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WBA TO RECOGNIZE OUTSTANDING COMMUNITY SERVICE AT STARS OF THE BAR

BY KERRI CASTELLINI, FEENEY & KUWAMURA, P.A. AND SARAH TOMKOWSKI, LATHAM & WATKINS

As outlined in her Annual Dinner remarks and column in this newsletter, WBA President **Consuela Pinto** has made a commitment to **Community Service** this year. This includes recognizing attorneys who have contributed their time and talent to local nonprofits, promoting community service opportunities available to our members, and highlighting worthy community service projects.

The WBA will kick off its program year on Tuesday, September 17, 2009, with our annual Stars of the Bar networking reception. This free event will be held in the lobby of the beautiful Columbia Square Building at 555 13th Street, NW, Washington, DC, with light hors d'oeuvres and beverages from 6:00 p.m. to 8:00 p.m. and a brief program beginning at 7:00 p.m.

Each year at Stars of the Bar, the WBA honors and publicly salutes star-quality local attorneys. This year's event will honor attorneys who have shown an extraordinary commitment to community service. The reception will also kick off a three-month WBA community service project on behalf of the **Capital Area Food Bank Children's Program**.

This year's honorees have made exceptional contributions to the community in a variety of forms: founding a charter school, mobilizing and empowering pro bono legal work, and assisting parents, communities and DC public schools to work together for the benefit of students. Please join the WBA as we recognize the following attorneys:

Shantelle D. Wright, Founder and Head of School, Achievement Prep



Ms. Wright left private practice and founded Achievement Preparatory Academy (Achievement Prep), a college preparatory public charter school located in Ward 8 in Washington, DC. She was involved in all aspects of the planning, including negotiating a sublease for space in an existing school, drafting the student handbook, and developing the school's mission. In fall 2008, Achievement Prep opened its doors and welcomed its first classes of students.

Students at Achievement Prep are organized into two grade-based academies. Students in grades 4 through 6 form the Foundation Academy, and students in grades 7 and 8 are in the Legacy Academy.



Shantelle Wright



Jenny Brody



Karen Barker Marcou



Marla Spindel



Doran Flowers



Tina Hsu



Jason King

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President's Column

A Publication of

THE WOMEN'S BAR ASSOCIATION OF THE DISTRICT OF COLUMBIA

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"...I'm calling on all of you to make volunteerism and community service part of your daily life and the life of this nation. And when I say 'all,' I mean everyone – young and old, from every background, all across this country. We need individuals, community organizations, corporations, foundations, and our government to be part of this effort."

Remarks of President Barack Obama, United We Serve Video, June 16, 2009.

On June 16, 2009, President Obama launched his summer service initiative—United We Serve. In doing so, he challenged each of us to do our part to rebuild our communities and move the economic recovery of our nation forward. The WBA is answering that call.

On September 17, 2009, the WBA will host its annual Stars of the Bar networking reception, which regularly draws between 300 and 400 attendees. Each year the Stars of the Bar reception honors local attorneys who have made a significant contribution to the legal profession or the community at large. This year we will honor attorneys who have demonstrated an extraordinary commitment to community service. Our honorees this year include:

Shantelle D. Wright, Founder and Head of School for Achievement Preparatory Academy

Jenny Brody, Karen Barker Marcou, and Marla Spindel, Founders of the DC Volunteer Lawyers Project

Doran Flowers, Tina Hsu, and Jason King, Founders of Turning the Page

You can read more about the Stars of the Bar Networking Reception, our honorees and their organizations in the cover article of this issue of the RTB.

The WBA will also launch its *Food for Kids Drive* at the Stars of the Bar. We are asking attendees to make a canned food or monetary contribution to the Capital Area Food Bank's Children's Program. A copy of the Food Bank's wish list can be accessed at www.wbadc.org, under News and Highlights. The Stars of the Bar reception is a free event. Please consider using the funds you would have paid to attend this spectacular program to support the children, who rely on the Capital Area Food Bank for nutritious meals. The WBA will be accepting donations for the *Food for Kids Drive* at all events leading up to and including the Communication Law Forum's Holiday Tea on December 16, 2009.

Additionally, the WBA, through its Community Projects Committee, is working to identify a DC-based non-profit with whom we can establish a long-term partnership to develop a new hands-on community service project for our members. Stay tuned for details about this project and other community service opportunities in the next RTB.

