.

The company's encryption system and keys sometimes are overlooked in the process of identifying company assets. These systems and keys are becoming increasingly valuable with the rise in e-commerce and communication of sensitive information over the Internet. Do not overlook them in cataloguing your company's assets.

Confidentiality Policy

The organization's policy on confidential and privileged information should make clear that confidential company informa-

tion will be distributed only on a need-to-know basis following strict compliance with established procedure. Such a policy should clearly state that all assets and documents containing proprietary and other confidential information belong to the company.

E-mail Policy

E-mail policies, also called Acceptable Use Policies ("AUP"), specify appropriate and inappropriate uses of email, including:

- What may—and may not be—downloaded and sent out over the company's email system.
- In which situations material sent over the Internet must be encrypted to protect its confidentiality.
- The company's rights to monitor employee e-mail. Monitoring e-mail may help prevent and identify the unauthorized disclosure or theft of trade secrets and proprietary information.

Document Retention Policy

An organization's document security and retention policy should address regular and systematic document retention and destruction, not just hard copy documents and faxes, but also electronic documents and files. Such a policy should make clear that, once the organization knows or believes a particular subject matter may be the subject of litigation, electronic and hard copies of documents relating to that subject matter are exempted from the provisions of the company's document retention and destruction policy.² Computer networks and e-mail leave many "tracks." Both company and Internet servers can track a user's travels on the network and through cyberspace. The company and Internet networks also may create hidden backup of e-mails and other documents as part of the system's

—continued on page 17

¹ A "work for hire" is an asset that an employee (or independent contractor) creates as part of his or her regular duties and responsibilities for the employer. If the asset or work created qualifies as a "work for hire" under the work-for-hire doctrine, the employer or person commissioning the asset or work owns the rights to the asset or work, rather than the individual who created it. The work-for-hire doctrine is an exception to the general rule that the individual who creates a work owns it. See, e.g., 17 U.S.C. sections 101 *et seq.* (1999).

² The importance of electronic copies of emails and other documents was demonstrated by the trial of Oliver North in the 1980s and the Microsoft antitrust litigation in the 1990s. Electronic copies of e-mail may expose a company or individuals to potential liability or embarrassing publicity when introduced in litigation.

ABA Welcomes Woman President

—continued from the cover

While the number of women who attain leadership roles in the ABA continues to increase, there is concern whether the path to leadership is visible to women. In response to this concern the ABA Commission on Women in the Profession published *Pathways to Leadership: An ABA Roadmap*. The monograph provides a succinct description of ABA governance and detailed information for obtaining membership on the House of Delegates and Board of Governors, common resources and training grounds for the organization's officers. Membership in these bodies allows attorneys with further aspirations to begin coalition building and to obtain visibility that will be necessary for an officer position.

Local bar associations also are valuable training grounds. There are plenty of opportunities to gain leadership experience here in the District of Columbia. In the D.C. Bar, the commitment to women's participation in leadership roles has extended beyond individual mentors to the organization itself. The relatively recent establishment of the Bar in 1972, a time when women's presence in the profession began

to grow, allowed women to participate in that organization from its inception. Women were able to become entrenched early on in the hierarchy that leads to a presidency. WBA member Marna Tucker served on the founding Nominating Committee that offered a diverse slate of officers who were committed to public interest and civil rights. The commitment of these individuals provided an opportunity for women and minorities to participate in leadership roles in a way that previously was not available. Tucker was elected D.C. Bar president in 1984, becoming the first woman to fulfill that role.

Tucker has found the opportunity to fulfill officer responsibilities in the local association to be an essential stepping stone to leadership positions in national organizations. As president of the D.C. Bar, Tucker became active in the National Conference of Bar Presidents ("NCBP"). She also achieved a "first" in that organization by becoming its first woman president in 1991. Being active in the NCBP inherently led to participating in the ABA because the NCBP is an ABA affiliate with representation in the House of Delegates.

Participation in local and specialty bars also allows women to forge friendships and coalitions that can be useful for later pursuits of elected office. Often these relationships have reciprocal benefits because elected officials usually call upon supporters to serve on commissions and task forces. Such service can be another vehicle to leadership roles.

Like every aspect of the legal profession, participating in leadership roles in a bar association adds another stone for women to juggle in attempting to balance professional, personal and family goals.

