

In This Issue

[Communications Law Forum Hosts Its Annual Holiday Tea](#)

[WBA Foundation Breaks The Grape Ceiling And Celebrates Women In Wine](#)

[President's Column](#)

[WBA Foundation](#)

[Committee & Forum Highlights](#)

[Member News](#)

[Feature: Excerpt from Tongue-Tied America: Reviving the Art of Verbal Persuasion](#)

About Us

[WBA Board of Directors](#)

[WBA Foundation Board of Directors](#)

[Sustaining Members](#)

Raising the Bar Editors

Beth Davidson

Georgetown University Law Center
bbd3@law.georgetown.edu

Meki Bracken

meki.bracken@gmail.com

Board Liaison

Yolanda Hawkins-Bautista

Freddie Mac

Yolanda_Hawkins-Bautista@freddiemac.com

Staff Liaison

Carol Montoya, CAE

Communications Law Forum Hosts Its Annual Holiday Tea

By Jennifer Duane, Department of Commerce-NTIA, Communications Law Forum Co-Chair



Communications Law Forum Co-Chair Lynn Milne, right, with Nese Guendelsberger and Christina Clearwater

On December 16, 2010, the Communications Law Forum hosted its annual Holiday Tea at the famed Willard Intercontinental Hotel, which was festively decorated for the holiday season. This year's speaker was **Meredith Baker**, who currently serves as a Commissioner at the Federal Communications Commission (FCC). Over 110 attendees filled the Willard's elegant Crystal Room to hear Ms. Baker's remarks, to meet and mingle with their peers in the communications industry and the legal profession, and to enjoy delicious tea, scones, sandwiches and desserts. Background harp music provided a further touch of elegance...



WBA Foundation Breaks The Grape Ceiling And Celebrates Women In Wine

Events

Thursday, March 31, 2011
12:15 PM - 1:30 PM

Tax and Business Forum
Recipe for Financial Health: Seven Essential Ingredients for a Financial Plan

Featuring: **Shak Hill**, CFP, ChFC, CLU, Wealth Management Advisor, BB&T

Author of *A Women's Guide to Financial Planning* and *When the Doctor Says It's Cancer: A Caring Financial Plan for Life*, Mr. Hill will help you develop the seven essential ingredients for financial health.

April 5, 2011
8:00 AM EST - 9:30 AM

Litigation Forum, Non-Profit Forum, and In-House Counsel
Women in the Boardroom: Pedigree, Politics and Proactive Steps Towards Balanced Representation on Corporate Boards

Featuring: **Frederic Walls**, Senior Portfolio Manager, PNC Advisors
Ava Lias-Booker, Managing Partner, McGuireWoods LLP, Baltimore Office

Kristin Mannion, Senior Client Partner, Korn/Ferry International
Curtis Cannon, Vice President of Partner Services, DC Cares
Moderated by: **Ama Romaine**, Senior Counsel, Hilton Worldwide, Inc.

Wednesday, April 6, 2011
12:00 PM - 2:00 PM

Communications Law Forum
Rising Technologies: The Future of the Cable Industry

Featuring: **Kathy Zachem**, Vice President of Regulatory and State Legislative Affairs for Comcast Corporation

WBA
202-639-8880
Carol@wbadc.org

Member News

WBA Members Nominated to
DC Superior Court

Susan Kovarovics Named Partner

Consuela Pinto Promoted at
Department of Labor

James Sandman Named President
of Legal Services Corp.

Sonia Williams Murphy Joins
Crowell and Moring

Jessica Adler Celebrates
Anniversary and Move

Lorie Masters Published

Janice Law Launches Writers
Museum

Welcome New WBA Members!



WBA Past President Nancy Long, WBAF Secretary Amy Bess, and WBA Board member Brigida Benitez

The WBA Foundation hosted its annual wine tasting and silent auction on February 3, 2011, at the offices of WilmerHale. This year's theme was "Breaking the Grape Ceiling: Celebrating Women in Wine." More than 100 guests sampled the wines of women winemakers from California, Virginia, Argentina, and Australia, paired with exquisite cheeses and chocolates produced by women cheesemakers and chocolatiers. The event was a smashing success.



WBA Foundation

President's Message

By Tracy-Gene G. Durkin

I'm pleased to report that this year's WBA Foundation Wine Tasting and Silent Auction: "Breaking the Grape Ceiling: Celebrating Women in Wine," was a tremendous success. I want to thank all who were involved in putting this event together, especially our fantastic event co-chairs, **Kathleen Gunning** and **Lorna Kent**...



Long-Range Planning: A Look into WBA Foundation's Future

Reprinted from the WBA Foundation's blog. Visit us and subscribe at wbacf.wordpress.com.

The WBA Foundation continues to look to its future and in the coming months will define a strategic vision to increase its visibility and impact in our community. In late 2010, WBA Foundation President Tracy Durkin established a Long-Range Planning Committee and asked it to tackle the hard questions about the next stage of the Foundation's development...



Committees and Forums

With previous experience in private practice representing clients from nearly every segment of the communications sector, including media, wireline, wireless, satellite and Internet service providers, as well as her current position which involves some of the most interesting aspects of an evolving communications industry, Ms. Zachem is well qualified to forecast future trends for the cable industry.

Thursday, April 14, 2011
12:00 PM - 2:00 PM
Lawyers at Home Monthly Luncheon

Thursday, April 14, 2011
5:30 PM - 7:30 PM
Co-Sponsored by the WBA
NAWL Networking Night Of Giving: Taking A Stand Against Human Trafficking
*Featuring: **Angela Downes**, Senior Attorney, National District Attorneys Association; **Tina Fundt**, Executive Director/Founder, Courtney's House; **Bradley Myles**, Executive Director, Polaris Project; **Martina E. Vandenberg**, Partner, Jenner & Block LLP*

Tuesday, April 26, 2011
12:00 PM - 1:30 PM
Litigation Forum and Solo & Small Practice Committee Preparing Qualified Domestic Relations Orders For Pro Bono Clients
*Featuring: **Terry Connerton**, Of Counsel, Baker & Hostetler*

A 90-minute training program on how to prepare a qualified domestic relations order (or QDRO) for pro bono clients. A QDRO is a legal order subsequent to a divorce or legal separation that splits and changes ownership of a retirement plan to give the divorced spouse their share of the asset or pension plan.

May 26, 2011
7:00 PM EST - 9:00 PM

Advocacy and Gender: Women, Speech and Power

By Suzan Charlton, Special Counsel, Covington & Burling LLP; Co-Chair, Insurance Law Forum



Professor Molly Bishop Shadel

On January 13, the Insurance Law Forum sponsored an event entitled "Advocacy and Gender: Women, Speech and Power," with a dynamic presentation by Professor **Molly Bishop Shadel** of the University of Virginia...



Annual Women Partners Dinner Huge Success

By **Debbie Orbacz**, President of *Orbacz Strategy Group*; Co-Chair, Partners Dinner Committee

The Sofitel Hotel was the venue for the annual WBA Partners Dinner on January 13. This year's theme was "Women Supporting Women: Business Development Across Firms and Corporations" and consisted of an intimate cocktail reception, a delicious dinner, and a very informative and stimulating panel discussion and audience dialogue. The evening's panelists included three prominent local in-house lawyers and two senior law firm partners...



WBA and WBA Foundation 2011 Annual Dinner

Our Annual Dinner helps support the ongoing efforts of the WBA to maintain the honor and integrity of the legal profession, to promote the administration of justice, and to advance and protect the interests of women lawyers. Proceeds from the Annual Dinner also help support the WBA Foundation, a 501(c)(3) educational and charitable organization that seeks to improve the lives and futures of women and children, and to address legal issues of particular concern to women.

President's Column

By **Holly E. Loiseau**, WBA President

One of the areas of focus for the WBA this bar year is membership. Our goal, outlined in the [WBA Strategic Plan](#), is to increase membership by 25% over the next 5 years. To that end, we have been thinking a lot about WBA membership and what the WBA means to its members and the DC legal community. You can learn about some of these benefits firsthand from quotes from our members on the [WBA website](#)...



