

THE BAR

Women's Bar Association of the District of Columbia

SEPTEMBER/OCTOBER 2002

The Stars Will Shine on September 19th

The WBA Fall Networking Reception

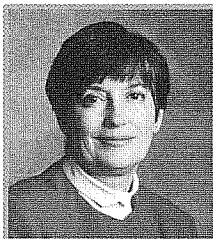
This Fall the stars will be shining brighter than ever for the WBA. On September 19th we welcome you to join us for a spectacular networking reception honoring fifteen extraordinary WBA members who have risen to the top of the profession. Read more about the event and our "Stars of the Bar" on page 3 inside.

Golf—Golf—Golf!

October 2nd is the date, South Riding Golf Club is the place. Join us for a day of great golfing, great food, and fabulous prizes and gifts. Check out the details on page 8.

HIGHLIGHTS

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- 7** New Catalyst Study
- 10** Effective Part-time Programs
- 15** WBA Calendar



Brooksley Born
Arnold & Porter



Kim Gandy
National Organization for Women



Geraldine Gennet
U.S. House of Representatives



Patricia Gurne
Gurne, Porter & Baulig, PLLC



Shirley Ann Higuchi
American Psychological Association



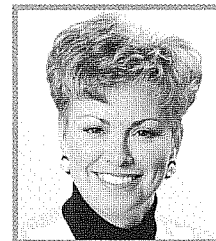
Judge Noël Anketell Kramer
D.C. Superior Court



Carolyn Lamm
White & Case LLP



Wilma Lewis
Crowell & Moring LLP



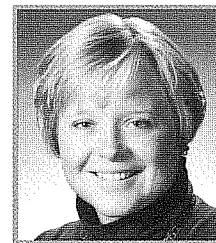
Linda Madrid
CarrAmerica Realty Corporation



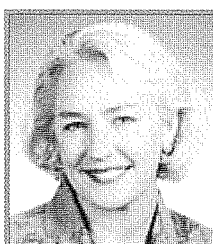
Judith Miller
Williams & Connolly LLP



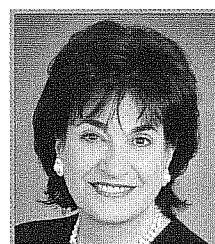
Betty Southard Murphy
Baker & Hostetler LLP



Judge Delissa A. Ridgway
U.S. Court of International Trade



Joan Strand
George Washington University Law School



Marna Tucker
Feldesman, Tucker, Liefer, Fidell & Bank LLP



Chief Judge Annice Wagner
D.C. Court of Appeals

WBA RAISING THE BAR

A Publication of

THE WOMEN'S BAR ASSOCIATION OF THE DISTRICT OF COLUMBIA

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PRESIDENT'S COLUMN

Slaying the Dragons of Gender Discrimination

BY ELLEN M. JAKOVIC



When Ellen Spencer Mussey, Emma Gillett, and 29 other visionary women organized the Women's Bar Association of the District of Columbia in 1917, women applicants were refused admission to most D.C. law schools and the handful of women attorneys then practicing in the District were denied membership in the local bar association. These intrepid women founded the WBA to maintain the honor and integrity of the profession; to promote the administration of justice; to advance and protect the interests of women lawyers; to promote their mutual improvement; and to encourage a spirit of friendship among its members.

The WBA's mission is just as compelling today. Although women attorneys rarely encounter the kind of blatant discrimination that our WBA founders did, women remain underrepresented in positions of power and influence in our profession and continue to face subtle yet significant obstacles to advancement, including gender stereotypes, inadequate access to mentoring opportunities, and exclusion from informal networks for professional and business development. As Dale Cendali, a partner at O'Melveny & Myers and one of *The National Law Journal's* top 50 women litigators, stated in a recent interview for the *Woman Advocate Newsletter*: "I started out thinking that the generations before me had slain all the dragons. It took a while, but I slowly realized that it is still a man's world. . . . The dragons have not all been slain."

That's the bad news. The good news is that the leadership of our profession increasingly is confronted by, and having to confront, these issues.

At the American Bar Association's Annual Meeting here in Washington, DC last month, I participated in a number of programs and events focused on women in the profession, many of which were co-sponsored by the WBA. The energy and ideas generated and exchanged by the program participants, both male and female, were truly inspiring. Among the topics addressed, two, in particular, resonated: The importance of mentoring and role models at all levels of career development, and the critical need for law firms and other employers to address work/life issues.

Among the highlights of the ABA programs were presentations by two prominent WBA members. At the National Association of Women Lawyers' Annual Luncheon, United States Supreme Court Justice Ruth Bader Ginsburg reflected on the importance of mentoring to her career and gave an inspiring tribute to one of her mentors, Judge Burnita Shelton Matthews, past president of the WBA, and a WBA Woman Lawyer of the Year. The next day, at the ABA Summit titled *Keeping Her in Her Place: New Challenges to the Integration of Women in the Profession*, Jim Sandman, managing partner at Arnold & Porter and a WBA Sustaining Member, presented a compelling business case for establishing and maintaining effective reduced hours and alternative work policies that allow women opportunities for advancement. Please take a moment to read Jim's remarks, published on page 9 of this issue.

This year, the WBA is planning programs that address these and other issues of critical importance to women in the profession. One of the first events of the program year, our Fall Networking Reception on September 19th, is an opportunity for WBA members to socialize with colleagues and tap into the powerful network that is the WBA. Then, on October 2nd at South Riding Golf Club, join us for more fun, fellowship and networking.

For over 85 years, the WBA has advanced women in the profession by creating leadership and mentoring opportunities, and by establishing a network of mutual support critical to professional success. As WBA members, each of us must do his or her part to support women in the legal profession and to encourage our colleagues, especially those in positions of leadership, to do the same. Whether mentoring a young attorney, recommending a senior woman lawyer for a leadership position, or referring business to a women colleague, each of us can make a difference.

Together, we can help to slay the dragons of gender discrimination in the legal profession. ■

WBA Fall Networking Reception to Honor Stars of the Women's Bar

We're adding a new twist to our traditional fall networking reception, and we hope you will enjoy it.

Studies have shown that access to informal networking opportunities is a major factor in career success. The evidence reveals that overall, men seem to do much better at inviting and including other men in events and gatherings that foster business development and informal mentoring, while women are less likely to be included.

On September 19th, we invite you to attend what is possibly one of the best networking opportunities of the year. Fifteen legendary members of the WBA have agreed to serve as the Honorary Committee for this reception, because they are committed to helping other women develop and achieve success in the legal profession. Leading this group, and making remarks on September 19th is the Honorable Annice Wagner, Chief Judge of the District of Columbia Court of Appeals.