Consistently, women who have served in leadership roles mention the overwhelming commitment that was required even prior to election to a presidency. Personal and family time suffers. The financial commitment of participation in bar activities can be considerable. While substantial bar participation can be a benefit for client development and professional growth, a strain on the career is inevitable. This strain can be particularly significant for younger firms and smaller firms where the member of the firm most likely to be candidated for leadership in a bar association is also a strong presence in the firm.

The benefits are considerable, however, for those women who take on the commitment of bar leadership. Personal rewards include respect, professional and business development, and personal growth. For associations, the presence of women in leadership roles broadens the perspective of the organization to be truly reflective of its membership. The continued presence of women in leadership roles in local and national bars requires the support and commitment of bar members and the willingness of women to step forward. Will you be next? ■

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Maryland WBA Holds Meeting

The Women's Bar Association of Maryland midyear meeting will honor Pamela J. White, Esquire as the recipient of its Rita C. Davidson Award on Wednesday, October 25, 2000 at the Omni Inner Harbor Hotel in Baltimore. Ms. White is a partner in the Baltimore law firm of Ober, Kaler, Grimes & Shriver and is president-elect of the Maryland State Bar Association for the 2000-2001 year. Cocktail Hour begins at 6:00 p.m. with dinner following at 7:00 p.m. Registration and payment may be mailed to WBA, P.O. Box 1223, Hunt Valley, Maryland 21030 or credit card payment may be faxed to 1-888-228-8990 (members \$50, non-members \$55 and students/new admittees \$45). Questions: please contact Betty Loggia at 301-340-9393 or Hilda Jungclauss at 1-800-459-0118. Deadline is Thursday, October 19, 2000. ■

Are These STEPS to Reduce Cyberthreats

—continued from page 15

regular procedures for backing up and preserving network data.

Electronic Signature Policy

Courts have not resolved the issue of what constitutes a valid and binding contract created over the Internet. However, encryption technology and statutory provisions regarding electronic signatures are creating, incrementally, standards that govern this issue of whether communications over the Internet constitute a valid contract.

Organizations should set policies regarding who has authority to bind the company on a contractual or other basis, whether in the real or virtual worlds. Such a policy should be clear that representations made in company or Internet email may bind the company. To limit the potential in this regard, the company's policy should identify those individuals or positions that have authority to bind a corporation. The existence of this policy could help the company to avoid liability for signed contracts made by an employee outside the scope of his or her authority.

Train Employees.

To be effective, an organization's policies must be clearly communicated to employees and other persons, such as outside contractors who also have a need to know and should be made subject to such policies. Businesses, therefore, should establish a training program that teaches employees how the company intends its policies to be applied.

After an employee has received this training, the organization should document the fact that the training has occurred. The organization should consider asking each employee to acknowledge in writing the receipt of all policies and that they participated in the training sessions. Policies should be reviewed, updated and disseminated to employees on a regular basis.

Enforce the Policies.

The company should punish violations of its policies. A policy is ineffective if employees perceive that it is not being enforced. If an employee is terminated for violating the organization's policies, the reason should be documented and kept on

file. Evidence of written policies should be retained indefinitely, including any enforcement actions taken for violations of those policies.

Plan Ahead.

The last step in the company's program is to plan ahead by reviewing and continually updating both 1) the comprehensive inventory of company assets and 2) the company's written policies, training and enforcement procedures. Organizations are in a state of constant change as assets are added or divested, employees join and leave, and cyberthreats, technologies and laws continually evolve. It is important to modify policies to keep up with such changes and keep employees abreast of any new changes in policy.

The existence of these policies and enforcement will help an organization avoid liability. For example, if an employee is regularly violating another's copyrights

and the company is sued by the copyright owner, the organization can try to avoid or at least limit its liability by pointing to the existence of its policies prohibiting the use of another's intellectual property. The evidence of a written policy, appropriately communicated to the organization's workforce and enforced, can help show that the employee was acting outside the scope of his or her authority.