The Insider's Guide to Finding and Keeping the Perfect Nanny and Deciphering Taxes and Payroll

The WBA's Working Parents' Forum recently presented a program entitled "The Insider's Guide to Finding and Keeping the Perfect Nanny and Deciphering Taxes and Payroll. The presentation focused on the challenges of finding and keeping the perfect nanny for your family, and payroll and tax issues for household employees...





In This Issue

[WBA](#)

[President's Column](#)

[WBA Foundation](#)

[Committee & Forum Highlights](#)

[Member News](#)



WBA

By



WBA

Ths.

Events

[Thursday, December 16, 2010](#)

Holiday Tea

Thank you

P



About Us

[WBA Board of Directors](#)

[WBA Foundation Board of
Directors](#)

[Sustaining Members](#)

In This Issue

[Communications Law Forum Hosts Its Annual Holiday Tea](#)

[WBA Foundation Breaks The Grape Ceiling And Celebrates Women In Wine](#)

[President's Column](#)

[WBA Foundation](#)

[Committee & Forum Highlights](#)

[Member News](#)

[Feature: Excerpt from Tongue-Tied America: Reviving the Art of Verbal Persuasion](#)



Events

Thursday, March 31, 2011
12:15 PM - 1:30 PM

Tax and Business Forum
Recipe for Financial Health:
Seven Essential Ingredients for a Financial Plan

Featuring: Shak Hill, CFP, ChFC, CLU, Wealth Management Advisor, BB&T

Author of A Women's Guide to Financial Planning and When the Doctor Says It's Cancer: A Caring Financial Plan for Life, Mr. Hill will help you develop the seven essential ingredients for financial health.

April 5, 2011
8:00 AM EST - 9:30 AM
Litigation Forum, Non-Profit Forum, and In-House Counsel
Women in the Boardroom:
Pedigree, Politics and Proactive

Communications Law Forum Hosts Its Annual Holiday Tea

By Jennifer Duane, Department of Commerce-NTIA, Communications Law Forum Co-Chair



FCC Commissioner Meredith Baker

On December 16, 2010, the Communications Law Forum hosted its annual Holiday Tea at the famed Willard Intercontinental Hotel, which was festively decorated for the holiday season. This year's speaker was **Meredith Baker**, who currently serves as a Commissioner at the Federal Communications Commission (FCC). Over 110 attendees filled the Willard's elegant Crystal Room to hear Ms. Baker's remarks, to meet and mingle with their peers in the communications industry and the legal profession, and to enjoy delicious tea, scones, sandwiches and desserts. Background harp music provided a further touch of elegance.

With the afternoon high tea service underway, **Lynne Milne**, co-chair of the Communications Law Forum, began the program by welcoming the attendees and highlighting the activities that the forum has held over the past year, including the continuation of its Top Women in Government series in October with a Brown Bag Lunch featuring Paige Atkins, a Director in the Strategic Planning and Information Directorate at the Defense Information System Agency (DISA). She also noted the forum's new Rising Technologies Brown Bag Lunch series and described the three programs featuring prominent women practitioners in the communications field: the February 2011 program on the Future of Broadband with Phoebe Yang; March 2011 program on the Future of Communications Innovation with Terrell McSweeney; and the Future of the Cable Industry with Kathryn Zachem (April 2011). Ms. Milne also described An Evening of Mentoring for Communications Lawyers, which was held in February, in conjunction with the Young Lawyers Committee of the Federal Communications Bar Association. She concluded by thanking the program's sponsors – **Comcast Corporation, CTIA-The Wireless Association, T-Mobile USA, Inc.**, and the law firms of **Wilkinson, Barker & Knauer LLP** and **Willkie Farr and Gallagher LLP**.



Communications Law Forum Co-Chair Lynn Milne, right, with Nese Guendelsberger and Christina Clearwater



WBA President Holly Loiseau, center,

Steps Towards Balanced Representation on Corporate Boards

Featuring: **Frederic Walls**, Senior Portfolio Manager, PNC Advisors

Ava Lias-Booker, Managing Partner, McGuireWoods LLP, Baltimore Office

Kristin Mannion, Senior Client Partner, Korn/Ferry International
Curtis Cannon, Vice President of Partner Services, DC Cares

Moderated by: **Ama Romaine**, Senior Counsel, Hilton Worldwide, Inc.

Wednesday, April 6, 2011
12:00 PM - 2:00 PM

Communications Law Forum
Rising Technologies: The Future of the Cable Industry

Featuring: **Kathy Zachem**, Vice President of Regulatory and State Legislative Affairs for Comcast Corporation

With previous experience in private practice representing clients from nearly every segment of the communications sector, including media, wireline, wireless, satellite and Internet service providers, as well as her current position which involves some of the most interesting aspects of an evolving communications industry, Ms. Zachem is well qualified to forecast future trends for the cable industry.

Wednesday, April 6, 2011
6:30 PM – 8:00 PM

How to Become a Federal Judge: A Panel Discussion on Federal Judicial Nominations

How does the federal judicial nominations process work? How do candidates get considered for a federal judicial position? Who are the people working to make nominations happen? Join us for a panel discussion on these questions and more.

Thursday, April 14, 2011
12:00 PM - 2:00 PM

Lawyers at Home Monthly Luncheon

with *Kerry Stotler and WBA Secretary Bronwen Blass*



Despite a snowstorm, the event was sold out.



Members of the WBA were joined by young women from the High Tea Society.

Co-chair **Jennifer Duane** gave a brief introduction of Ms. Baker and invited her to the podium to begin her remarks. Ms. Baker began by describing her career path and discussed a few of her career highlights, noting that she had gained varied experience in both government and private sector positions. Prior to her appointment to the FCC, Ms. Baker served as Acting Assistant Secretary of Communications and Information and Acting Administrator of the National Telecommunications and Information Administration (NTIA) – the President's principal advisor on telecommunications and information policy. Ms. Baker was named Deputy Assistant Secretary in February 2007 and first joined NTIA as a Senior Advisor in January 2004. During her tenure at NTIA, she also served as Acting Associate Administrator for the Office of International Affairs.

Before she joined NTIA, Ms. Baker held the position of Vice President at the firm of Williams Mullen Strategies, where she concentrated on telecommunications, intellectual property, and international trade issues. From 2000 to 2002, she served as Senior Counsel to Covad Communications and from 1998 to 2000 was the Director of Congressional Affairs at CTIA. Early in her career, Ms. Baker worked at the U.S. Court of Appeals for the Fifth Circuit in Houston and later at the law firm of DeLange and Hudspeth, LLP. Prior to attending law school, she worked in the Legislative Affairs Office of the U.S. Department of State in Washington, DC from 1990 to 1992. Ms. Baker earned a Bachelor of Arts degree from Washington & Lee University in 1990 and a law degree from the University of Houston in 1994.

Ms. Baker talked about the rigors of the Senate confirmation process, recalling how she made the rounds of numerous Senate offices to gain their support for her nomination to serve on the FCC. Additionally, she discussed the positions she held at NTIA, particularly her high-profile role in administering the coupon program to help facilitate the nation's transition to digital television, which earned her multiple trips to Congress to testify before various committees charged with overseeing the progress of that program.

Ms. Baker also noted a number of initiatives underway at the FCC that had garnered a lot of media attention over the last year, particularly the net neutrality rulemaking and the National Broadband Plan (NBP).

Ms. Baker offered attendees valuable career advice and insights, covering in particular the importance of mentoring to career advancement and the need to develop a substantive proficiency in one's legal specialty. She mentioned the very interesting discussion she had experienced at her own table that afternoon and then entertained a number of questions from the audience about work/life balance and touched on the challenges she faces in handling the demands of a high-profile job with her role in raising four stepdaughters with her husband.

The afternoon concluded with co-chair **Laura Mow** presenting Ms. Baker with an ornately-decorated teapot as a token of appreciation for her participation in what has become the Communications Law Forum's signature event. Preparations are already underway for an equally enjoyable Holiday Tea in 2011.