The Hon. Annice Wagner was appointed **Chief Judge of the District of Columbia Court of Appeals**, the highest court of the District of Columbia, in June 1994. She has

served as a Judge on that

court since 1990, following her nomination to the position by President George Bush and confirmation by the U.S. Senate. She was appointed as an Associate Judge of the Superior Court of the District of Columbia in 1977 by President Jimmy Carter and served on that Court until her appointment to the Court of Appeals. While at the Superior Court, she served in all of its divisions, and was the presiding Judge on the Court's probate and tax divisions for two years. Chief Judge Wagner serves on the Board of Directors of the Conference of Chief Justices, an organization of chief justices and judges from the 50 states, the District of Columbia and various federal territories. She has been a member of the Board of Trustees of the United Planning Organization ("UPO") since 1979, and has been Vice President of the

Board since 1988. She has been involved in seeing all aspects of the organization, which provides social service programs designed to improve the quality of life for the poor in the District of Columbia, including

the Head Start program, day care and food programs for children, and services for the elderly. Chief Judge Wagner received her J.D. degree from Wayne State University.



Brooksley Born is a **Partner at Arnold & Porter**, and heads the firm's derivatives practice. She has been with Arnold & Porter since 1965. In September 2001, Brooksley

was named one of Washington's "100 Most Powerful Women" by *Washingtonian* magazine. In 1996, Brooksley was appointed by the President to serve as Chairperson of the U.S. Commodity Futures Trading Commission (CFTC), a position she held until 1999. In private practice, she has represented international futures and option exchanges, financial services firms, large traders and sovereign nations. Brooksley also specializes in arbitration of international disputes involving complex transactions. Her broad international practice includes representation of sovereign nations and multinational corporations in a variety of matters. Brooksley is a member of the ABA Commission on Women in the Profession, and was the WBA Woman Lawyer of the Year in 1981. She received her J.D. from Stanford Law School.



Kim Gandy was elected **President of the National Organization for Women (NOW)** on its 35th Anniversary in June 2001, after serving as Executive Vice President since 1991 and National

Secretary (now called Vice President-Membership) from 1987 to 1991. As President, Kim is the CEO, CFO and principal spokesperson for the organization. She also chairs the NOW Foundation and the NOW Political Action Committees. While Executive Vice President, Kim was responsible for NOW's legislative agenda and litigation docket, including *NOW v. Scheidler*, the landmark racketeering case against anti-abortion terrorists. In 1991 she directed a grassroots effort in Louisiana, which tripled the number of women in the legislature, and turned out the women's vote to elect the first woman Lieutenant Governor and to defeat

former Klan leader David Duke for governor. In the legislative arena, Kim served on the drafting committees for two groundbreaking federal laws: the Civil Rights Act of 1991, which gave women the right to a jury trial and monetary damages in cases of sex discrimination and sexual harassment, and the Freedom of Access to Clinic Entrances (FACE) Act, which has dramatically decreased the daily violence at abortion clinics. Kim received her J.D. degree from Loyola University School of Law.



Geraldine Gennet is **General Counsel to the United States House of Representatives**. The House Counsel's Office is a non-partisan legal office that handles the litigation for the

House and represents all Members and House employees in matters arising from their official duties. Before coming to the House, Geraldine spent four years at the Office of Thrift Supervision handling litigation matters involving the savings and loan industry. From 1986 to 1991, Geraldine was the General Counsel for the Washington, D.C. Metropolitan Police Department, where she advised the Chief of Police and members of the Department on a variety of matters and had her own unmarked police cruiser. For 11 years before joining MPD, Geraldine was in private practice, both on her own and in a firm, handling civil and criminal litigation. She won the first \$1983 case decided by the D.C. Court of Appeals—a civil rights case against the Police Department and the City on behalf of a police officer—which ultimately led to her appointment as the Department's General Counsel. Geraldine received her J.D. degree from the American University, Washington College of Law.



Pat Gurne is the **Managing Partner of Gurne, Porter & Baulig, PLLC**, a boutique law firm that represents small and mid-sized businesses and non-profit organizations. Pat counsels and represents corporate and individual clients in a broad range of matters including employment issues. Her

—continued on page 4

WBA Fall Networking Reception *(continued from page 3)*

unwavering support for the Women's Bar Association began in 1969, when she clerked for a former WBA President, Judge Joyce Hens Green, who encouraged her to get involved. Through the WBA, she met many women who have become life long friends and professional colleagues. Over the course of her career, Pat has been a director and officer of the D.C. Bar and the Bar Association of the District of Columbia. She has also served as a director of the Hospital Association of the District of Columbia. At present, she is Vice Chair of the Board of Trustees of George Washington University and a member of the boards of the Washington Regional Transplant Consortium and the National Women's Health Resource Center. A Past President of the WBA and later the WBA Foundation, Pat received the WBA Woman Lawyer of the Year award in 1999.



Shirley Ann Higuchi is Assistant Executive Director of Legal and Regulatory Affairs for the Practice Directorate of the American Psychological Association (APA). Shirley supervises

both legal and non-legal staff in the areas of managed care, test case litigation, state health care reform, Medicaid, licensing, hospital practice, prescriptive authority and Health Insurance Portability and Accountability compliance. Shirley was recently elected President-Elect of the D.C. Bar and will serve her term as President in 2003. Prior to joining the APA, Shirley was in private practice with the law firm of Epstein Becker & Green, PC in Washington D.C., where she counseled insurance companies, managed care organizations, hospital systems and other health-related clients.

Shirley received her J.D. degree from the Georgetown University Law Center.



Hon. Noël Anketell Kramer is an Associate Judge of the Superior Court of the District of Columbia, presiding over the court's Criminal Division. Judge Kramer has handled numerous civil mat-

ters as well. Before joining the court, she was at Wilmer, Cutler & Pickering and at the United States Attorneys Office. Judge Kramer

is involved in a wide range of activities concerning the administration of justice. She is the Immediate-Past President of the National Association of Women Judges, former Co-Chair of the D.C. Bar Civility Standards Implementation Committee, a Superior Court Delegate to the Judicial Administration Division of the ABA, a member of the American Law Institute and a Fellow of the American Bar Foundation. She has also been active in issues of medical ethics through the Episcopal Diocese of the District of Columbia. In 2000, she received an award from the Court for chairing a committee that substantially improved the quality of legal representation provided to indigent defendants. Judge Kramer received her J.D. cum laude from the University of Michigan Law School.



Carolyn B. Lamm is a Partner at White & Case LLP, where she founded and was the first to head White & Case's International Trade Practice Group. Since joining White & Case in 1980, Carolyn

has concentrated in international litigation and arbitration and international trade matters. She also has substantial experience in federal court litigation, administrative law and government contracts. Carolyn has served as counsel in many significant international arbitrations, primarily representing foreign corporate clients and sovereigns. She was appointed by President Clinton to the U.S. Panel of Arbitrators for International Centre for Settlement of Investment Disputes (ICSID) arbitration and is on the American Arbitration Association's Board of Directors and on its list of international arbitrators. In May, the WBA named Carolyn B. Lamm the 2002 WBA Woman Lawyer of the Year. Carolyn received her J.D. degree from the University of Miami School of Law. Carolyn is a Past President of the D.C. Bar and recently was elected to the ABA Board of Governors after lengthy service in the House of Delegates.