CONCLUSION

Forewarned is forearmed. Businesses that depend on the Internet to survive should use the denial-of-service attacks in early February as a warning. An audit of computer security and legal procedures can help prevent future attacks—or at least the disruption or loss they may cause. If the worst transpires, companies should have a game plan in place, not just to get vital systems up and running again, but also to address any potential liability or loss. ■

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Litigation Forum Discusses Media, Litigation Process

The Litigation Forum will present the following programs:

1. "Litigators: Facing the Media Gauntlet"

This panel discussion will include broadcast/print reporters, public relations experts, and litigators. The protection of clients and advancement of their cases will be the focus with lively discussion concerning using and being used by the media before and during trial (including ethical and strategic considerations). We will look at whether to comment or to say "no comment," how to protect individual and corporate clients from the media, what to do if your client is under media scrutiny or investigation, gag orders, "do's & don'ts" for lawyers from the perspective of the media and experienced trial lawyers, and the use (or avoidance) of the media after the verdict.

The forum and reception will be on November 30, 2000 from 6:00 p.m. to 8:00 p.m.

Location in the District of Columbia to be determined.

Cost: \$25.00 members/\$30 non-members/\$15 student.

2. "Litigation Lunchbox"

Four 60-minute brown bag programs through the year will highlight different stages and aspects of the litigation process. There will be speakers at each lunch but the programs are

informal. Questions, discussions and sharing of information are encouraged.

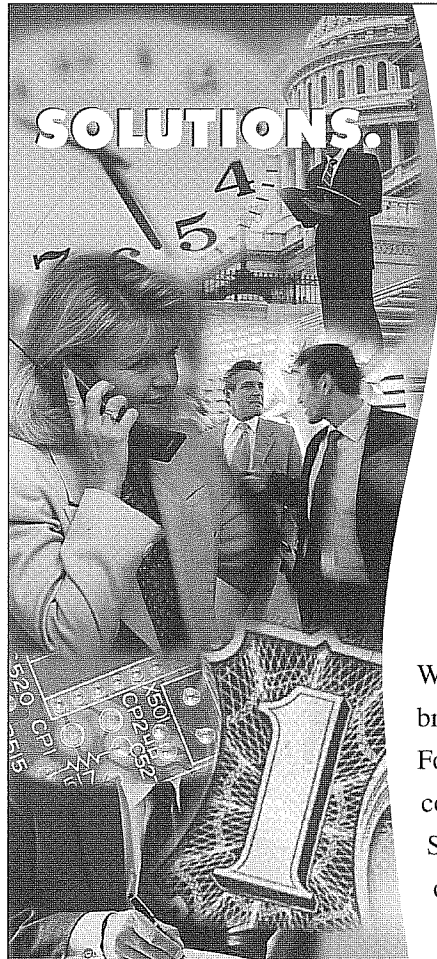
Location: Sidley and Austin, 1722 Eye Street, N.W., Washington, D.C.

Cost: \$5 per person (beverages and cookies provided).

Time: 12:00 – 1:00 p.m.

Dates:

1. *Tools of the Trade: Depositions and Discovery* — 10/25/00
Strategy and planning;
Taking and defending depositions.
2. *Dealing with Expert Witnesses* — 12/13/00
Finding experts;
Preparing experts;
Examining experts.
3. *Evolution and Revolution of the Jury* — February 2001
Jury Innovations;
Views from a Jury Consultant;
The Art and Science of Voir Dire.
4. *Show and Tell: Demonstrative Evidence* — March 2001
What Juries Expect and Need in Today's Visual World;
Psychology of Demonstrative Evidence;
Strategy Regarding How High Tech to Go;
Use of Computers and Technology in the Courtroom. ■



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IRENE SHERE RETURNS TO THE WORKING PARENTS FORUM

The Working Parents Forum is thrilled to begin its 2000-01 program season with the return of ever-popular speaker Irene Shere, in a program entitled "Sibling Rivalry." Shere has been assisting parents in the D.C. area for years with such issues as challenging children, managing anger, sibling rivalry, and separation anxiety, to name a few. Using a combination of group discussion and demonstration, Shere's workshops offer parents practical skills and approaches to making family life and relationships more rewarding.

Shere is the Director of the Early Childhood Consultation Center, located in Silver Spring, Maryland. She has served as an educator and consultant to parents, families, and early childhood professionals for over 20 years. She is a member of the American Counseling Association, as well as several other professional organizations. She has consulted on articles for publication in various local and national newspapers and magazines, and has co-authored three children's books that have been featured on "Reading Rainbow." Shere is married with two children, and lives in Maryland.