Thank you to Our 2010 Holiday Tea Sponsors

Thursday, April 14, 2011

5:30 PM - 7:30 PM

Co-Sponsored by the WBA
NAWL Networking Night Of
Giving: Taking A Stand
Against Human Trafficking

*Featuring: **Angela Downes**,*
Senior Attorney, National District
Attorneys Association; **Tina**
Fundt, Executive
Director/Founder, Courtney's
House; **Bradley Myles**, Executive
Director, Polaris Project;
Martina E. Vandenberg,
Partner, Jenner & Block LLP

Comcast Corporation
CTIA-The Wireless Association
T-Mobile USA, Inc.
Wilkinson Barker Knauer LLP
Willkie Farr & Gallagher LLP



WBA Foundation Breaks The Grape Ceiling And Celebrates Women In Wine

Tuesday, April 26, 2011

12:00 PM - 1:30 PM

**Litigation Forum and Solo &
Small Practice Committee**
Preparing Qualified Domestic
Relations Orders For Pro Bono
Clients

*Featuring: **Terry Connerton**, Of
Counsel, Baker & Hostetler*

A 90-minute training program on
how to prepare a qualified
domestic relations order (or
QDRO) for pro bono clients. A
QDRO is a legal order
subsequent to a divorce or legal
separation that splits and changes
ownership of a retirement plan to
give the divorced spouse their
share of the asset or pension plan.

May 26, 2011

7:00 PM EST - 9:00 PM

WBA and WBA Foundation
2011 Annual Dinner

Our Annual Dinner helps support
the ongoing efforts of the WBA
to maintain the honor and
integrity of the legal profession,
to promote the administration of
justice, and to advance and
protect the interests of women
lawyers. Proceeds from the
Annual Dinner also help support
the WBA Foundation, a 501(c)(3)
educational and charitable
organization that seeks to improve
the lives and futures of women
and children, and to address legal
issues of particular concern to
women.

The WBA Foundation hosted its annual wine
tasting and silent auction on February 3, 2011, at
the offices of WilmerHale. This year's theme was
"Breaking the Grape Ceiling: Celebrating Women
in Wine." More than 100 guests sampled the wines
of women winemakers from California, Virginia,
Argentina, and Australia, paired with exquisite
cheeses and chocolates produced by women
cheesemakers and chocolatiers. The event was a
smashing success.

Guests were welcomed with glasses of sparkling
wine from South Africa and treated to a light
buffet. After introductory remarks by WBA
Foundation President **Tracy Durkin** and event co-
chair **Kathy Gunning**, **Suzanne McGrath** of
Arlington's The Curious Grape wine shop
previewed the wines, including details of the
histories and processes of the featured women
winemakers. Her colleague, **Michael Rosenberg**,
described the fabulous cheeses and chocolates that
would complement the wines. After the
presentation, guests mingled among the four
tasting stations, enjoying the wine, cheese and
chocolate. Then guests had an opportunity to meet
one of the featured women winemakers from a
Virginia winery, who presented her own wine at
one of the tasting tables. In support of the WBA
Foundation's charitable activities, The Curious
Grape donated 15% of its sales for the evening.

Throughout the evening, guests bid on a wide
variety of auction items including getaways,
tickets to sporting events and plays, gift
certificates to local restaurants, catered meals,
personal services, beautiful jewelry, items for the
home and office, and numerous fabulous theme
baskets designed and donated by event co-chair
Lorna Kent. A popular silent auction innovation
this year was the opportunity to purchase modestly
priced "mystery bags" valued at \$10 to \$60, each
of which contained two "surprise" items.



*The wine tasting is a family affair for
WBAF Vice President Kirra Jarratt and
her mother, Barbara*



*Clockwise: Suzanne Corvelli, Jan Aber,
WBAF Board member and Wine
Tasting/Silent Auction co-chair Lorna
Kent, and Emma Ensign*



*WBAF Treasurer Jennifer Duane, past
WBAF Board member Susan Kovarovics,
and WBAF Board member Laura
Possessky*

About Us

[WBA Board of Directors](#)

[WBA Foundation Board of Directors](#)

[Sustaining Members](#)



WBA Past President Nancy Long, WBAF Secretary Amy Bess, and WBA Board member Brigida Benitez

Proceeds from the wine tasting and silent auction will benefit the WBA Foundation's Founders Fellowship, a program which supports an area law student's work with a local legal services provider on projects to benefit women and children in our community. This year's beneficiary will be a student at **Georgetown University Law Center** and the WBA Foundation was pleased to welcome Georgetown representatives to the event. The WBA Foundation especially appreciates the many donors of auction items, as well as **The Curious Grape, Lorna Kent, Reliable Litigation Services** and **WilmerHale** for their in-kind donations.



The grilltastic basket—one of many baskets available for bid



Thank you to our event supporters

Champagne Level

Christina Ayiotis
Burr Law Firm
Jennifer Duane
Tracy-Gene G. Durkin
Kathy Gunning
Invotex Group
Susan M.C. Kovarovics
Savit & Szymkowicz, LLP

Wine Level

Dudley C. Aist
Hon. Diane Brenneman and Lyle Brenneman
Paulette Chapman
Elaine Fitch
Marion Hecht, Goodman Forensic and Litigation
Lorna Kent
Korn/Ferry International
Holly Loiseau
Mira Marshall
Tracy Muller
Consuela Pinto and Jay Brown
Laura Possessky
Quiet Time Quilts
Michelle C. Thomas

Sparkling Water Level

Guy Collier

Terry Connerton

Holli J. Feichko

Ankur Goel

Hazel Groman

Yolanda Hawkins-Bautista

Dr. Mindy Jacobs

Ellen M. Jakovic

Susan Markel

Darrell G. Mottley

Narda Newby

Orbacz Strategy Group, LLC

Ilene R. Price

Lisa A. Stewart

Joanne Young



In This Issue

[Communications Law Forum
Hosts Its Annual Holiday Tea](#)

[WBA Foundation Breaks The
Grape Ceiling And Celebrates
Women In Wine](#)

[President's Column](#)

[WBA Foundation](#)

[Committee & Forum Highlights](#)

[Member News](#)

[Feature: Excerpt from Tongue-
Tied America: Reviving the Art
of Verbal Persuasion](#)



Events

Thursday, March 31, 2011
12:15 PM - 1:30 PM

Tax and Business Forum
**Recipe for Financial Health:
Seven Essential Ingredients for
a Financial Plan**

Featuring: **Shak Hill**, CFP,
ChFC, CLU, Wealth Management
Advisor, BB&T

Author of *A Women's Guide to
Financial Planning* and *When the
Doctor Says It's Cancer: A
Caring Financial Plan for Life*,
Mr. Hill will help you develop the
seven essential ingredients for
financial health.

April 5, 2011

8:00 AM EST - 9:30 AM

**Litigation Forum, Non-Profit
Forum, and In-House Counsel**
**Women in the Boardroom:
Pedigree, Politics and Proactive**

Feature: Tongue-Tied America: Reviving the Art of Verbal Persuasion



Professor Molly Bishop Shadel

This is an excerpt from Tongue-Tied America: Reviving the Art of Verbal Persuasion, by Molly Bishop Shadel and Robert N. Sayler. This chapter, "Gender and Advocacy," discusses issues that can arise for speakers because of gendered behaviors that they may have unwittingly adopted. The chapter is a discussion of the traps that lurk out there for women. Not all of these behaviors will apply to every woman, and you may find that even if you do fall into one of these traps, you only do it some of the time. It is helpful to examine your own style to see if it is serving you well, and to realize that even the most ingrained habit can be changed if you want it to.

Once you are aware of your own habits of communication, you will find that you have many options at your disposal—that you can choose to fall into a comfortable pattern if that is the best way to meet your objective, or that, perhaps, power lies in trying something new.