Wilma A. Lewis is a Partner in Crowell & Moring, LLP in the Litigation Group. In 2001, the WBA presented Wilma with the prestigious Janet Reno Torchbearer Award in honor of her achievements

as the United States Attorney for the District of Columbia — the first woman appointed by the President to serve in that capacity. During her tenure, she led the largest U.S. Attorney's Office in the country, with responsibility for most federal and local criminal investigations and prosecutions, and most federal civil proceedings on behalf of the United States in the Nation's Capital. From April 1995 to January 1998, she served as Inspector General for the U.S. Department of the Interior — the first African-American to hold that position — where she oversaw investigative and audit activities designed to ferret out fraud, waste and mismanagement in Department of the Interior programs and operations. Wilma's public service also included her tenure as an Assistant United States Attorney for the District of Columbia, where she attained position of Deputy Chief of the Civil Division, and as Associate Solicitor for the Division of General Law at the U.S. Department of the Interior. Before entering public service, Wilma served as an Associate in the General Litigation Group at the Washington, D.C. law firm of Steptoe & Johnson. Wilma received her J.D. degree from Harvard Law School.



Linda A. Madrid is Managing Director, General Counsel and Corporate Secretary of CarrAmerica Realty Corporation. In her position, Linda is part of the senior management team

responsible for overseeing a wide array of complex matters such as strategic initiatives, structuring of business lines, acquisition strategies and overall corporate management. While serving as General Counsel and Corporate Secretary, Linda concentrates her efforts on directing the legal affairs and corporate governance of the corporation. Prior to joining CarrAmerica, Linda served as Senior Vice President, Managing Director Legal Affairs and Corporate Secretary of Riggs National Corporation, a multi-bank holding

company with operations in Washington, Virginia, Maryland, Florida, Europe, and the Bahamas. Before joining Riggs, Linda's experience included private practice in Washington D.C. and serving as Associate General Counsel for Amtrak. Linda was awarded the 1997 Trailblazer Award by the Minority Corporate Counsel Association and most recently was featured in the cover story of *Diversity & The Bar* magazine. She currently serves on the Board of Directors of the American Corporate Counsel Association. Linda received her J.D. from Georgetown University Law Center.



Judith Miller is a **Partner at Williams & Connolly**, returning to that position in January 2000 after having been the longest-serving General Counsel of the Department of Defense.

Judy has been recognized by the *National Law Journal* as one of the "50 Most Influential Woman Lawyers in America," and by *Washingtonian* magazine as one of the "100 Most Powerful Women In Washington." As General Counsel, Judy was the chief legal officer for the more than 6,000 civilian and military lawyers at the Department. She was responsible for advising the senior leadership team on the full range of legal and policy issues affecting the Department, including mergers and acquisitions, international affairs and intelligence, acquisition and business reform, major procurements, significant litigation, internal and Congressional investigations, globalization, foreign military sales, computer security and e-commerce, homeland security, alternative dispute resolution, ethics, as well as personnel, fiscal, environmental, and health policy issues. Judy received her J.D. degree from Yale Law School.



Betty Southard Murphy is a **Partner at Baker & Hostetler, LLP**. She is the only person to have served as both Chairman of the National Labor Relations Board (NLRB) and as Administrator of the Wage

& Hour Division of the U. S. Department of Labor, both of which are Presidential appointments. Betty has had five additional Presidential appointments to special commissions, such as the Commission on the Bicentennial of the U.S. Constitution and the International Centre for Settlement of Investment Disputes. In 1997, she became the first lawyer in private practice elected to the prestigious National Academy of Human

Resources. At Baker & Hostetler, she handles all types of employment law cases, both in the United States and abroad, and is recognized as one of the top employment lawyers in the country. Betty has tried cases or otherwise appeared in federal and state courts in more than 25 states and in nine of the U. S. Courts of Appeals and the Supreme Court. Active in various bar associations, she serves on several academic boards, and has received a number of honorary degrees and awards. She is a member of the Executive Committee of the American Arbitration Association and chairs the International Committee of the ABA Dispute Resolution Section. She is an appointee to the Mediation Panel of the World Intellectual Property Organization and to the International Panel of Arbitrators of the American Arbitration Association. Betty is the 1987 WBA Woman Lawyer of the Year, and has been honored by the D.C. Bar as a "Legend in the Law." She received her J.D. degree from Washington College of Law of American University.



Hon. Delissa A. Ridgway was sworn in as **Judge of the U.S. Court of International Trade** in May 1998. This preeminent Article III court, based in New York, has exclusive nationwide jurisdiction over

many matters involving U.S. international trade and customs law. Prior to her appointment, Judge Ridgway served as Chair of the Foreign Claims Settlement Commission of the U.S. ("FCSC"), an independent quasi-judicial agency within the U.S. Department of Justice. During her tenure, the FCSC presided over the Holocaust Survivors Claims Program (involving over 1,350 claims), and she completed the Iran Claims Program (adjudicating over 3,100 claims against Iran after the 1979 Islamic Revolution). Prior to FCSC, Judge Ridgway was a member of the International Practice Group in the D.C. office of Shaw, Pittman, Potts & Trowbridge. Judge Ridgway is a recognized authority in the areas of international commercial law, international transactions, and international commercial arbitration/litigation. She has traveled and lectured widely and has extensive experience in media relations, including both print and electronic media. Judge Ridgway is a Past President of the WBA and was the WBA Woman Lawyer of the Year in 2001. Most recently, she was appointed to the ABA Commission on Women in the Profession. Judge Ridgway received her law degree from Northeastern University School of Law.



Joan H. Strand is the **Assistant Dean for Career Development and Alumni Affairs; a Professor of Clinical Law; and the Director of the Civil Litigation Clinic at George Washington**

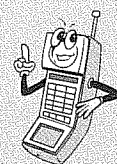
University School of Law. Dean Strand has taught in the field of clinical legal education for more than 25 years. After graduating from law school in 1975, she supervised students working on civil cases in the D.C. Law Students in Court Program. In 1979, she joined the Law School faculty, where she directs the Civil Litigation Clinic. In 1997, she received the D.C. Bar Foundation's Jerrold Scoutt Prize in recognition of her years of service to disadvantaged persons in the District of Columbia. In 1994, she was given the D.C. Bar's Best Project Award for chairing the D.C. Practice Manual Revision Committee. Dean Strand has taught continuing legal education courses to train lawyers in private practice on how to handle pro bono cases in family law. Dean Strand is a Past President of the D.C. Bar.



Marna S. Tucker is a **Senior Partner at Feldesman, Tucker, Leifer, Fidell & Bank LLP**. Marna has practiced domestic relations law for almost thirty years and specializes in complex divorces, domestic violence, and prenuptial matters. She has been named one of the "Top Fifty Lawyers in Washington, D.C." by *Washingtonian* magazine.