These are challenging times for everyone. But I know that together we can make a difference in our community. Many of us already dedicate countless hours and resources toward pro bono, community service, and other charitable works. In doing so, we have made huge strides toward rebuilding DC and the surrounding areas. As President Obama reminded us in his June 16 video remarks, "American's foundation will be built one community at a time -- and it starts with you." Join the WBA in doing its part to support the DC community.

To learn more about President Obama's United We Serve Initiative or to find volunteer opportunities in your community, go to www.serve.gov.

CONSUELA PINTO WBA President

CAPITAL AREA FOOD BANK “MOST WANTED LIST”

NUTRITION EDUCATION PROGRAMS

Brown rice (1 or 2 lb bags)

Flour (1 or 2 lb bags)

Barley (1 lb bag / box)

Olive and/or canola oil

Corn starch

Black beans (canned)

Garbanzo beans (canned)

Thyme (small size)

KIDS' CAFÉ

Applesauce

Juice (100% juice only)

Pasta Sauce (no meat)

Granola/Fruit bars

Graham Crackers

Peanut Butter and Jelly

Pretzels/Crackers

Assorted Nuts and Dried Fruit

Paper/Plastic Cups & Plates

Plastic Forks and Spoons

WBA COMMUNITY PROJECTS CAMPAIGN: CAPITAL AREA FOOD BANK

In the District of Columbia, one out of every two children is at risk of hunger. Hunger or malnutrition affect a child's concentration and energy levels and also impact physical growth and brain development. At the same time, the District of Columbia has the highest rate of obesity in the nation in 10- to 17-year-old children. According to the Center on Hunger and Poverty & Food Research Center, obese adolescents are twice as likely to live in low-income homes as non-obese adolescents.

This fall, at the Stars of the Bar, the WBA is launching a three-month food drive to benefit the **Capital Area Food Bank Children's Program**, which addresses hunger and obesity in children. The WBA will collect food and monetary donations for the Food Bank's **Kids Café** and Nutrition Education Programs. The Kids Café works with local after school programs to provide children ages 5 to 18 with well-balanced, healthy snacks and evening meals. The Food Bank's **Nutrition Education Program** works with adults and children to provide hands-on lessons to teach participants how to improve eating habits and overall fitness. Through these programs, the Food Bank aims to lower the risk of hunger in children while also teaching families healthy eating habits.

From September 17, 2009 (Stars of the Bar) through December 16, 2009 (Holiday Tea), the WBA will collect donations at ALL WBA events. Donation is easy: just bring a non-perishable food item or monetary contribution.

To kick off the campaign, anyone who brings a donation to Stars of the Bar will be entered into a drawing held that night. All members who bring donations to any WBA event throughout the fall will receive entry into another drawing that will be held at the Holiday Tea. Each donation at a separate WBA event earns you another entry in the end-of-the-campaign drawing. Please see the WBA website (www.wbadc.org) for a full list of the Food Banks' "most wanted" donations. If you have any questions, contact a Community Projects Committee co-chairs: **Helen Hong-George** (202-435-5239) or **Kelly Fisher** (202-659-5500).

Every single child that suffers from hunger or malnutrition is one too many! Help us make an important impact in our local community.



WBAF GOAL: A BETTER FUTURE FOR GIRLS

BY DIANA M. SAVIT, WBA FOUNDATION PRESIDENT

At this writing, Justice Sonia Sotomayor was just sworn in as the first Latina on the Supreme Court. The remarkable story of Judge Sotomayor's life is inspiring, and prompts musings about how those of us who already have achieved professional success can extend ourselves to find and support future Sonias.

The details of Justice Sotomayor's life are now well known: burdened by the early loss of her father and consequently raised in a single-parent family in a Bronx housing project, she overcame these early setbacks to achieve in a demanding high school, earned a place at prestigious undergraduate and law schools, and then blazed a remarkable career that has already led her to a most respectable judicial position on the Second Circuit and, most recently, the Supreme Court of the United States. Without minimizing the incredible innate talent and drive that have propelled Justice Sotomayor to the top of our profession, let us also consider the other factors that launched and sustained her on her trajectory: A supportive family. Early educational opportunities. A love of reading, nurtured by ready access to books. Enough of a dip into popular culture to learn about the possibilities the world could offer her, but not so much that she was diverted from the serious job of preparing for life success. Undergraduate professors who spent one-on-one time with her to hone her intellect, critical reasoning and writing skills, to the point where

she graduated as one of the top, and most honored, students in her class. An excellent legal education. Mentors throughout her legal career. And, never forget serendipity—being in the right place at the right time, prepared to seize the day.