A. Pitfalls for Women

1. The "Little Girl"

Women should be aware of vocal and physical mannerisms that unintentionally diminish them, making them seem young, ill-informed, or apologetic. To glimpse the stereotype here, recall the movie *Legally Blonde*. The heroine, Elle Woods, is underestimated because of her vocal and physical mannerisms and her unique style of dress. She surprises everyone with her intellect because her outward appearance makes it hard to take her seriously. It takes time for her to surmount those impressions. If you are worried that you might not be taken seriously, here are some things to watch for:

Pitch. Speaking with the high-pitched tone of a young child suggests that you lack experience and authority. Female voices are naturally higher than men's, and sometimes shoot up when the adrenaline of stage fright hits. If the notes are especially high, the voice can become shrill, which grates on the ears.

A higher pitch is also a cue that you perceive other concerns about the speech that you are making. When you come upon a section that you do not know well, or worse, an argument that you do not fully embrace, the stress may cause you to reach for higher notes in your range. The audience may not know *why* your voice has suddenly gone up a register, but they are likely to grasp that something is amiss. They are less likely to accept your point.

Pay attention to pitch. Record your voice. Listen to what happens when you feel nervous. If you get stuck in your upper register, listen for it and consciously lower your voice a note or two. Be sure to warm up with vocal exercises. Practice reading aloud or singing using the lower notes in your range, to ingrain the habit of reaching for those notes as well, not just the high ones. Every woman's voice includes low notes, even she if is unaccustomed to using

Steps Towards Balanced Representation on Corporate Boards

Featuring: **Frederic Walls**, Senior Portfolio Manager, PNC Advisors

Ava Lias-Booker, Managing Partner, McGuireWoods LLP, Baltimore Office

Kristin Mannion, Senior Client Partner, Korn/Ferry International

Curtis Cannon, Vice President of Partner Services, DC Cares

Moderated by: **Ama Romaine**, Senior Counsel, Hilton Worldwide, Inc.

Wednesday, April 6, 2011

12:00 PM - 2:00 PM

Communications Law Forum

Rising Technologies: The Future of the Cable Industry

Featuring: **Kathy Zachem**, Vice President of Regulatory and State Legislative Affairs for Comcast Corporation

With previous experience in private practice representing clients from nearly every segment of the communications sector, including media, wireline, wireless, satellite and Internet service providers, as well as her current position which involves some of the most interesting aspects of an evolving communications industry, Ms. Zachem is well qualified to forecast future trends for the cable industry.

Wednesday, April 6, 2011

6:30 PM – 8:00 PM

How to Become a Federal Judge: A Panel Discussion on Federal Judicial Nominations

How does the federal judicial nominations process work? How do candidates get considered for a federal judicial position? Who are the people working to make nominations happen? Join us for a panel discussion on these questions and more.

Thursday, April 14, 2011

12:00 PM - 2:00 PM

Lawyers at Home Monthly Luncheon

them.

Try this exercise: imagine that your dog is about to grab the dinner and cry out, "No!" Now imagine a child is about to run into traffic and yell, "Get back here now!" Notice how you instinctively use lower notes (and if you don't do so instinctively, try it again with a deeper voice). Note the power and authority that the lower tones give you. Every woman should cultivate her lower notes so she can draw on this authoritative tone when needed. This attracts notice in court and keeps your child out of traffic—both useful abilities.

Upward Inflection. Elle from *Legally Blonde* routinely uses an upward inflection, turning statements into apparent questions. The effect: we begin to question her, too. Monitor yourself to see if this is a habit. For many, the upward inflection falls mid-sentence (for example, "The reason I like this dress? is because it's blue.")

Again, it's a good idea to record your voice. Listen for upward inflections and notice when it happens. If it happens mid-sentence, try breaking the sentences into shorter ones to see if that solves the problem. Practice speaking aloud, consciously staying at the same pitch mid-sentence and then dropping down at the end. Invite a friend to a rehearsal, arm her with a rolled-up newspaper, and ask her to whack you when you seem to be asking for permission rather than making a compelling point or argument. Break the habit of seeming to question yourself when you know the answer.

Body Language. Many people, when nervous, fidget or adjust their clothes—physical "tells" that let the audience know that nerves are at play. This is distracting no matter what the gender. For women, fidgeting frequently will involve playing with hair, jewelry, tilting the head or smiling too much, sending unconscious signals that she is non-threatening. This undercuts authority. If you know you launch into cute-girl mode when under stress, imagine a "powerful you" to do the talking instead. Visualize it, then practice it over and over.

Remove the temptations that might lead to the fidgets—avoid dangly jewelry or clothes that will not stay still. Beware of the impulse to shrink yourself up or hide. Notice whether you habitually stand with your arms wrapped around yourself or your feet crossed in an effort to make yourself smaller. When you rise to speak, stand tall and proudly. Use your arms to gesture, not to hide. Keep your feet planted, not shifting or rocking. If you know that you tend to retreat or diminish yourself, realize that you have every right to be the one speaking, and take up some space! Smile occasionally, but not so much that you appear to be seeking approval.

Unnecessary Verbiage/Filler Noises. Say it; then stop. Many women will apologize for their words by adding extra phrases to soften their meaning. If you do, it makes you appear weak. Cut out phrases like, "I think," "don't you think so?," "it seems to me," "like," "you know," and "um." If you routinely use filler words, then you must practice to break the habit. Practice again and again until you perform an entire speech without saying even one filler word.

Notice when you use filler words the most. For many, the habit arises when we search for the perfect word to regain our train of thought. The answer here goes back to Chapter 4, about speech writing. Make sure that your organization is tight. Know the order of your beats. Memorize the tricky parts so you do not reach for words. And then learn to be comfortable with silence. If you need a second to transition to the next thought, take it. The audience will not even notice a pause; silences always seem much longer to the speaker than to the listener.

A related problem particularly dangerous for women is the habit of filling silence with meaningless space-holders. You may resort to this because you feel uncomfortable with silence, and you feel pressured to fill it. Or perhaps you have laid out an idea, but then feel constrained to repeat it or ask for audience agreement because you are uncertain of your power. See if this seems familiar. Instead of saying, "Taking Main Street is the shortest route," would you be more likely to say, "I think that Main Street might be the best way for us to get there, because I'm pretty sure that it's shorter than First Street, isn't that right? I'm pretty sure that's right. So do you want to take Main Street?"

If this problem is yours, practice speaking extemporaneously. Try it while you are in the car—look out the window, pick the first thing that you see, and then speak for three minutes about it. Make every sentence short and crisp. Limit yourself to one point per sentence. Connect each sentence to your topic. Then stop.

Thursday, April 14, 2011

5:30 PM - 7:30 PM

Co-Sponsored by the WBA
NAWL Networking Night Of
Giving: Taking A Stand
Against Human Trafficking

*Featuring: **Angela Downes**,*
Senior Attorney, National District
Attorneys Association; **Tina**
Fundt, Executive
Director/Founder, Courtney's
House; **Bradley Myles**, Executive
Director, Polaris Project;
Martina E. Vandenberg,
Partner, Jenner & Block LLP

Tuesday, April 26, 2011

12:00 PM - 1:30 PM

Litigation Forum and Solo &
Small Practice Committee
Preparing Qualified Domestic
Relations Orders For Pro Bono
Clients

*Featuring: **Terry Connerton**,*
Counsel, Baker & Hostetler

A 90-minute training program on how to prepare a qualified domestic relations order (or QDRO) for pro bono clients. A QDRO is a legal order subsequent to a divorce or legal separation that splits and changes ownership of a retirement plan to give the divorced spouse their share of the asset or pension plan.

May 26, 2011

7:00 PM EST - 9:00 PM

WBA and WBA Foundation
2011 Annual Dinner

Our Annual Dinner helps support the ongoing efforts of the WBA to maintain the honor and integrity of the legal profession, to promote the administration of justice, and to advance and protect the interests of women lawyers. Proceeds from the Annual Dinner also help support the WBA Foundation, a 501(c)(3) educational and charitable organization that seeks to improve the lives and futures of women and children, and to address legal issues of particular concern to women.