Ms. Tucker is a Fellow of the prestigious American College of Trial Lawyers and of the American Academy of Matrimonial Lawyers, honors bestowed on only the most experienced and successful practitioners. She was the first woman elected President of the D.C. Bar, and the first woman President of the National Conference of Bar Presidents. In 2001, Marna was presented the prestigious Margaret Brent Women Lawyers of Achievement Award from the American Bar Association. She is a co-founder of the ABA Women's Caucus, the precursor to the ABA Commission on Women in the Profession. She is also a founding member of the Board of Trustees of the National Women's Law Center. Marna was honored as the WBA Woman Lawyer of the Year in 1985. She is a graduate of the Georgetown University Law Center. ■

Donate a Cell Phone and Save Lives on September 19th



Do you have an old cellular phone or two laying around the house collecting dust? What if you could put that old phone to good use and get a tax write-off in the process?

The WBA Community Projects Committee and the WBA Foundation have teamed up to support a program providing domestic violence victims with refurbished cell phones programmed to dial 911 and one or two non-emergency numbers such as the local shelter. The program, *Call to Protect*, is a national phone collection drive sponsored by the Wireless Foundation, the National Coalition Against Domestic Violence, and Motorola. The phones are sent to a national center for refurbishment and reprogramming. From there, they are distributed to women's shelters and support centers around the nation. Free emergency airtime is donated by members of the Cellular Telecommunication & Internet Association.

In support of the *Call to Protect* campaign, the WBA and WBA Foundation will organize a cell phone donation drive on **September 19, 2002**, from 6:00pm to 8:00pm at the Homer Building, 601 13th Street, NW, in conjunction with the WBA Fall Networking Reception. **Bring your out-of-service cell phones and all cell phone related materials such as chargers, batteries, and cases for donation to the *Call to Protect* program.** By donating a wireless phone, you are placing what may be a life-saving tool in the hands of a person in trouble.

If you're not able to attend the reception, you may also drop off your phone at the WBA office at 1717 K Street, NW, Suite 503, through September 30th. For questions regarding this program contact WBA Community Projects co-chairs Bonnie Pinzel, (202) 752-5022 or Kimberly Brown, (202) 862-5000.

Any and all cell phones are accepted, and your donation is tax-deductible as a charitable contribution. Please be sure your service has been disconnected.

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★ SAVE THE DATE AND PLAN TO ATTEND ★

WBA FALL NETWORKING RECEPTION HONORING OUR STARS OF THE BAR

September 19, 2002, 6:00pm to 8:00pm
The Homer Building
601 13th Street, NW (Metro Center)

Make a difference in the life of a young lawyer. Introduce her to the WBA by bringing her to the Fall Reception. The Reception is free, but an r.s.v.p. is required to wba@wbadc.org, or (202) 639-8880, ext. 11.

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- ★ White & Case LLP ★

Making the Case for Women's Advancement in Law Firms

BY ANNE C. WEISBERG¹

The law firm pipeline to partner leaks women. This is one of the key findings in *Women in Law: Making the Case*, a large-scale study of women and men in the profession conducted by Catalyst. *Women in Law*, based on over 1400 responses from men and women graduates of the law schools at Columbia, Harvard, Michigan, University of California-Berkeley and Yale, from the classes of 1970 to 1999, shows that over 70 percent of men and women go to law firms for their first job out of law school. But only 40 percent of women, compared to 50 percent of men, are in law firms today. The primary reason: women in firms are significantly less satisfied with advancement opportunities than men, with women of color being the least satisfied as a group. Without advancement opportunities, the women say, why should we stay?

When asked about the barriers to women's advancement, women and men both ranked "commitment to family and personal life" as the #1 barrier – unique among the private sector markets that Catalyst has surveyed.² However, as shown in the graph below, women cite this barrier more frequently than men, and the perception gap between men and women regarding what is holding women back widens considerably

after this one. In our work advising companies and firms on gender diversity, Catalyst has found that this perception gap itself is a barrier to women's advancement.

The good news is that *Women in Law* identifies not just advancement barriers but retention strategies. The women who reported intending to stay with their current employer were more satisfied than their counterparts with:

- Advancement opportunities,
- Availability of mentors,
- Management of their organization,
- Professional development opportunities, and
- Control over their work.

Given that law firms have an up-or-out career path, retention is the key to advancement: firms must stop the gender leak in order to have partnership pools that are representative of the demographics of their entry pools. But to do so requires the institutional will to engage in critical assessment of the environment and to make the necessary changes—be they structural or cultural—to make women want to stay.

Why should firms make this effort? The business case for women's advancement has

three prongs: (1) the demographics; (2) the cost of turnover; and (3) the client.

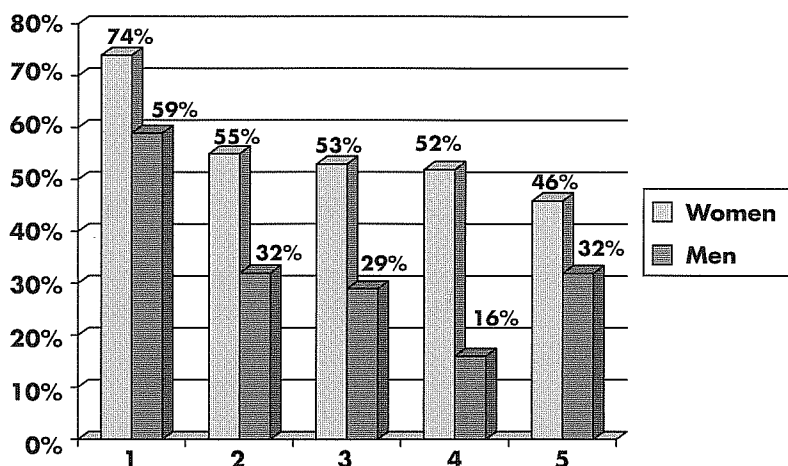
The demographics: women are an increasing proportion of a shrinking talent pool. Women are roughly half of all law students, as you probably know. But what you may not know is that the total pool of people aged 25 to 34, from which law firms and corporations draw their new talent, is shrinking. "Firms that can't hold on to their good women will have an inferior product. It is a stark demographic reality," said Joel Henning, Senior Vice President of Hildebrandt International.³

The cost of attrition. The gender gap in attrition is hugely expensive. Given the significant investment in training that firms make, turnover can cost as much as 200% of salary. Firms that reduce the gender gap in attrition will capture literally millions of dollars. It is important to remember that the hidden cost of the gender gap in attrition is a long-term problem, and should not be confused with many firm's current short-term posture of welcoming voluntary departures.

The client: Clients are placing greater emphasis on the need for diversity in their professional advisors. To begin with, the face of the client is changing. In 2000, there were 42 women general counsel of the Fortune 500; in 2001, there were 62. But it's not just about the face of the client. As more and more companies understand diversity as a strategic business imperative, they will demand that you do too. For example, General Electric is now requiring its major law firms to break out their bills by race and gender because they see their outside law firms as extensions of the company, and it considers diversity a strategic business imperative.