The WBA Foundation is committed to finding and aiding other girls and young women who could use a helping hand to achieve their potential. In recent years, we have done this by giving grants to organizations that help women (and, by extension, their families) who are already in trouble, whether as victims of poverty, domestic violence, or involvement in the criminal justice system. We have also given grants to organizations that directly target at-risk young women and girls, or ones who do not realize that how much of the world is open to them. These organizations include the tutoring programs operated by the Greater Washington Area Committee of the National Bar Association, the Washington Middle School for Girls, and Eduseed's SisterMentors program.

Who knows whether another Sonia Sotomayor may be among the girls and young women we have supported? Even if the ranks of the WBA Foundation's beneficiaries do not include a future Supreme Court Justice, we nevertheless can hope that we have made a difference in many lives, letting young women know that they can graduate from high school, go to college, earn a living, and live lives

free of abuse in any form it may take, thus helping them become productive, contributing, proud members of society and good citizens.

In 2011, a mere two years from now, the WBA Foundation will celebrate the 30th year since it was founded by the WBA to carry out the WBA's charitable instincts and its aspirations to improve the legal system and the lives of women. Let us set a goal of fulfilling our mission by finding, helping, and inspiring, by that anniversary, at least 30 "Sonias"—girls and young women who, with our help, will set lofty goals and meet them, and in doing so change the world and inspire others to do the same. And let us do that not only with financial support—although that is critical, and must continue unabated even in this dismal economy—but by volunteering, mentoring, and advising these girls directly. The amazing thing one gleans from Justice Sotomayor's story is that while economic disadvantage may have originally held her back, it was the direct involvement of those who cared about her that made a significant difference in her life. The WBA and WBA Foundation are well positioned to replicate that model for others. Please join the WBA Foundation in this effort, by making a financial contribution now, and by giving your time and your talent to our beneficiary organizations. Donations can be made via our secure website. Go to www.wbadc.org and click on WBA Foundation.

NON-PROFIT ORGANIZATIONS PRACTICE FORUM

Get ready for an exciting year of programming offered by the newly energized non-profit organizations practice forum.

The practice forum's events are geared toward lawyers who currently work for non-profits, lawyers who wish to transition to non-profits, and for non-profit attorneys interested in connecting with a more diverse body of attorneys through the WBA. The committee kicked off the year with a summer meet and greet on August 7 at the National Gallery of Art Sculpture Gardens.

Upcoming events include presentations and workshops on working for a non-profit, opportunities to sharpen your legal skills through non-profit volunteer activities, and developing partnerships between non-profits and law firms.

Join the list-serve for the Non-Profit Organizations Practice Forum by visiting the Google Groups website at <http://groups.google.com/group/WBA-DC-nonprofits>. To the right, you will see an option to "Join this Group." If you already have a Gmail account, simply log-in as normal and opt to join this group. Otherwise you can create a Gmail account and join immediately. We look forward to seeing you!

MEMBERS ON THE MOVE

ABA COMMISSION APPOINTMENTS

Two WBA members have been appointed to the American Bar Association's Commission on Women in the Profession: **Lorelie "Lorie" Masters**, a partner at Jenner & Block LLP, and **Lisa Horowitz**, Senior Manager of Professional Development at McDermott, Will & Emery LLP.

The Commission on Women in the Profession is comprised of 12 members appointed by the ABA President. Founded in 1987, its mission is to secure the full and equal participation of women in the ABA, the legal profession, and the justice system.

NEW JOBS

Kirra Jarratt is Legislative Counsel at the American Bar Association.

Jennifer Duane accepted a position at the Department of Commerce – NTIA.

Consuela Pinto will be joining the U.S. Department of Labor, Office of the Solicitor, Division of Civil Rights and Labor-Management.