About Us

2. The Whisperer

One of the authors attended a faculty lunchtime workshop and heard a young, female professor present a paper. The listeners included several tenured professors, all male, all elderly, some with hearing impairments. The presenter spoke softly, sometimes compounding the problem by looking down at the table or covering her mouth with her hands. She was competing with exterior noises filtering through an open window, but she did not feel sufficiently confident to take charge of the space and close the window. After the presentation, two of the attendees were overheard discussing the workshop. "Any idea what she said?" said one. "Nope," said the other. "Couldn't hear her."

This young professor had an opportunity to make her fine scholarship known, but instead left her listeners with the impression that she was uncertain and too timid to control the workshop, let alone a classroom. This is a problem for any speaker, regardless of gender, but we have noticed over the years of teaching oral advocacy that low volume is much more common in female speakers.

Pay attention to your volume. A soft, melodious female voice is prized in many cultures, so many women are unaccustomed to filling a room with their voices. Other women speak softly because they are uncomfortable when all eyes are on them. Fortunately, low volume is easily corrected.

Know that you have something worth saying, and that we would like to be able to hear it. Keep in mind that your volume needs to be a tad louder than you think. You must speak loudly enough so that the last row can hear you without strain. Try the following:

- **Practice raising your voice so that it becomes a habit.** If volume is a problem, conduct at least one rehearsal of every speech with some white noise in the background (a noise machine, a fan, a hairdryer, or the radio tuned to static). Deliver the speech so that it can be heard easily over that static. Then use that volume in the actual presentation.
- **Speak even more loudly.** Watch the body language of the elderly. Throw your voice to them. If they are nodding and seem to follow, fine. If not, turn up the volume.
- **Include the eavesdropper.** Imagine that someone standing outside the door wants to listen, too. Speak so that he can.
- **Check in with your audience.** If in doubt, ask if they can hear you.
- **Take charge of the physical space.** Acknowledge the problem: "My, it's hard to hear in here!" Then close the window that is letting in noise from the street. Ask people to pull their chairs closer to you. You are the speaker—set up your stage.

3. The Onlooker

Sometimes women do not let themselves speak at all. This is a terrible problem that we see play out every day at the law school where we teach. Despite the fact that bright, talented female students make up half the population at our school, some classes are dominated by male students. When the professor asks a question, confident male hands shoot up into the air. Women are less likely than their male counterparts to volunteer a response (which professors realize, and which many try to remedy by intentionally calling on women in order to engage them in the discussion).⁽ⁱ⁾ When asked about their reticence, some female students say that they worry about making a mistake, and others express the feeling that they don't know if they have anything useful to say. This is not a new phenomenon. The writers can remember this same disparity in action during their own law school days.

The unfortunate result for the woman who sits silently by is that she does not practice answering questions as frequently as her male counterparts do. When she joins a law firm, she may find herself equally reticent in team meetings. This was a topic of discussion very recently at the law firm where both authors once practiced. One extremely smart female lawyer described how women were much less likely to speak up in team meetings. The team loses the benefit of her insight, and the female lawyer finds herself overlooked when plumb assignments are handed around.

Practice Speaking Up. If you often wish you'd taken the opportunity to speak in group situations, there is a cure. Try consciously making yourself speak in class or at a team meeting. Plan out what you will say so that it (hopefully) goes well. If it doesn't come out exactly as you imagined, don't worry about it. Pick yourself up, dust yourself off, and try

[WBA Board of Directors](#)

[WBA Foundation Board of Directors](#)

[Sustaining Members](#)

again. You will find that others are much less critical of how you sound than you probably are of yourself. You will get much better at expressing your ideas the more you practice doing it.

4. The Emotional/Unemotional Woman

Displays of emotion can be problematic for any speaker (see our previous discussion of Pathos). But this area is particularly tricky for a woman.

On the one hand, women are expected to exhibit a level of human feeling. Culturally, women are trained to empathize. A woman who does not express "acceptable" emotions—tenderness, compassion, motherliness—when emotion is expected is labeled ice-cold. For whatever reason, our culture distrusts women who do not exhibit caring qualities.

But the woman who cries readily or becomes visibly agitated when angry triggers another pernicious stereotype: the hysterical woman. The prejudice holds that women can be more creatures of emotion than logic. When a woman screams or cries, her anger or tears become the focus of the conversation, rather than the strongly-felt message that precipitated the emotion.

An example: Hillary Clinton's emotions became the focus of political analysis during her presidential campaign. When Senator Clinton first announced her candidacy, she was a lightning rod for strong opinions among the electorate—many loved her but many hated her. Those in the latter group spoke of her as an ice queen. ⁽ⁱⁱ⁾

So Senator Clinton's handlers undertook an effort to loosen her up. They encouraged her to show more of her private self. Senator Clinton began laughing more—but the laugh seemed, to many, unladylike—too big, too loud. ⁽ⁱⁱⁱ⁾ It is hard to imagine a similar amount of ink being spilled discussing the volume and quality of a male candidate's guffaw.

She laughs; she cries. On January 7, 2008, hours before the New Hampshire voters went to the polls to vote in the Democratic primary, Senator Clinton fielded a question from an undecided voter: "How did you get out the door every day? I mean, as a woman, I know how hard it is to get out of the house and get ready. Who does your hair?" Her answer was unexpectedly personal as she spoke about how important the campaign was to her and why she forged ahead every day. "Some people think elections are a game: who's up or who's down," she answered, and her voice cracked slightly. "It's about our country. It's about our kids' future. It's about all of us together. Some of us put ourselves out there and do this against some difficult odds." Tears began to well up in her eyes, but just as quickly, Senator Clinton composed herself and offered an articulate, coherent reply:

This is one of the most important elections we'll ever face. So as tired as I am and as difficult as it is to keep up what I try to do on the road, like occasionally exercise, trying to eat right—it's tough when the easiest thing is pizza—I just believe so strongly in who we are as a nation. I'm going to do everything I can to make my case, and then the voters get to decide. ^(iv)

This genuine display of emotion helped Senator Clinton. She won the New Hampshire primary, to the surprise of pundits and pollsters. The unexpected victory seemed in part to stem from this glimpse of her humanity. ^(v) That is because the few tears were controlled—just the slightest welling of emotion, quickly managed. She continued on and gave a coherent answer. A woman who shows sincerity and emotion but still retains a grip on logic—audiences love it.

So what to do? The female speaker must walk a fine line between showing too much and too little emotion. The acceptable emotions—conviction, compassion, warmth, humor—are almost always winning bets for women, and many females find it easier to telegraph these emotions than their male counterparts. But beware the more dangerous emotions—anger, sorrow. If those emotions dot your presentation, set out to lessen them and to prove your grasp of logic so that the emotions do not overshadow the message.

* * *

It reduces to this: While you may find yourself measured by a different metric because of your gender, you will find that if you prove that you have something to say, and are under control, your audience will hear you. And then you may put yourself in a position to debunk pernicious stereotypes and replace them with a positive model of your own.

For more information or to purchase *Tongue-Tied America: Reviving the Art of Verbal Persuasion*, (c) Aspen Publishers 2011, please visit www.tonguetiedamerica.com or call 1-800-234-1660.

ⁱ See, e.g., ERNEST L. BOYER, *COLLEGE: THE UNDERGRADUATE EXPERIENCE IN AMERICA* 150 (1987) ("We were especially struck by the subtle yet significant differences in the way men and women participated in class... In many classrooms, women are overshadowed. Even the brightest women often remain silent... Not only do men talk more, but what they say often carries more weight"); MYRA SADKER & DAVID SADKER, *FAILING AT FAIRNESS: HOW OUR SCHOOLS CHEAT GIRLS* 170 (4th ed., 1995) ("Women's silence is loudest at college... In our research we have found that men are twice as likely to monopolize class discussions, and women are twice as likely to be silent").

ⁱⁱ See, e.g., Peggy Noonan, "What's Not To Like?" *WALL ST. J.*, June 22, 2007, online.wsj.com.

ⁱⁱⁱ Patrick Healy, "The Clinton Sunday Show Blitz", *N.Y. TIMES*, Sept. 23, 2007, thecaucus.blogs.nytimes.com; see also Howard Kurtz, "Hillary Chuckles; Pundits Snort", *WASH. POST*, Oct. 3, 2007, at C01, available at www.washingtonpost.com

^{iv} You can see Senator Clinton's answer at www.youtube.com.