In order to make change, you will need to know more than the components of the business case. You will need to know what is going on in your own firm. What does the pipeline to partnership look like? Where along it is there a gender gap? How much is this costing the firm? What are the barriers that women in your firm identify? In *Making Change: Advancing Women in Law Firms* (Catalyst 2002), Catalyst sets out the necessary action steps to addressing women's advancement in a strategic way.

Top Five Barriers to Women's Advancement Identified by Women in Law Firms, and Men's Response (Strongly Agree/Disagree)



1. Commitment to Personal and Family Responsibilities
2. Lack of Client Development/General Management Experience
3. Lack of Mentoring Opportunities
4. Exclusion from Informal Internal Networks
5. Lack of Role Models

—continued on page 8

Making the Case

(continued from page 7)

This effort requires senior leadership and commitment. If your firm's managing partner has not made women's advancement a strategic goal of the firm, don't assume that this means he never will. Rather, he may have the attitude that there is simply nothing he can do—that the leaky pipeline is the result of the aggregated effect of numerous individual choices over which he has no control. *Women in Law: Making the Case* gives you all the information you need to show that women's advancement is an organizational issue, and *Making Change: Advancing Women in Law Firms* gives you a framework for treating it as one. All that you—hopefully, with the full support of other women in your firm—have left to do is to investigate the facts at your firm and present your findings to senior leadership. ■

- ¹ Anne Weisberg is a lawyer and director in Advisory Services, the strategic consulting department at Catalyst, a national non-profit organization dedicated to advancing women in business and the professions. She directed *Women in Law: Making the Case* (Catalyst 2001).
- ² Women in financial services rank "commitment to family" as the #2 barrier. See *The Word on the Street: Women in Financial Services* (Catalyst 2001).
- ³ Quoted in Charles Keenan, "Firms Find Few Female Attorneys are Law-abiding," *Craine's New York Business*, 30 October 2000.

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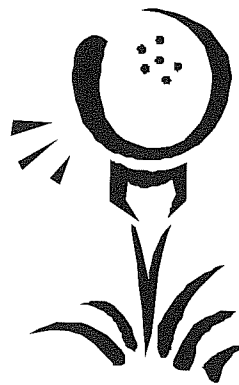
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The Business Case for Effective Part-time Programs

BY JAMES J. SANDMAN

Remarks given at the August 2002 "Summit on Keeping Her in Her Place: New Challenges to the Integration of Women in the Profession," organized by the ABA Section of Litigation and co-sponsored by the WBA

I believe there is a strong business case for effective, successful part-time work programs in law firms.

I start from the proposition that law firms compete in two markets: the market for talent and the market for clients. An accessible, workable part-time program, I believe, benefits a law firm in competing in both of those markets.

In the market for talent, the benefits to a law firm of a good part-time program are – or should be – clear.

Surveys have for a number of years documented the unusually high levels of career dissatisfaction among lawyers. There are a number of reasons for this, but from everything I have seen – not only in surveys, but in the scores of exit interviews I have conducted over seven years as a managing partner – *the single biggest source of dissatisfaction in our profession is the inability to achieve work/life balance.* And the cause of that inability is the hours lawyers are expected to work. To paraphrase James Carville, "It's the hours, stupid!"

The inability to achieve work/life balance affects men as well as women. It is not, and increasingly will not be, only a women's issue. But its impact is manifested disproportionately among women, especially among women with families. And because the age at which most women are on the partnership track in law firms so often coincides with their child-bearing and young child-rearing years, the inability to achieve work/life balance is a major cause of female attrition in law firms. It is a significant explanation for why there are not more women partners in law firms.

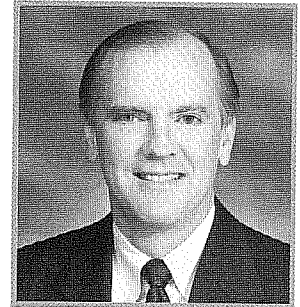
Any law firm that can help its lawyers achieve real work/life balance is going to have a huge competitive advantage in the market for talent. Any firm that can help its lawyers achieve work/life balance will have talented people knocking the doors down to work there, and will have much better success than the competition in retaining talented women through the partnership decision and beyond.

I also believe that a successful part-time program is an advantage to a firm in competing in the market for clients.

That proposition, though, runs headlong into the assumption of many law firm partners – and managing partners – that part-time lawyering is inconsistent with client service demands, inconsistent with the expectation of clients that their high-priced lawyers will be available 24/7.

Whenever I have heard this issue – the issue of the alleged incompatibility of part-time work with good client service – discussed among lawyers, whether at managing partner roundtables or at bar conferences or elsewhere, I am always struck by the fact that there is not a single client in the room. Not one.

I believe that the assumptions so many lawyers make about the negative impact of reduced hours on client service are uninformed and simply wrong. I would suggest that when this issue, or any client service issue, is discussed, clients be included in the dialog, and I am glad to see the client community represented here at this summit.



My own conversations with our firm's clients are *uniformly* at odds with the common assumption about the incompatibility of reduced hours with good client service. Some of the most passionate advocates of our firm's part-time policy are *clients who are working with part-time lawyers.* Do you know why? There are two reasons.

The first is that these clients have an investment in the lawyer working a reduced schedule. That lawyer knows the client's business and knows the client's legal problems. The client has a self-interest in retaining that lawyer, and often realizes that if the lawyer were not working part-time, he or she would not be working full-time, but instead would leave the firm to do something else. Smart clients know that reduced-hours schedules are an important tool in retaining people of value to them, and they are happy to help make those schedules work.

The second reason why clients are supportive of part-time lawyers is that they do, in fact, get good service from those lawyers. Part-time lawyers, in my experience, are every bit as professional as full-time lawyers. They do not somehow lose their sense of responsibility or commitment to their clients because they are not working full-time. They communicate with their clients about their schedules and they work with their clients to be sure the clients' needs are met. They are flexible when the client's needs require it. I have never had one client complain about poor service from a part-time lawyer, and I have had a number volunteer their appreciation for our part-time lawyers.

In short, talk to clients about part-time arrangements. You will find that the assumptions about their dissatisfaction with those arrangements are dead wrong.

I would like to offer a few specific suggestions for making the business case for reduced-hours programs within law firms and to dispel what I think are some of the myths about the costs of such programs.

First, try to make your business case on your law firm's facts – not on abstract arguments. In saying this, I recognize that in some firms, the most compelling facts might be in the hands of firm management and not accessible to those trying to make the case. One example is attrition statistics and exit interviews. Some firms guard their attrition statistics jealously, but if your firm won't share the data, keep track yourself. Most departures are not secret.