"Sibling Rivalry" will be presented at a brown bag luncheon on Wednesday, October 18, 2000, from 12:15-1:45 p.m. The luncheon will be held at the offices of Arent Fox Kintner Plotkin and Kahn, PLLC, 1050 Connecticut Avenue, N.W., Seventh Floor (metro: Farragut North). Please bring a bag lunch; beverages will be provided. The cost is \$6 for WBA members and \$10 for non-members.

On Wednesday, November 15, 2000, also from 12:15-1:45 p.m., the Working Parents Forum will be presenting what has become its semi-annual education roundtable. There are so many educational choices for your child in the Washington, D.C. area. But how to decide? Public? Private? Parochial? Should you even consider moving to a "good" public school district?

Roundtable Discussion on Area Private and Public Schools brown bag lunch will provide both general and specific information about schools in Virginia, Maryland,

and the District of Columbia. Information will also be provided on various resources to further assist attendees as they search for the "right" school for their children. This luncheon will also be held at the offices of Arent Fox Kintner Plotkin and Kahn.

The Working Parents Forum will be presenting six brown bag luncheons and one daytime showcase program during the 2000-01 season. WBA members may take

advantage of a special discount program and attend all seven programs for a reduced price. Registration forms for the discount program will be available at the October 18th program. For more information on the upcoming luncheons or on the discount program, contact Ellen Jakovic (202) 626-3684, Marina Lyn Beckhard (703) 938-2612, or Alyza Lewin (202) 833-5150. ■

MEMBERS ON THE MOVE

Lisa Hayes has been promoted to Vice President in the Estate Planning Department at Mercantile-Safe Deposit & Trust Company in Baltimore, Maryland.

Sylvia Royce, former Chief of the International Prisoner Transfer Program at the Department of Justice and former Assistant US Attorney for the District of Columbia, has left government service and opened her own practice. She specializes in post-conviction remedies.

Margo Bevier Stern, formerly a partner at Kutak Rock, recently joined Ballard Spahr Andrews & Ingersoll. Ms. Stern practices public finance law.

Meghan Magruder, who practices environmental law, has moved from Kirkpatrick and Lockhart to Hale and Dorr.

Nancy S. Hyde has joined the staff of the Air Line Pilots Association. She advises the Association and pilot committees on ERISA and employee benefits issues. Nancy worked for the Department of Labor in ERISA enforcement and litigation and represented employee benefit plans, employers, participants, and the Association of Flight Attendants in private practice. She is a member of the DC and Virginia bars.

Home-Based Practice Group

The Home-Based Practice Group of the Lawyers at Home Forum meets the third Wednesday of each month at 9:30 a.m. in Potomac, MD. On October 18, 2000, Tamera Davidson, a CPA with her own practice in Sterling VA, will speak on accounting and tax issues for the home-based attorney. On November 15, 2000, Sandra Wilkes will speak about professional liability insurance for the home-based attorney. The meetings are open to

anyone interested in gaining a greater understanding of what it takes to establish their own home-based practice. For directions and information call Jody Abramson (703) 242-6206 or Donna Duer (202) 514-3475 or (301) 530-7590. All are welcome and encouraged to attend Home Practice meetings. However, members of the Home Practice Group must be members of and pay dues to LAH. If you are a WBA member, LAH is free; non-WBA members' LAH dues are \$15. ■

Judicial Endorsements Committee Strengthens Judiciary and WBA

The Judicial Endorsements Committee serves the WBA membership by investigating the qualifications of candidates for judgeships in both the local and federal courts in the District of Columbia who seek endorsement by the WBA. Prior to recommending a candidate for endorsement, the Committee conducts a thorough assessment to determine whether the candidate meets the WBA's goals for participating in the judicial selection process. The WBA's primary goal is to ensure the appointment of qualified judges. When consistent with this goal, the WBA also seeks to increase the number of women occupying judgeships in the District of Columbia. However, the WBA does not limit endorsements to women candidates or WBA members. Last year, two of the candidates the WBA endorsed for judgeships in the District of Columbia Superior Court were appointed to that bench.

The Committee's evaluation process is extensive and includes interviewing the candidate, reviewing the candidate's resume, and talking to references about the candi-

date's skills and character. In particular, the Committee asks references about the candidate's qualifications, integrity, communication skills, temperament, experience, scholarship, stamina, commitment to community, common sense, absence of bias, and commitment to the concepts of equal opportunity and equal justice under the law. In making recommendations for endorsement, the Committee gives priority to candidates with trial experience.