^v See Karen Breslau, "Hillary Tears Up: A Muskie Moment, or a Helpful Glimpse of 'the Real Hillary'?", *NEWSWEEK*, Jan. 7, 2008, www.newsweek.com/2008/01/06/hillary-tears-up.html.



In This Issue

[Communications Law Forum
Hosts Its Annual Holiday Tea](#)

[WBA Foundation Breaks The
Grape Ceiling And Celebrates
Women In Wine](#)

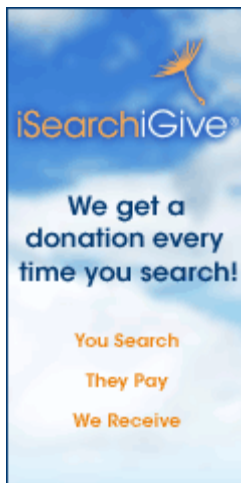
[President's Column](#)

[WBA Foundation](#)

[Committee & Forum Highlights](#)

[Member News](#)

[Feature: Excerpt from Tongue-
Tied America: Reviving the Art
of Verbal Persuasion](#)



Events

Thursday, March 31, 2011
12:15 PM - 1:30 PM

Tax and Business Forum
**Recipe for Financial Health:
Seven Essential Ingredients for
a Financial Plan**

Featuring: **Shak Hill**, CFP,



WBA Foundation President's Letter



By **Tracy-Gene G. Durkin**

I'm pleased to report that this year's WBA Foundation Wine Tasting and Silent Auction: "Breaking the Grape Ceiling: Celebrating Women in Wine," was a tremendous success. I want to thank all who were involved in putting this event together, especially our fantastic event co-chairs, **Kathleen Gunning** and **Lorna Kent**.

In addition to tasting great wines from women-owned wineries and vintners, we once again hosted a lively silent auction, which helped raise more than \$16,000 for the WBA Foundation Founder's Fellowship Program. This program, which donates \$7,500 each year to help support a local law student during a summer internship in the DC area, was established in 2006 in honor of the 25th anniversary of the WBA Foundation. This year's recipient of the WBA Foundation's grant will be a second year law student attending **Georgetown University Law School**.

If you were unable to join us at the wine tasting, we have another wonderful upcoming WBA Foundation event for you to attend. I hope you will join us for our second Grantee Awards Reception, currently being planned for April, at which we will be announcing our 2011 grantees. We are so proud of the work we have been doing this year to expand our grantmaking and we are excited to unveil this year's roster of terrific grantee organizations.

In addition to hearing more about the WBA Foundation, the Grantee Awards Reception is an opportunity for you to learn about the organizations and programs that the WBA Foundation supports and that you have helped fund: grantees will join us and share details of their work. Seeing the work up close like this highlights how great the needs are in our community and how relevant and important our grantmaking is today.

We are grateful for your support of the WBA Foundation, which enables us, in turn, to address some of the greatest problems facing the women and girls of Washington, DC. Come out to celebrate with us, learn about our funding efforts, and take pride in these great projects.

I am also pleased to announce that our Uniting for Justice Campaign has ended its initial silent phase and entered its second phase of outreach. We are now reaching out to Past Presidents of the Women's Bar Association and of the WBA Foundation and I am delighted to report that several of our former leaders have come forward with pledges to contribute at a leadership level to the campaign. We hope that over the coming months, more of the past leaders of the WBA and WBA Foundation will join us in this campaign and serve as ambassadors for the WBA Foundation to the WBA and the community at large.

If making a greater impact on our community was one of your New Year's resolutions, please consider meeting that goal by visiting the Foundation website at www.wbadcfoundation.org

ChFC, CLU, Wealth Management Advisor, BB&T

Author of *A Women's Guide to Financial Planning* and *When the Doctor Says It's Cancer: A Caring Financial Plan for Life*, Mr. Hill will help you develop the seven essential ingredients for financial health.

April 5, 2011
8:00 AM EST - 9:30 AM

Litigation Forum, Non-Profit Forum, and In-House Counsel Women in the Boardroom: Pedigree, Politics and Proactive Steps Towards Balanced Representation on Corporate Boards

Featuring: Frederic Walls,
Senior Portfolio Manager, PNC Advisors

Ava Lias-Booker, Managing Partner, McGuireWoods LLP, Baltimore Office

Kristin Mannion, Senior Client Partner, Korn/Ferry International
Curtis Cannon, Vice President of Partner Services, DC Cares

Moderated by: Ama Romaine,
Senior Counsel, Hilton Worldwide, Inc.

Wednesday, April 6, 2011
12:00 PM - 2:00 PM

Communications Law Forum Rising Technologies: The Future of the Cable Industry

Featuring: Kathy Zachem, Vice President of Regulatory and State Legislative Affairs for Comcast Corporation

With previous experience in private practice representing clients from nearly every segment of the communications sector, including media, wireline, wireless, satellite and Internet service providers, as well as her current position which involves some of the most interesting aspects of an evolving communications industry, Ms. Zachem is well qualified to forecast future trends for the cable industry.

Wednesday, April 6, 2011
6:30 PM - 8:00 PM

How to Become a Federal Judge: A Panel Discussion on

and making a contribution to the WBAF. Then come join us this spring at our Grantee Awards Reception to celebrate and see the important philanthropic work taking place in our community that you are supporting.

I look forward to seeing you this spring.

Regards,
Tracy-Gene G. Durkin
2010-2011 WBA Foundation President

Long-Range Planning: A Look into WBA Foundation's Future

Reprinted from the WBA Foundation's blog. Visit us and subscribe at wbacf.wordpress.com.

The WBA Foundation continues to look to its future and in the coming months will define a strategic vision to increase its visibility and impact in our community. In late 2010, WBA Foundation President Tracy Durkin established a Long-Range Planning Committee and asked it to tackle the hard questions about the next stage of the Foundation's development. Such questions include:

- Who are we now and who do we want to be in the future?
- Do our mission and vision statements need revision?
- Are we doing the right fundraising and grantmaking, in the right ways?
- Should we focus on a niche and, if so, what niche?
- Do we want to support other activities in addition to grantmaking with the funds we raise – e.g., education?
- Will our organizational structure work for us for the next 5-10 years?
- What do we want our staff to do?
- Are we attracting the Board members we want to attract?
- Should the Foundation use social media to connect with community supporters and, if so, how?

The Committee is composed of WBA Foundation Board members and chaired by former WBA President Liz Medaglia. Looking at the options for a long-range planning process, the Committee quickly sought outside expertise to accomplish its task. It learned that the difference between "long-range planning" and "strategic planning" depends on who is speaking. Some feel that the two terms are synonymous. Others define strategic planning as a subset of long-range planning. Yet others think that long-range planning is a necessary step towards strategic planning. Not surprisingly, the committee decided not to get hung up on semantics, but to forge ahead, conducting the groundwork to support a Board retreat and facilitated long-range planning meeting in June.

The committee is on track with its ambitious schedule. First, it interviewed a number of consultants, knowledgeable in the non-profit, foundation, and bar foundation world to gain their insights. The committee then obtained and evaluated proposals from the most promising consultants. The next step is to discuss the project in detail with one potential consultant, working towards reaching a contract. Once a contract is entered, the preliminaries will end and the committee will move forward. Steps before a facilitated retreat may include surveys or interviews of stakeholders, analysis of past minutes, etc.

The committee and the Board are enthusiastic about the possibilities that may derive from this process. Stay tuned.



Federal Judicial Nominations

How does the federal judicial nominations process work? How do candidates get considered for a federal judicial position? Who are the people working to make nominations happen? Join us for a panel discussion on these questions and more.