—continued on page 10

The Business Case (continued from page 9)

Second, recognize that the arguments you make need to be relevant to the times. Two years ago, the high cost of replacing a lawyer was a powerful argument for getting law firms to act to reduce associate attrition by introducing or improving reduced-hours programs. I would be very careful about making that particular argument in 2002. Many law firms today believe they have overcapacity. Attrition is something they pray for, not something they dread. They will not replace the lawyer who departs, so the replacement-cost argument will fall on deaf ears. For firms in that position, I would make a different argument: that part-time arrangements can be useful in aligning capacity with demand, and that at a time when a number of so-called full-time lawyers may in fact be working part-time at full-time compensation, part-time lawyers should be thanked, not stigmatized, for taking reduced compensation for reduced hours.

Third, try to get access to hard numbers to rebut assumptions about the costs of part-time programs. For example, I have often heard it said that part-time lawyers require the same overhead expenditures as full-time lawyers but generate less revenue than full-time lawyers, so the economics won't work. Well, what overhead expenditures are we talking about, and how much are they? The two items I hear mentioned most often are occupancy expense — rent — and malpractice insurance, neither of which is reduced for a part-time lawyer. How much money are we talking about? In 2001, according to a survey of law firm economics I saw recently, average occupancy cost per lawyer in large law firms was \$41,000, and the average malpractice premium per lawyer was \$4,000. If we assume a part-time lawyer working 75 percent of the hours of a full-time lawyer, that means that the part-time lawyer is incurring \$10,000 in occupancy cost and \$1,000 in malpractice insurance expense more than would be the case if it were possible to reduce those costs pro rata with the lawyer's reduced schedule. But what revenue is that lawyer generating, and how does this \$11,000 in "excess" cost compare to that revenue? The same survey showed that average revenue per lawyer at large firms last year was \$533,000. Using that figure, a lawyer working a 75 percent schedule would, on average, generate \$400,000 in revenue. The \$11,000 in so-called additional cost looks immaterial to me when other relevant numbers are known.

A previous speaker referred to a part-time lawyer working a 75 percent schedule who was paid only 60 percent of the compensation of a full-time lawyer, ostensibly to cover overhead costs. I believe that to make a lawyer reducing his or her hours by 25 percent take a 40 percent pay cut is unfair. I think it's punitive. And I think anyone who claims to the contrary is practicing voodoo economics.

Fourth, find an advocate in your firm's management to help you assemble the facts. And after you have persuaded your firm's management of the business case for reduced hours schedules, enlist management's help in making the case to the partners — all of them — because the success of part-time schedules in law firms ultimately depends on the support of the individual partners with whom a part-time lawyer works. If those partners suffer from the common unconscious bias that

"the way for you to succeed is the way I succeeded," and if I succeeded by working killer hours then so must you, then the support of firm management will be inadequate, and your part-time policy will not be worth the paper it is written on.

Ultimately, the success of reduced-hours programs depends on employers' recognition that it is in their self-interest to have them and make them work. I believe the business case is a compelling one, if only you know the facts. ■

James J. Sandman is Managing Partner in the D.C. office of Arnold & Porter. Mr. Sandman is a Sustaining Member of the WBA, and has been a guest panelist on work/life balance for the WBA Working Parents Forum.

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Golf Classic

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GET INVOLVED!

Contact
information for
the co-chairs is
online at
www.wbadc.org

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!

Hon. Jean S. Baron

Lisa Harrison

Anne Bottini Beste

Hon. Judith
Macaluso

Hon. Rafael Diaz

Yajaira Ortiz-Wilson

Hon. Eugene
Hamilton

Joan Segal

COMMITTEE AND FORUM UPDATE

INTELLECTUAL PROPERTY LAW FORUM

Networking Brown Bag Lunch—September 26th

Join the WBA IP Forum for an informal brown bag networking lunch on September 26th. The seating for this lunch will be arranged by practice area, allowing you to discuss current issues and meet other attorneys working in your specific area of intellectual property law. There is no charge for this event, but guests should r.s.v.p. to IP co-chair Rebecca McNeill at (202) 408-4086 or email: rebecca.mcneill@finnegan.com. Please bring your own lunch. Beverages will be provided.

When: September 26th, Noon to 1:00 p.m.

Where: Finnegan, Henderson, Farabow, Garrett & Dunner,
1300 I Street, NW

Cost: Free. Please bring your own lunch. Beverages will be provided.

Avoiding Willful Patent Infringement—October 24th

Imagine that your client's in-house patent staff routinely monitors the Official Gazette of the U.S. Patent & Trademark Office in its general field of technology. Imagine further that a member of the patent staff orders a copy of a patent they think is interesting and puts it in a file when they receive it, without reviewing it in detail. Should an opinion of counsel be sought to consider whether there is a possibility of infringement of the patent in order to avoid willful patent infringement? Learn the answer to this and related questions from IP practitioner Tracy Durkin and her colleague Al Ferro, from the law firm of Sterne, Kessler, Goldstein & Fox P.L.L.C. This program is co-sponsored by the D.C. Bar Intellectual Property Section.

When: October 24th, 12:30pm to 1:30pm

Where: Finnegan, Henderson, Farabow, Garrett & Dunner,
1300 I Street, NW

Cost: \$5 for WBA or DC Bar IP Section members,
\$10 for non-members.

A box lunch can be purchased in advance (by Oct. 18) for an additional \$10.

INTERNATIONAL LAW FORUM

Agricultural and Environmental Issues in U.S./Mexico Relations – September 12th

The WBA International Forum will present a breakfast panel discussion regarding current agricultural and environmental issues of interest between the United States and Mexico. The panelists will include: Froylan Gracia, Agricultural Attaché, Embassy of Mexico; Jose de Reyes, Miller & Chevalier Chartered; and Jaime Palafox, Skadden, Arps, Slate, Meagher & Flom LLP. Representatives from the United States Trade Representative's Office have also been invited to speak.

When: September 12th, 8:30am - 10:00am

Where: Foley & Lardner, 3000 K Street, NW, Suite 500.

Cost: \$12 for WBA members; \$15 for non-members.

SOLO/SMALL PRACTICE FORUM

Essentials of a Successful Law Firm Website—September 24th

A great law firm Web site is not only attractive, but can also save money, time and resources for the firm. More and more firms are recognizing the benefits of a great site in several key areas:

- **Recruiting.** A solid Web site will attract talented attorneys and support staff while best representing the professionalism of the company. This is a great place to showcase the firm's talents and key practice areas.
- **Administrative Staff Time Savings.** Clients and colleagues are using the Web to find addresses, phone numbers, directions and specific points of contact. With an informative site, inquiries are immediately directed to the appropriate individual – saving staff effort for more important tasks.
- **Client Business Development.** Potential clients are shopping for everything from new homes to new lawyers online. An attractive and informative site helps open the door for new prospects seeking specific expertise.

This workshop will walk you through specific points of concern, key elements to include, and how to plan for a new Web site or remodel an existing site. The presentation includes distributed materials to guide participants through the discussion as well as to use in future efforts.