WBA MEMBERS WIN DC BAR ELECTION

Congratulations to the WBA members elected to DC Bar office:

Ronald S. Flagg – President-Elect

Johnine P. Barnes – Board of Governors

Paulette E. Chapman – Board of Governors

Lori Mihalich-Levin – Health Section Steering Committee

Leigh Ann Lindquist – IP Section Steering Committee

Felicia Battista – Corporation, Finance and Securities Law Section

Amy Yeung – ABA House of Delegates

TOP WASHINGTON LAWYERS

Alison Marshall, a partner at Jones Day, is a finalist in the *Washington Business Journal's* 2009 Top Washington Lawyers, in the Employment Litigation category.

WBA CALENDAR OF EVENTS

September 9, 2009

12:00 to 1:30 pm

SOLO AND SMALL PRACTICE
MONTHLY LUNCHEON

Darlington House
Washington, DC
No charge

September 17, 2009

6:00 pm to 8:00 pm

STARS OF THE BAR

Washington, DC
No charge

September 30 2009

12:00 pm to 1:45 pm

WORKING PARENTS FORUM
A GUIDE TO FAMILY PLANNING:
EGG BANKING, IVF,
SURROGACY AND DONORS

Sterne Kessler
Goldstein & Fox PLLC
Washington, DC 20004
WBA Members: \$5
Non-Members: \$10

October 6, 2009

12:00 to 1:30 pm

COMMUNICATIONS
LAW FORUM

TOP WOMEN IN GOVERNMENT:
LUNCH WITH SHERRESE SMITH
Wiley Rein LLP

Washington, DC
WBA Members: \$5
Non Members: \$10

October 27, 2009

12:00 to 1:30 pm

COMMUNICATIONS LAW
FORUM TOP WOMEN IN
GOVERNMENT: LUNCH WITH
ANNA M. GOMEZ

Hogan & Hartson, LLP
Washington, DC
WBA Members: \$5
Non Members: \$10

December 16, 2009

3:00 to 5:00 pm

COMMUNICATIONS LAW
FORUM HOLIDAY TEA,

COMMUNICATIONS LAW FORUM EVENTS

Mark your calendar for these upcoming events, planned by the Communications Law Forum

ANNUAL HOLIDAY TEA

Do not miss the opportunity to hear featured speaker **Carolyn Lamm**, a former WBA Woman of the Year, a former President of the District of Columbia Bar, and the current President of the American Bar Association. The *National Law Journal* named Ms. Lamm as one of the 50 Most Influential Women in America and also designated her as one of the 100 Most Influential Lawyers in America. The Annual Holiday Tea will be held in the Crystal Room of the Willard Intercontinental Hotel, from 3:00 to 5:00 p.m. on Wednesday, December 16, 2009. Register early because the event may sell out!

TOP WOMEN IN GOVERNMENT LUNCH SERIES

To provide an opportunity for communications attorneys to meet or renew acquaintance with some of the prominent new decision-makers in government, the Communications Law Forum has launched a new series of brown bag lunches, entitled Top Women in Government. The following lunches have been scheduled.

Top Women in Government: Lunch with Sherrese Smith

Sherrese Smith is the Legal Advisor for Media, Consumer and Enforcement Issues to the Chairman of the Federal Communications Commission. She will be the speaker at a brown bag lunch on Tuesday, October 6, 2009, from 12:00 to 1:30 p.m. in the Conference Center at Wiley Rein LLP, 1776 K Street NW, Washington, DC.

Top Women in Government: Lunch with Anna M. Gomez

Anna M. Gomez is the Deputy Assistant Secretary of Commerce for Communications and Information at the U.S. Department of Commerce's National Telecommunications and Information Administration. She will be the speaker at a brown bag lunch on Tuesday, October 27, 2009, from 12:00 to 1:30 p.m. in the Lower Level Conference Center at Hogan & Hartson, LLP, 555 13th Street NW, Washington, DC.

Top Women in Government: Lunch with Mary Beth Richards

Mary Beth Richards is the Special Counsel for FCC Reform in the Office of the Chairman at the Federal Communications Commission. She will be the speaker at a brown bag lunch on Thursday, February 11, 2010, from 12:00 to 1:30 p.m. at Latham & Watkins LLP, Suite 1000, 555 11th Street NW, Washington, DC.

Top Women in Government: Lunch with Ruth Milkman

Ruth Milkman is the Chief of the Wireless Telecommunications Bureau at the Federal Communications Commission. She will be the speaker at a Communications Law Forum brown bag lunch on Thursday, March 11, 2010, from 12:00 to 1:30 p.m.

WELCOME NEW WBA MEMBERS!