Thursday, April 14, 2011
12:00 PM - 2:00 PM

Lawyers at Home Monthly Luncheon

Thursday, April 14, 2011
5:30 PM - 7:30 PM

Co-Sponsored by the WBA NAWL Networking Night Of Giving: Taking A Stand Against Human Trafficking

Featuring: Angela Downes, Senior Attorney, National District Attorneys Association; **Tina Fundt**, Executive Director/Founder, Courtney's House; **Bradley Myles**, Executive Director, Polaris Project; **Martina E. Vandenberg**, Partner, Jenner & Block LLP

Tuesday, April 26, 2011
12:00 PM - 1:30 PM

Litigation Forum and Solo & Small Practice Committee Preparing Qualified Domestic Relations Orders For Pro Bono Clients

Featuring: Terry Connerton, Of Counsel, Baker & Hostetler

A 90-minute training program on how to prepare a qualified domestic relations order (or QDRO) for pro bono clients. A QDRO is a legal order subsequent to a divorce or legal separation that splits and changes ownership of a retirement plan to give the divorced spouse their share of the asset or pension plan.

May 26, 2011
7:00 PM EST - 9:00 PM

WBA and WBA Foundation 2011 Annual Dinner

Our Annual Dinner helps support the ongoing efforts of the WBA to maintain the honor and integrity of the legal profession,

to promote the administration of justice, and to advance and protect the interests of women lawyers. Proceeds from the Annual Dinner also help support the WBA Foundation, a 501(c)(3) educational and charitable organization that seeks to improve the lives and futures of women and children, and to address legal issues of particular concern to women.

About Us

[WBA Board of Directors](#)

[WBA Foundation Board of Directors](#)

[Sustaining Members](#)

In This Issue

[Communications Law Forum
Hosts Its Annual Holiday Tea](#)

[WBA Foundation Breaks The
Grape Ceiling And Celebrates
Women In Wine](#)

[President's Column](#)

[WBA Foundation](#)

[Committee & Forum Highlights](#)

[Member News](#)

[Feature: Excerpt from Tongue-
Tied America: Reviving the Art
of Verbal Persuasion](#)



Events

Thursday, March 31, 2011
12:15 PM - 1:30 PM

**Tax and Business Forum
Recipe for Financial Health:
Seven Essential Ingredients for
a Financial Plan**

Featuring: **Shak Hill**, CFP,
ChFC, CLU, Wealth Management
Advisor, BB&T

Author of *A Women's Guide to
Financial Planning and When the
Doctor Says It's Cancer: A
Caring Financial Plan for Life*,
Mr. Hill will help you develop the
seven essential ingredients for
financial health.

April 5, 2011

8:00 AM EST - 9:30 AM

**Litigation Forum, Non-Profit
Forum, and In-House Counsel
Women in the Boardroom:
Pedigree, Politics and Proactive**

Advocacy and Gender: Women, Speech and Power

By **Suzan Charlton**, Special Counsel, Covington & Burling LLP; Co-Chair, Insurance Law Forum

On January 13, the Insurance Law Forum sponsored an event entitled "Advocacy and Gender: Women, Speech and Power," with a dynamic presentation by Professor **Molly Bishop Shadel** of the University of Virginia.

Professor Shadel spoke to a full house at **Wiley Rein's** conference center, where the conversation focused on gendered behaviors women may exhibit while speaking, as well as ways to overcome common pitfalls that women encounter in public speaking, including issues of voice, eye contact, body language, tone, assertiveness, and handling emotion-laden topics.

Professor Shadel has a background in both litigation and theater. After graduating magna cum laude in 1991 from Harvard University with an A.B. in English and American literature and language, she studied theater at Northwestern University's M.F.A. directing program, and she directed plays professionally in New York. She then earned her law degree from Columbia University in 1997, where she served as a note editor for the Columbia Law Review and was a Harlan Fiske Stone Scholar. After graduation, Professor Shadel clerked for Judge Eugene H. Nickerson of the U.S. District Court for the Eastern District of New York. She then spent four years as a litigation associate with the firm Covington & Burling, where she focused primarily on insurance coverage litigation. In 2002, Professor Shadel joined the U.S. Department of Justice's Office of Intelligence Policy and Review, where she represented the United States on terrorism-related matters before the Foreign Intelligence Surveillance Court. She taught oral advocacy classes at Virginia for a year as a lecturer before joining the faculty in 2005. She also served as the Law School's director of public service from 2005-07.

Professor Shadel has a new book coming out this Spring, entitled *Tongue-Tied America: Reviving the Art of Verbal Persuasion*, which she co-authored with Bob Sayler, a Covington partner and professor at the University of Virginia. [Click here](#) for an excerpt from the chapter on Gender and Advocacy.

Annual Women Partners Dinner Huge Success

By **Debbie Orbacz**, President of *Orbacz Strategy Group*; Co-Chair, Partners Dinner Committee

The Sofitel Hotel was the venue for the annual WBA Partners Dinner on January 13. This year's theme was "Women Supporting Women: Business Development Across Firms and Corporations" and consisted of an intimate cocktail reception, a delicious dinner, and a very informative and stimulating panel discussion and audience dialogue. The evening's panelists included three prominent local in-house lawyers and two senior law firm partners.

After a brief networking cocktail reception, the evening's

Steps Towards Balanced Representation on Corporate Boards

Featuring: **Frederic Walls**, Senior Portfolio Manager, PNC Advisors

Ava Lias-Booker, Managing Partner, McGuireWoods LLP, Baltimore Office

Kristin Mannion, Senior Client Partner, Korn/Ferry International

Curtis Cannon, Vice President of Partner Services, DC Cares

Moderated by: **Ama Romaine**, Senior Counsel, Hilton Worldwide, Inc.

Wednesday, April 6, 2011

12:00 PM - 2:00 PM

Communications Law Forum

Rising Technologies: The Future of the Cable Industry

Featuring: **Kathy Zachem**, Vice President of Regulatory and State Legislative Affairs for Comcast Corporation

With previous experience in private practice representing clients from nearly every segment of the communications sector, including media, wireline, wireless, satellite and Internet service providers, as well as her current position which involves some of the most interesting aspects of an evolving communications industry, Ms. Zachem is well qualified to forecast future trends for the cable industry.

Wednesday, April 6, 2011

6:30 PM – 8:00 PM

How to Become a Federal

Judge: A Panel Discussion on Federal Judicial Nominations

How does the federal judicial nominations process work? How do candidates get considered for a federal judicial position? Who are the people working to make nominations happen? Join us for

program began with welcoming remarks from **Tamika Tremaglio**, Partner at Deloitte Financial Advisory Services and co-chair of the Partners Dinner Committee. Guests were treated by Deloitte to beautiful gift bags filled with specialty chocolates from **Megan Romano**, accomplished pastry chef and chocolatier at Aureole in Las Vegas. (Megan is the sister of **Amy Conway-Hatcher**, partner at Morgan Lewis.) Additionally, Deloitte presented a gift to each panelist of Megan Romano's dessert cookbook called "It's a Sweet Life." Deloitte also donated fabulous door prizes (manicure gift certificates from Celadon) that one lucky attendee per table was awarded, all of which set a festive and intimate tone for the evening.

As guests finished their dinner and prior to the commencement of the panel discussion, **Debra Orbacz**, President of Orbacz Strategy Group, LLC and co-chair of the Partners Dinner Committee, briefed the room on some of the key statistics facing women in leadership roles, specifically women lawyers. She described the changing landscape for law firms and the various implications for lawyer leaders, particularly women leaders.

The outstanding panel consisted of **Joyce Cowan**, Partner, Morgan Lewis & Bockius LLP; **Hyacinth Kucik**, Senior Vice President & Principal Deputy General Counsel, Freddie Mac; **Michele Roberts**, Partner, Akin Gump; **Lauren Rowinski**, Senior Vice President & Deputy General Counsel, MedStar Health, Inc.; and **Sensimone Britt Williams**, Senior Counsel, Exxon Corp. **Amy Bess**, Partner at Vedder Price PC and co-chair of the Partners Dinner Committee, facilitated the panel discussion, which included questions and animated dialogue among panelists and audience regarding the unique opportunities and challenges facing women in law firms corporate law departments and law firms, and important leadership skills that are essential for our success.