When: September 24th, Noon to 1:00pm

Where: The Lewis Law Firm, 805 15th Street, NW

Cost: \$5 WBA members; \$8 non-members

Challenges Facing Solos & Small Firms – October 22nd

Margaret McKinney, a Partner at Bouquet, McKinney & Lee, LLP, will facilitate a discussion on the challenges facing solo practitioners and small firms. This program will provide an opportunity for practitioners to exchange tips and share solutions for common problems.

When: October 22nd, Noon to 1:00pm

Where: The Lewis Law Firm, 805 15th Street, NW

Cost: \$5 for WBA members ; \$8 for non-members

LAWYERS AT HOME FORUM

Homework . . . Too Much, Too Little, and How to Make it Count – October 11th

Join the WBA Lawyers at Home Forum and Pam Mintz, Parenting Education Coordinator of YMCA Bethesda Youth Services for this discussion on homework. Should kids be doing something else after school? Is there a way to make it less painful, for both student and parent?

When: October 11th, 9:00am

Where: Cleveland Park Congregational Church,
34th and Lowell Streets, NW

Cost: Free to WBA Lawyers at Home members;
others \$5 donation requested.

LITIGATION FORUM

Revisiting the Balance Sheet – October 3rd

As Wall Street and the SEC revisit the balance sheet, litigators will see the effect, not only in the types of cases being brought, but in the need to understand balance sheets, income, and cash flow statements. What is changing? How can we help juries to understand? Principals from Forensic Technologies, Inc. will lead the presentation.

When: October 3rd, Noon to 1:00pm

Where: Howrey Simon Arnold & White, LLP,
1299 Pennsylvania Avenue, NW

Cost: \$8 WBA members; \$12 non-members; \$3 students

Adjudicative Hearings in Federal Agencies: You're Not in Federal Court Anymore – October 30th

This program will offer practice pointers for both government and private counsel, including experienced litigators who have little experience in federal agency administrative hearings, as well as government lawyers with less experience before courts. Panelists, including judges and practitioners, will discuss distinctions between judicial and administrative practice, including their relative formality; the role of written presentations; how to find agency rules governing administrative hearings; what assistance is available on-line and through the agencies; how to take advantage of the differences between administrative and judicial hearings; and varying personal techniques. This program is co-sponsored by the WBA Government Attorneys Forum.

When: October 30th, 6:00 p.m. to 9:00 p.m.

Where: Howrey Simon Arnold & White,
1299 Pennsylvania Ave., NW

Cost: \$20 WBA members; \$25 non-members; \$15 students and government attorneys.

OTHER EVENTS

The Tenth Anniversary Commemoration of Efforts to Ensure Fairness & Access to the D.C. Courts – October 4th

This Tenth Anniversary event will examine the progress of the D.C. Court of Appeals and the Superior Court in the areas of fairness and access to the judicial system since the issuance of 1992 of the

Final Report of the Task Forces on Race/Ethnic and Gender Bias, and the passage of the Americans with Disabilities Act of 1990. This event will also explore future steps that the D.C. Courts should take to enhance access to the judicial system for all people in the 21st Century. For more information call: H. Clifton Grandy, Executive Office of the D.C. Courts, 202-879-1700.

When: October 4th, 8:30am - 2:00 p.m.

Where: Reagan International Trade Center, 1300 Pennsylvania Avenue, NW

Cost: \$100; luncheon included.

"Raising Our Voices: South Asian Americans Address Hate" – October 22nd

The WBA is proud to team with the Asian Pacific American Bar Association (APABA) in presenting Deepa Iyer, Legal Director of the Asian Pacific American Legal Resource Center, and her film "Raising Our Voices: South Asian Americans Address Hate."

Ms. Iyer will speak about the events that led her to create this 26-minute documentary about backlash and hate crimes against South Asian Americans following the September 11th attacks.

When: October 22nd, 6:30pm - 8:00 p.m.

Where: Faculty Conference Center, Burns Building,
George Washington University Law School,
716 20th Street, NW

Cost: Admission is free. All are welcome.

"Women Who Run the Show" – October 30th

The evening will begin with a reception and signing with Mollie Gregory, author of the new book, *Women Who Run the Show: How a Brilliant and Creative New Generation of Women Stormed Hollywood* (St. Martins Press). Ms. Gregory will lead a lively discussion of the book's revealing first-person accounts from 125 women including stars, studio chiefs and filmmakers such as Barbra Streisand, Liv Ullmann, Paramount's Sherry Lansing, Columbia's Amy Pascal and former National Endowment for the Arts chair Jan Alexander. The program is hosted by National Museum of Women in the Arts Business and Professional Women's Council, and Women in Film and Video of D.C.

When: October 30th, 6:45pm program with reception immediately following

Where: National Museum of Women in the Arts (NMWA),
1250 New York Ave., NW

Cost: \$20 in advance for members of host organization and WBA; \$25 non-members and at the door. ■

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MEMBERS ON THE MOVE

U.S. Supreme Court Justice **Ruth Bader Ginsburg** was awarded the Arabella Babb Mansfield Award by the National Association of Women Lawyers at a luncheon here in Washington, D.C. in August. During her acceptance speech, Justice Ginsburg delighted the audience with a historical retrospective on the life and accomplishments of **Judge Burnita Shelton Matthews**, who, among her many achievements, served the WBA as President from 1925 to 1927, and was one of the first women to serve as a United States Federal District Judge.

Ravdin & Wofford, P.C. has dissolved, with **Linda J. Ravdin** joining Pasternak & Fidis, P.C. as a shareholder. **Cindy Wofford** is establishing an office in Fairfax County, Virginia, and will also serve on the Board of Advisors of the newly formed Collaborative Family Law Society. **Kelly Capps**, also formerly of Ravdin & Wofford, P.C., has relocated to Austin, Texas and joined the firm of Ausley, Algert, Robertson & Flores, LLP.

Christine Q. Washington has joined the Office of International & Graduate Programs at Georgetown University Law Center. She was previously with the firm of Wiley Rein & Fielding LLP.

Faith Dornbrand has opened her own law firm, Dornbrand & Associates, and will continue to focus on family law. She was previously with the law firm of Sherman, Meehan, Curtin & Ain.

The Appleseed Foundation has elected **Diana Daniels** as Chair. Daniels is Vice President, General Counsel, and Secretary of the Washington Post Company. The Appleseed Foundation is a D.C.-based nonprofit devoted to creating a "just society through legal advocacy, community activism, and policy expertise."

2002 WBA Woman Lawyer of the Year **Carolyn Lamm** was one of 10 elected to the ABA Board of Governors at their August Annual Meeting. Lamm is a Partner at White & Case LLP.

In a recent *Legal Times* survey of the Washington area's 25 largest corporate law departments, **Beverly Burke**, Vice President and General Counsel at Washington Gas & Light Company was ranked at #13, with 17 attorneys in her department. Women headed four of the 25 corporate law departments listed.

Stephanie Wickowski has joined Gardner Carton & Douglas. Wickowski was previously a Partner at Arent Fox Kintner Plotkin & Kahn, PLLC.