This year, the Judicial Endorsements Committee is led by Co-Chairs Elaine Lubin and Evangeline Paschal. In addition to responding to requests for endorsement, the Committee wants to assist the WBA in building stronger relationships with the local judiciary by encouraging all women judges in the local and federal courts to become WBA members. Next year, the

Committee will host its triennial Judicial Reception and panel, which honors local women judges and provides WBA members and non-members alike with the opportunity to discuss careers in the judiciary with women on the bench. The Committee hopes that by increasing the judiciary's presence in the WBA, next year's panel and reception will provide attendees with a unique opportunity to hear from a wide range of women judges about life on the bench and how to pursue a judicial career.

For more information on the Judicial Endorsements Committee, please contact Evangeline Paschal at (202) 887-4362 or epaschal@akingump.com. Candidates seeking the WBA's endorsement may contact the WBA's office at (202) 639-8880 for an information packet on how to begin the endorsement process. ■

Tax & Business Forum Brown Bag Lunches

Are the stresses and strains of work getting you down? We can help! The Tax & Business forum will be holding its second in a series of six brown bag lunches on October 19, 2000. Our topic will be "Maintaining a Positive Outlook—How to Succeed with Difficult People at Work." Come and get to know your colleagues and learn how to do your work better while enjoying it more!

DATES: Thursday, October 19, 2000
TIME: 12:15 - 1:30
WHERE: Miller & Chevalier, 1456 G St., N.W. Suite 900
 (Metro Center or McPherson Square metro stations)
PRICE: WBA Members \$7, Non-members \$12
SPECIAL: Package deal for WBA members—Get all 6 sessions for just \$30!

Bring your own lunch. Beverages provided.

Reservations: Please call a day in advance, number below, so we may reserve a large enough room.

Looking ahead: on December 14, our brown bag lunch topic will be "Partnership—Making It, Challenges, Rewards, and Surprises."

Questions? E-mail or call Emily Mao at emao@alston.com; (202) 756-3374. ■

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THE INTELLECTUAL PROPERTY FORUM IS BACK AND BETTER THAN EVER!

The Intellectual Property Forum welcomes new and old forum members to join us at our monthly planning meetings on the third Thursday of each month at 6:30 p.m. at the WBA office. For more information, please contact Laurie Mintzer, lmintzer@kenyon.com.

In addition, the IP Forum proudly announces our first event of the year: a brown bag lunch program which will take place November 9th at Sterne, Kessler, Goldstein & Fox P.L.L.C., 1100 New York Ave., N.W., Suite 600, Washington, D.C. (at Metro Center) on Document Production in the Digital Information Age: What to ask for and how to know if you got it. A panel of speakers will discuss how to formulate your discovery requests to ensure

you get everything that is available to you given the nature of how we create and store documents and email communications. This program will be of interest to general litigators as well as IP practitioners since we will include a discussion on the special problems associated with IP litigation. For more information, please contact Tracy Durkin, tdurkin@skgf.com.

An evening program on "E-Commerce: What's the Big Deal?" will discuss patent procurement and enforcement of e-commerce technology will be held in February of 2001 (date to be announced) at Banner & Witcoff, LTD, 1001 G Street, N.W., Suite 1100, Washington, D.C. (at Metro Center). Speakers will discuss the importance of obtaining patent protection for e-commerce

and business method inventions, the American Inventors Protection Act of 1999, and issues relating to litigation of e-commerce patents. This program will be of interest to litigators as well as patent practitioners. For more information, please contact Marie-Claire B. Maple, at Banner & Witcoff, LTD, maple@bannerwitcoff.com, (202) 508-9202.

The IP Forum allows members to have leadership opportunities with respect to planning programs. It is also a great place to network with other IP women attorneys. Please feel free to contact any of the co-chairs for more information: Laurie Mintzer, lmintzer@kenyon.com; Tracy Durkin, tdurkin@skgf.com and Marie-Claire Maple, maple@bannerwitcoff.com. ■

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UPCOMING EVENTS

Please register for these events using the form below.