Abigail Lucie Baker
Catherine Bellah
Linda W. Cash
Elisabeth Claus
Giselle Karina Fuentes
Molly E. Griswold
Mary Rose Hughes
Raina Jones
Suthima Malayaman
Karen O'Connor
Angela M. Olsen
Jessica Phillips
Nina H. Schichor
Elizabeth Valentine

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Through its “Be the DREAM” character and leadership program, all students focus on the development of Achievement Prep’s DREAM values (Determination, Respect, Enthusiasm, Accountability, and Mastery). Ms. Wright remains the Head of School of Achievement Prep and is an ex-officio member of the Board of Directors.

Jenny Brody, Karen Barker Marcou and Marla Spindel, Founders, DC Volunteer Lawyers Project



The DC Volunteer Lawyers Project (DCVLP) was founded by four women, including attorneys Ms. Brody, Ms. Barker Marcou and Ms. Spindel. DCVLP seeks to utilize the skills of attorneys who have taken time off from the full-time practice of law, usually to focus on their families, to provide pro bono legal services to low income women, children, and families in the DC area in domestic violence, custody, guardian ad litem, foster care, and other family law cases. Ms. Brody, Ms. Marcou and Ms. Spindel each left the practice of law to care for their children, but continued to do pro bono civil legal work on an individual basis. It soon became clear that attorneys not associated with a law firm face several difficulties handling pro bono cases, due to lack of resources. They founded DCVLP in January 2008 to respond to those challenges. DCVLP provides its volunteer attorneys with malpractice insurance, office space, legal research tools, training, and mentoring. DCVLP currently takes cases that have been referred from the Foster and Adoptive Parent Advocacy Center, Women Empowered Against Violence, and DC Family Court Judges. Through DCVLP, attorneys who leave the practice of law to focus on their own families can maintain their skills and obtain personal enrichment focusing on the legal needs of other families in the community as well.

Currently Ms. Brody serves as DCVLP President, Ms. Marcou serves as a Vice President, and Ms. Spindel serves as the GAL Project Coordinator.

Doran Flowers, Tina Hsu, and Jason King, Founders of Turning the Page



Turning the Page is a DC non-profit organization dedicated to improving educational opportunities for DC public school students. It was founded in 1998 by a group of young professionals, including attorneys Mr. Flowers, Ms. Hsu, and Mr. King. Motivated by the visible needs of DC public school students, the founders were intent on positively impacting the community. Turning the Page’s mission is to link DC public schools, families, and the community to ensure that students receive valuable and educational resources and a high-quality public education. Turning the Page works to achieve its mission in several ways, including hosting Community Nights, a school-based parent involvement initiative that includes parent workshops, child mentoring, book giveaways, and family dinners; partnering with several Title I schools located in Wards 6, 7, and 8; and holding its annual fundraiser, Carpe Librum (Seize the Book!). Recently, Turning the Page collaborated with the DC College Savings Plan to host seminars for parents on goal-setting and saving for college. Turning the Page’s growth

Continued on page 8

Stars of the Bar



Stars of the Bar is a great networking opportunity

STARS OF THE BAR SPONSORS

*Many thanks to our Stars of
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and many successes remind us that a small group of motivated individuals really can make a very large, positive impact in our community.

Mr. Flowers is currently an ex-officio member of the Board and Senior Advisor to Turning the Page. Ms. Hsu, a partner in the Commercial Litigation Department at Shulman Rogers Gandal Pordy & Ecker and a WBA Board member, continues to stay active in Turning the Page. Mr. King works full-time as President of Turning the Page.

Support the Capital Area Food Bank

The down economy has left many nonprofits serving the less fortunate in our community without sufficient resources to accomplish their mission. With the assistance of our membership, the WBA can be instrumental in filling these gaps. Our first effort of the year focuses on the Capital Area Food Bank Children's Program.

Stars of the Bar attendees are being asked to bring a non-perishable food item or monetary donation to the reception on September 17. The WBA will be collecting these items through December 16, when the food drive will end at the Communication Law Forum's annual Holiday Tea. Those who bring food or a monetary contribution to either event will be entered in a door prize drawing. Prizes and winners will be announced at Stars of the Bar and the Holiday Tea.

The Stars of the Bar reception is the WBA's largest no-cost networking event. It is attended by more than 300 attorneys, including judges, law students, and leaders in the DC legal community. Stars of the Bar offers a professional and friendly environment to network with other attorneys, including WBA members and WBA leadership.