Nicole M. Cober has joined Sterne, Kessler, Goldstein & Fox P.L.L.C. as Professional Development Coordinator. Cober was formerly an associate at Dickstein Shapiro Morin and Oshinsky LLP, where she specialized in employment and antitrust law.

Judge Delissa A. Ridgway of the U.S. Court of International Trade has been appointed to the ABA Commission on Women in the Profession. The Commission is comprised of twelve members appointed by the ABA President to assess the status of women in the legal profession and to identify barriers to advancement. Judge Ridgway is a Past President of the WBA and a WBA Woman Lawyer of the Year (2001).

WBA Past Presidents **Patricia Gurne** and **Jennifer Porter** have teamed with **Laurie Baulig** to form Gurne, Porter & Baulig, PLLC. ■

WBA LONG-TERM CARE INSURANCE MEMBER BENEFIT

Long-term care insurance can provide you with independence and allow you to protect your lifestyle and family in the event of a serious illness or accident.

The Women's Bar Association of the District of Columbia is sponsoring a Long-Term Care Insurance Program for members and their families. WBA member Laura Kalick, together with her partner, Bernie Wolfe, have negotiated group discounts for members and their families with three of the leading insurance companies as follows:

CNA	20% DISCOUNT
UNUM	5% DISCOUNT
John Hancock	5% to 10% DISCOUNT

The WBA discount is for individual policies and is in addition to other discounts, the cumulative effect of which can create substantial savings. For example, a member is age 50 and buys a long-term care policy that provides a maximum daily benefit of \$150 per day for five years, with a 90 day elimination period, 100% home care and 5% compound automatic increases. She qualifies for preferred health discounts and her spouse also buys a policy (not included in the cost below). With the WBA discount the monthly premium would be:

CNA	UNUM	John Hancock
\$83	\$99	\$78

(Compare to Federal Government LTC program with 75% home care at \$114 per month)

To discuss your individual needs, get a quote, or compare your options with another program, such as the federal program or an offering from your employer or another insurance company, please call either Laura Kalick or Bernie Wolfe at 301-652-9815 or send an email to info@wolfefinancial.com.

WBA CALENDAR OF EVENTS

To register for a
WBA event, call
(202) 639-8880, ext. 11

SEPTEMBER 12

8:30am - 10:00am

WBA International Law Forum presents Agricultural and Environmental Issues in U.S./Mexico relations.

Cost: \$12 WBA members; \$15 non-members.

Location: Foley & Lardner, 3000 K Street, NW.

For registration contact Natalia Geren, (202) 944-3560.

SEPTEMBER 19

6:00pm - 8:00pm

WBA Annual Fall Networking Reception
Honoring WBA Stars of the Bar

Cost: Free, but RSVP required to WBA at (202) 639-8880, ext. 11 or email sandy@wbadc.org

Location: The Homer Building, 601 13th Street, NW (Metro Center)

SEPTEMBER 24

Noon to 1:00pm

WBA Solo and Small Practice Forum presents "Essentials of an Effective Law Firm Website"

Cost: \$5 WBA members; \$8 non-members

Location: The Lewis Law Firm, 805 15th Street, NW (McPherson Square)

SEPTEMBER 26

Noon to 1:00pm

WBA IP Forum Networking Brown Bag Lunch

Cost: Free. Bring your own lunch, drinks provided.

Location: Finnegan, Henderson, Farabow, Garrett & Dunner, 1300 I Street, NW.

RSVP to Rebecca McNeill at (202) 408-4086 or email: rebecca.mcneill@finnegan.com.

OCTOBER 2

7:30am - 4:00pm

(Shotgun start at 9:00am)

WBA Second Annual Golf Classic

Cost: \$105 individuals; \$420 foursome - includes breakfast, driving range warm-up, golf fees, door prizes, and an awards luncheon.

Location: South Riding Golf Course, South Riding, VA

OCTOBER 3

Noon - 1:00pm

WBA Litigation Forum presents "Revisiting the Balance Sheet"

Cost: \$8 WBA members; \$12 non-members; \$3 students

Location: Howrey Simon Arnold & White, LLP, 1299 Pennsylvania Avenue, NW

OCTOBER 4

8:30am - 2:00pm

Fairness & Access to D.C. Courts—10th Anniversary Commemoration

Cost: \$100, includes luncheon

Location: Reagan International Trade Building, 1300 Pennsylvania Avenue, NW.

To register contact: H. Clifton Grandy, (202) 879-1700.

OCTOBER 9

8:30am - 5:00pm

Washington International Trade Association and Women in International Trade's TradeProExpo 2002 - "Trade in a Changed World"

Cost: \$125 on or before Sept. 9th (must indicate WBA member); \$190 after Sept. 9th

Location: Ronald Reagan International Trade Center, 1300 Pennsylvania Avenue, NW - Atrium Ballroom

To register contact WITA: (202) 312-1600

OCTOBER 11

9:00am - 10:00am

WBA Lawyers at Home Forum presents "Homework... Too Much, Too Little, and How to Make it Count"

Cost: Free to LAH members; others \$5 donation requested

Location: Cleveland Park Congregational Church, 34th and Lowell Streets, NW. No RSVP required.

OCTOBER 22

Noon - 1:00pm

WBA Solo/Small Practice Forum presents "Challenges Facing Solos & Small Firms"

Cost: \$5 for WBA members; \$8 for non-members. Bring your own lunch.

Location: The Lewis Law Firm, 805 15th Street, NW (McPherson Square)

OCTOBER 22

6:30pm - 8:00pm

APABA and WBA present the documentary film "Raising Our Voices: South Asian Americans Address Hate"

Cost: Free

Location: George Washington University Law School Faculty Center, 716 20th Street, NW

OCTOBER 23

National Women's History Museum Reception celebrating "American Women"

Location: S. Dillon Ripley Center's International Gallery on the National Mall
For details visit www.nwhm.org

OCTOBER 24

12:30pm - 1:30pm

WBA IP Forum and DC Bar IP Section present "Avoiding Willful Patent Infringement and Opinions of Counsel"

Cost: \$5 for WBA or DC Bar IP Section members, \$10 for non-members.

Please bring your own lunch. Drinks will be provided. A box lunch can be purchased in advance (by Oct. 18) for an additional \$10.

Location: Finnegan, Henderson, Farabow, Garrett & Dunner, 1300 I Street, NW

OCTOBER 30

6:00pm - 9:00pm

WBA Litigation Forum presents "Adjudicative Hearings in Federal Agencies: You're Not in Federal Court Anymore"

Cost: \$20 WBA members; \$25 non-members; \$15 students and government attorneys

Location: Howrey Simon Arnold & White, 1299 Pennsylvania Ave., NW
Co-sponsored by the WBA Government Attorneys Forum ■

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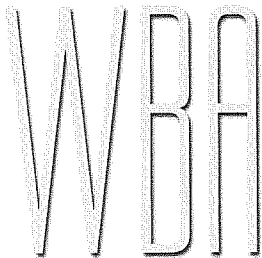
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To register or for more information, please visit
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