October 2000

- Wed 4 Noon CAREER OPPORTUNITIES
Job Seeker's Network
(Brown Bag) in the WBA office, 815 15th Street, NW Suite 815 Bring a brown bag lunch. Free for WBA members, \$5 for non-members.
- Fri 6 9:30 a.m. LAH
Alternative Careers
Cleveland Park Congregational Church
Free for WBA Members, \$5 for non-members
- Thurs 12 5:30 p.m. WBA KICK-OFF:
General Reception
Lobby of the Homer Building, 601 13th Street, NW (Metro Center) Meet the WBA Officers and Committees. Learn what the WBA is planning this year. Free for WBA members and non-members. Guest Speaker: Carolyn Lamm, Partner, White & Case, and Past President of the DC Bar.
- Tues 17 Noon to 1:00 p.m. CAREER OPPORTUNITIES:
Finding the Right Match for the Employer & Employee: Behavioral Interviewing.
Heenan, Althen & Roles, 1100 Vermont Ave., NW, Washington, DC 20005 (McPherson Square Metro) This is a must-attend program for attorneys on hiring committees, recruiters and job seekers. Cost: \$5 WBA members, \$10 non-members. Bring a brown bag lunch.
- Tues 17 12:15 p.m. SOLO AND SMALL PRACTICE
Meets on the fourth Tuesday of each month, at Jane Bergner's office: 1133 Connecticut Ave. NW, 10th Floor Conference Room.
- Wed 18 12:15 p.m. to 1:45 p.m. WORKING PARENTS:
Sibling Rivalry with Irene Shere
Arent Fox Kintner Plotkin and Kahn, 1050 Connecticut Avenue, NW, Seventh Floor (metro: Farragut North) \$6 for WBA members, \$10 non-members. Please bring a bag lunch.
- Wed 18 9:30 a.m. HOME-BASED PRACTICE MEETING:
Accounting and Taxes
The Group meets the third Wednesday of each month at 9:30 a.m. in Potomac, MD. Pay at the door: free for WBA members, \$5 for non-members. For directions or information call Jody Abramson 703/242-6206 or Donna Duer 202/514-3475.
- Thurs 19 12:15 p.m.-1:30 p.m. TAX AND BUSINESS:
Maintaining a Positive Outlook—How to Succeed with Difficult People at Work
(Brown Bag)
MILLER & CHEVALIER, CHARTERED, 1456 G Street, N.W., Suite 900, Washington, D.C. (Metro Center – Red Line, McPherson Square – Blue/Orange Line) BRING YOUR LUNCH; BEVERAGES PROVIDED. Reservations by October 18 appreciated. Pay at the door: \$7 WBA members, \$12 non-members. Questions? E-mail or call Emily Mao at emao@alston.com or (202) 756-3374.

- Wed 25 Noon to 1:00 p.m. LITIGATION:
Litigation Lunchbox: Tools of the Trade—Depositions and Discovery
Sidley and Austin, 1722 Eye Street, NW \$5 for WBA members, \$10 for non-members. Bring a Brown Bag Lunch.
- Thurs 26 12:30 p.m. INTERNATIONAL:
Gender-Based Persecution: The Protection of Human Rights for Immigrant Women.
Luncheon at MILLER & CHEVALIER, CHARTERED, 1456 G Street, N.W., Suite 900, Washington, D.C. (Metro Center – Red Line, McPherson Square – Blue/Orange Line) \$15 WBA members, \$20 non-members. Advanced reservations required.
- Thurs 26 6:00 p.m. to 8:00 p.m. TAX AND BUSINESS:
Communication Skills: Tips and Tricks with Christine Jahnke.
Miller & Chevalier, located at 1456 G Street, Suite 900, NW (Metro: Metro Center or McPherson Square). Reception from 6:00-6:30 p.m., workshop to follow from 6:30-8:00 p.m. For reservations made by October 18, the cost is \$25 for WBA members and \$35 for WBA nonmembers. At the door, the cost will be \$30 for members and \$40 for nonmembers.