Attendees will have an opportunity to meet the WBA's committee and forum co-chairs, who plan numerous substantive programs that address the professional and practical needs of our membership and of the greater DC legal community. Co-chairs and representatives from the WBA Foundation leadership, will be present to answer your questions, alert you to upcoming events, and help you get more involved in the WBA and the WBA Foundation. Don't miss this opportunity to learn about the WBA's mission, history, and plans for the future.

The WBA is kicking off a membership drive for the 2009-2010 year. Help us increase our membership numbers and continue to be one of the largest and oldest women's bars in the country! When you refer a new member, your name will be entered into a drawing for a door prize to be given out at Stars of the Bar. New members can join online at www.wbadc.org; click on Membership & Benefits.

THE NETWORKS THAT REALLY COUNT

BY M.J. TOCCI, PRESIDENT, FULCRUM ADVISORS

Social networking possibilities are endless: Twitter, Facebook and LinkedIn, for instance, have provided us with a revolutionary way of navigating personal and professional relationships. This technology, however useful, cannot illuminate the underlying social structure of your law firm and how that structure contributes to the success and career satisfaction of women and lawyers of color. Fulcrum Advisors President M.J. Tocci, J.D. and Carnegie Mellon University (Heinz and Tepper School) Professor David Krackhardt, with Ph.D. candidates Keith Hunter and Sharique Hasan, have launched a 2-year study of existing law firm networks and the emerging networks of new associates. This study examines: 1) how individual careers are enhanced or hindered by positions in law firm networks, and 2) what strategies and structural positions enable women and lawyers of color to succeed.

Social network analysis has emerged as an important approach to understanding law firms by focusing upon quantifiable aspects of relationships that exist across the entire firm. Social networks differ from formal organizational structures in that formal structure defines only hierarchy and positions of responsibility but not the patterns of interaction that characterizes how things really get done day to day. These important interactions translate into key network structures that cross boundaries of official authority, roles, and responsibilities.

As social beings, we understand the importance and impact of relationships upon our personal and professional lives and we understand that people are critical sources of information and advice in law firms. One of the most frequently reported problems faced by women and racial minorities in law firms is limited access to or exclusion from informal interaction networks. *After the JD* (Wilder, 2007) found that in addition to persistent differences in salary, women have lower satisfaction with respect to the “job setting, the social index of work, and the power track.” A striking network-related observation was that men are “more likely than women to join partners for breakfast or lunch,” whereas women are more likely to serve on less influential firm committees.

Limited network access produces multiple disadvantages, including restricted knowledge about what is going on in the organization and difficulty in forming career enhancing alliances. Thus, to be isolated from an organization’s social network is to be cut off from sources of support knowledge and opportunity. Resources exchanged through network ties include professional advice, political access, material resources, career direction and guidance, exposure to upper management, help in getting challenging and visible assignments, and advocacy for promotion.

The concept of network centrality is fundamental to social network analysis. Formally, centrality is a set of mathematical measures on a network, where vertices on that graph are individuals or entities and the edges are relationships among those

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Raising The Bar has an Editorial Board to assist in the timely dissemination of important WBA and WBAF news. Please contact any of the following Editors if you would like to contribute an article, program advertisement or photograph to an upcoming issue. We encourage submissions regarding matters of interest to our members, upcoming events, past events, flyers, squibs, blurbs and everything and anything that you would like publicized. However, please note that some copy editing might be necessary, and that space limitations may prevent every item that you submit from being published in the issue or format that you request.

Please contact an Editor if you have any questions. Thank you in advance for contributing to *Raising The Bar*.

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entities (e.g., advice, friendship, and exchange). Abundant research in anthropology, sociology, and social psychology suggest that those who hold more central positions in the network tend to have more power. Persistently, women lawyers remain on the outside of important organizational networks within their firms. Research indicates that women and lawyers of color are less likely to be central to work based networks, and as a result they have more limited access to network resources. Furthermore, evidence suggests that where women and men hold the same network positions, women's networks can be less beneficial. Additionally, to gain high status contacts, women have to work harder to achieve legitimacy.