November 2000

- Wed 1 Noon CAREER OPPORTUNITIES:
Job Seeker's Network (Brown Bag) in the WBA office, 815 15th Street, NW Suite 815 Bring a brown bag lunch. Free for WBA members, \$5 for non-members.
- Thurs 2 7:00 p.m. HEALTH:
Health Care Privacy and Electronic Commerce
Akin, Gump, Strauss, Hauer & Feld, L.L.P., 1333 New Hampshire Avenue, N.W., Cost TBD
- Thurs 9 Noon INTELLECTUAL PROPERTY:
Electronic Discovery
(Brown Bag) Sterne, Kessler, Goldstein & Fox P.L.L.C., 1100 New York Avenue, N.W., Suite 600
- Wed 15 12:15 p.m.-1:45 p.m. WORKING PARENTS:
Education Roundtable: Discussion of Area Public and Private Schools
Arent Fox Kintner Plotkin and Kahn, 1050 Connecticut Avenue, NW, Seventh Floor (metro: Farragut North) - 1:45 p.m. \$6 for WBA members, \$10 non-members. Please bring a bag lunch.

Wed 15 9:30 a.m. LAH HOME-BASED PRACTICE MEETING:
Professional Liability
The Group meets the third Wednesday of each month in Potomac, MD. Pay at the door: free for WBA members, \$5 for non-members. For directions or information call Jody Abramson 703/242-6206 or Donna Duer 202/514-3475.

Fri 17 9:30 a.m. LAH:
General Meeting
Cleveland Park Congregational Church
Free for WBA Members, \$5 for non-members

Tues 28 12:15 p.m. SOLO AND SMALL PRACTICE
Meets on the fourth Tuesday of each month, at Jane Bergner's office: 1133 Connecticut Ave. NW, 10th Floor Conference Room.

Thurs 30 6:00 p.m. – 8:00 p.m. LITIGATION:
Facing the Media Gauntlet
Location TBD. \$25 for WBA members, \$30 for non-members, Students \$15.

Thurs 6 Noon CAREER OPPORTUNITIES:
Job Seeker's Network
(Brown Bag) in the WBA office, 815 15th Street, NW Suite 815 Bring a brown bag lunch. Free for WBA members, \$5 for non-members.

Thurs 13 Noon to 1:00 p.m. LITIGATION:
Litigation Lunchbox: Dealing with Expert Witnesses.
Sidley and Austin, 1722 Eye Street, NW \$5 for WBA members, \$10 for non-members. Bring a Brown Bag Lunch.

Fri 14 12:15 p.m. – 1:30 p.m. TAX AND BUSINESS:
Making it: Challenges, Rewards and Surprises
(Brown Bag) MILLER & CHEVALIER, CHARTERED, 1456 G Street, N.W., Suite 900, Washington, D.C. (Metro Center – Red Line, McPherson Square – Blue/Orange Line) BRING YOUR LUNCH; BEVERAGES PROVIDED. Reservations by October 18 appreciated. Pay at the door: \$7 WBA members, \$12 non-members. Questions? e-mail or call Emily Mao at emao@alston.com or (202) 756-3374.

December 2000

Fri 1 9:30 a.m. LAH:
General Meeting
Cleveland Park Congregational Church
Free for WBA Members, \$5 for non-members

Reservations

Please specify the programs for which you would like to register. Catered events must be registered 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):

Amount Enclosed: _____

Amount Enclosed: _____

Amount Enclosed: _____

TOTAL ENCLOSED: _____

METHOD OF PAYMENT: ☐ Cash ☐ Check ☐ VISA/Mastercard/AMEX/Discover

Card Number: _____ Expiration Date: _____

Signature: _____

Please return to THE WBA

815 15th Street, NW,
Suite 815, Washington,
DC 20005

Reservations, with credit card information included, may be faxed to (202) 639-8889. You may also register at the WBA website, www.wbadc.org

WBA FALL KICK-OFF RECEPTION

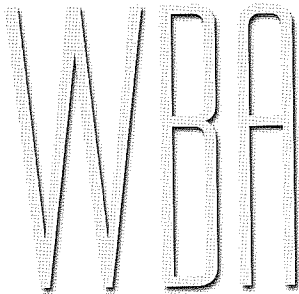
THURSDAY, OCTOBER 12, 6-8 p.m.

- MENTORING
- RAINMAKING
- PRACTICE AREA DEVELOPMENT
- NETWORKING
- LEADERSHIP
- ADVOCACY
- COMMUNITY PROJECTS
- LIFE BALANCE

■ **Special Guest Speaker:**
Carolyn Lamm, Partner, White & Case,
Past President, DC Bar, and WBA Member

■ **FREE**

■ **Register by calling (202) 639-8880**
or by emailing to wba@wbadc.org



Women's Bar Association
of the District of Columbia

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