Social psychology suggests several antecedents to gender differences in networks for women (Ibarra, 1992). Homophily, or the tendency to associate with those similar to oneself, is argued to be an important factor in explaining differences. Homophily need not be based on gender alone: individual characteristics such as values, parenting status, formal organizational status, age, and work schedule may be attributes on which homophily functions. This study examines: 1) spatial homophily, propensity to associate with those working in geographical proximity to you, 2) status homophily, propensity to associate more with those who occupy the same formal status in the organization (e.g., associate to associate), and 3) gender homophily, the tendency to associate with those of the same gender.

An additional brand of homophily is distinctiveness, where people tend to identify with others with whom they share characteristics that are relatively rare in the social context. Affinity groups arise out of this conceptual framework. Network analysis can inform affinity groups as to whether membership in those groups facilitates access to significant network resources or inhibits access through the inadvertent creation of silos. Awareness facilitates a more deliberate and strategic approach to networks.

Managing, influencing, and even changing network structures can increase the profitability and productivity of lawyers who are otherwise excluded from access to strategic resources. An accurate assessment of the network as it exists in the law firm is a powerful resource that can assist individual lawyers to work effectively within the firm and help managers effectively lead.

NOTE: Firms interested in applying to participate in the study should contact M.J. Tocci at mjtocci@fulcrum-advisors.com. All communications are highly confidential.



PAST PRESIDENT OF WBA FOUNDS COMPANY TO WORK IN “ACHIEVING LASTING DIVERSITY”

In 2006, the WBA launched its groundbreaking Initiative on Advancement and Retention of Women Initiative to address what firms and women lawyers perceive to be the stumbling blocks to their mutual success in moving more women farther faster and explore what firms are doing to keep and promote women. The Initiative has produced two reports. The first, *Creating Pathways to Success*, published the WBA Roadmap for Success, a series of pragmatic solutions for developing and advancing successful women in law practice. The second, in 2007-08, *Creating Pathways to Success for All*, focused on the dwindling number of women of color in law firms.

WBA's 2005-2006 president, **Karen M. Lockwood**, founded the WBA's Initiative on the Advancement and Retention of Women, and spearheaded its first project, which was a four-month exchange among managing partners, women lawyers, and experts. She was deeply involved in conceptualizing the method to nurture the exchange, in moderating the discussions, and in the analysis, research and first final report.

Ms. Lockwood's passion for creating opportunities for women and her commitment to her ideal of “achieving lasting diversity” have led Ms. Lockwood to found The Lockwood Group, LLC, a new

resource for law firms and corporate counsel seeking imaginative new ways to increase their diversity at all levels.

“My interest in the hard practice of this work grew exponentially as I continued speaking and writing on the Initiative subjects alongside my law practice,” explains Ms. Lockwood. In order to start this new business, Ms. Lockwood retired from law practice, as a trial partner at Howrey LLP.

Asked about her specialty focus, Ms. Lockwood emphasizes that she intends to bring a positive, professional, and crisply collaborative tone to her consulting practice, just as she did for the WBA Initiative.

“As a law firm partner for 24 years and a trial lawyer for 31 years, I understand many legitimate reasons why it is difficult to achieve lasting diversity in law firms. It is not the firms' hearts and minds that must be won over. Rather, it's a job of understanding the cultural institutions and systems that are at play, and applying what we have learned about diversity's obstacles to the core of our business structures and systems. With a full-on focus and this kind of indomitable commitment, a firm or office can press forward to develop concrete goals and to work an action plan to facilitate lasting diversity,” Ms. Lockwood explains.

The Lockwood Group will offer facilitation, strategic planning, research, speaking, and writing services in all areas of diversity—gender, race and national origin, sexual preference, and more. Ms. Lockwood works with diversity “initiatives” or affinity groups, practice groups, or other segments of a firm that are interested in moving forward during the relative calm of the recession. She serves as a consultant to law firms and corporate counsel on a highly confidential basis. Ms. Lockwood also plans to conduct events that bring together groups in various cohorts to help raise the level of learning on these issues in broader populations.

Ms. Lockwood will satisfy her yen for commercial trial work through a leadership role in the National Institute for Trial Advocacy. She currently serves on the WBA Foundation Board, as chair of its development committee, and is active in various national organizations that provide leadership on issues of gender and law.



Thank You to Our Sustaining Members

**This will be the
WBA's last print
newsletter; the next
issue will be in an
electronic format.**

**This change will
enable us to deliver
the news contained
within Raising the
Bar in a more time-
efficient and
environmentally-
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