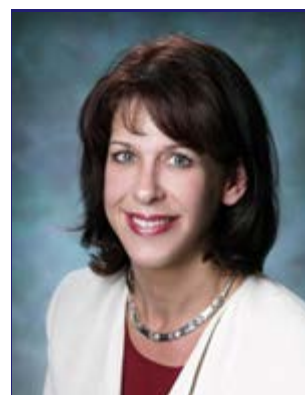
Based on the feedback received from many of the 60-plus attendees, the event was a huge success this year. Indeed, one of the guests best summed up the evening in a follow up email afterwards: "It was unquestionably one of the best bar association programs I've ever attended. Well done."



Joyce Cowan



Hyacinth Kucik



Lauren Rowinski



Michele Roberts



The Insider's Guide to Finding and Keeping the Perfect Nanny and Deciphering Taxes and Payroll

a panel discussion on these questions and more.

Thursday, April 14, 2011
12:00 PM - 2:00 PM

Lawyers at Home Monthly Luncheon

Thursday, April 14, 2011
5:30 PM - 7:30 PM

**Co-Sponsored by the WBA
NAWL Networking Night Of
Giving: Taking A Stand
Against Human Trafficking**

Featuring: Angela Downes,
Senior Attorney, National District
Attorneys Association; **Tina
Fundt**, Executive
Director/Founder, Courtney's
House; **Bradley Myles**, Executive
Director, Polaris Project;
Martina E. Vandenberg,
Partner, Jenner & Block LLP

Tuesday, April 26, 2011
12:00 PM - 1:30 PM

**Litigation Forum and Solo &
Small Practice Committee
Preparing Qualified Domestic
Relations Orders For Pro Bono
Clients**

Featuring: Terry Connerton, Of
Counsel, Baker & Hostetler

A 90-minute training program on how to prepare a qualified domestic relations order (or QDRO) for pro bono clients. A QDRO is a legal order subsequent to a divorce or legal separation that splits and changes ownership of a retirement plan to give the divorced spouse their share of the asset or pension plan.

May 26, 2011
7:00 PM EST - 9:00 PM

**WBA and WBA Foundation
2011 Annual Dinner**

Our Annual Dinner helps support the ongoing efforts of the WBA to maintain the honor and integrity of the legal profession, to promote the administration of justice, and to advance and protect the interests of women lawyers. Proceeds from the Annual Dinner also help support the WBA Foundation, a 501(c)(3) educational and charitable organization that seeks to improve

By Barbara Kline, White House Nannies and Stephanie Breedlove, Breedlove & Associates

The WBA's Working Parents' Forum recently presented a program entitled "The Insider's Guide to Finding and Keeping the Perfect Nanny and Deciphering Taxes and Payroll." The presentation focused on the challenges of finding and keeping the perfect nanny for your family, and payroll and tax issues for household employees. The speakers were **Barbara Kline**, President of White House Nannies, and **Stephanie Breedlove**, President of Breedlove and Associates. Ms. Kline has been placing nannies in Washington DC area homes for almost 25 years. Since 1992, Ms. Breedlove's company has been providing expert advice and invaluable services relating to payroll and tax issues facing household employers nationwide.



*L-R: Working Parents Forum (WPF)
co-chairs Gaby Longsworth and Nasar Ali,
former WPF co-chair and WBA Board member Tina Hsu (and daughter),
Stephanie Breedlove, Barbara Kline, and WPF co-chair Jennifer McDannell*

Hiring and Retaining Your Nanny

There is no more important hire you will make than the person taking care of your child or children. A thorough process to find the right match for your family should not be underestimated. Once you find the candidate with the right qualifications and background, the success of the financial relationship is a key factor to a successful employment relationship. Here are some tips that will help you with the process of hiring the right nanny and offering a professional compensation package that will help to insure that you keep her.

The Nanny Pool

- It is a veritable United Nations. There is no one specific country or region from which all the best nannies come.
- The lion's share of nannies is comprised of mothers.
- Age is not determinative. There are 50 year old dynamos and 20 year old couch potatoes.

What Makes A Good Candidate?

- Someone with a genuine love of children is a prerequisite.
- Someone with compatible needs. She wants the same work schedule, loves the ages of your children, and is looking for a long term commitment (assuming you are too).
- Someone who can communicate well with you. While you may want your children to learn another language, it is critical that your nanny can communicate with you in your language.
- Someone who has good chemistry with your family. She may have had a good connection with her past employers, but it is essential that she have the same rapport with you.
- Someone who sees herself as a professional, especially if your children are young. No one wants a revolving door of caregivers.

the lives and futures of women and children, and to address legal issues of particular concern to women.

About Us

[WBA Board of Directors](#)

[WBA Foundation Board of Directors](#)

[Sustaining Members](#)

Sources For Finding Nannies

Agencies

- Generally, the best nannies with the most experience go to agencies.
- Good agencies meet, screen, and evaluate all candidates.
- Good agencies call all references and verify the candidates' work histories.
- Candidates referred are only those who match your stated needs and requirements.
- Agencies provide access to knowledgeable people who guide you through the process.
- Agencies provide thorough background checks on anyone offered a position.
- Agencies provide ongoing counsel.

On-Line Services

- While clearly less expensive, you often get what you pay for. One out of three placements fail.
- The selection of candidates is overwhelming. The burden is on you to do the sifting.
- It is a time consuming process. It can take your entire maternity leave.

Process for Hiring on Your Own

- After phone screening, identify the most promising candidates and meet them outside your home.
- Do not schedule too many interviews in one day.
- Formulate questions. Unfortunately, there are "no magic questions."
- Call references – do not rely on only one unless it is very long-term.
- Make sure to verify work history and have any gaps in the chronology explained.
- Verify legal status.
- Use your gut instinct. If something bothers you now, it will only intensify with time.
- Narrow your choices and have the best candidate(s) back for working interview(s) in your home with your children.
- When you make an offer, make sure it is contingent on a professional background check. Many inexpensive online checks use out-dated data banks.
- Draw up a work agreement. Go over it line by line and allow your caregiver to take it home before signing it.

Making a Professional Offer

- Pay your nanny legally – it's the law. This is critical for a successful, risk-free, stress-free relationship. Your nanny will receive the benefits she deserves – a credit history, social security and Medicare contributions, and unemployment benefits in the unfortunate situation of a lost job. You will receive peace of mind and will not be placing your professional license at risk.
- Always offer a gross salary, not a net (or take-home) salary. This allows you to keep control of the budget.
- Know the net pay on any gross salary you may offer. This will help your nanny budget effectively before accepting the position.
- Include gross salary and average hours to be worked in the work agreement.
- Paid vacation is not required by law, but it is a standard in the industry.
- Budget correctly before making an offer:
 - *Gross Salary* – Your nanny's taxes are withheld from the gross salary and are not an additional expense to be added into the budget.
 - *Employer Taxes* – Federal and state employment taxes of approximately 9% of gross salary (in addition to gross salary).
 - *Child Care Tax Break* – A savings, or reduction in total expenses, of approximately \$2,200 per year through a Flexible Spending Account.
 - *Example:*

\$30,000 annual gross wages
+\$2,700 annual employer taxes
\$32,700 annual expenses before tax break
-\$2,200 annual tax break

\$30,500 Total Annual Cost

Maintaining The Financial Relationship

Know Your Legal Obligations

- You must withhold your nanny's federal and state taxes from each paycheck and pay her the correct net wage.
- You must pay federal and state employer taxes, over and above your nanny's salary.
- In DC and MD, workers' compensation may be required; however, it is often a standard component of a homeowner's umbrella insurance policy. Contact your insurance representative for details.

Administer the Compliance Process

- Provide your nanny with a paystub. This will give her peace-of-mind and an understanding of the payroll and tax process.
- Remit federal and state tax returns along with the taxes withheld from your nanny's pay plus your employer taxes. Depending on your state, this process may be required monthly, quarterly or annually.
- Provide your nanny with Form W-2 at year-end. Remit year-end tax returns to both the IRS and your state.

Experts Are Available To Help

- Most household employers are incredibly busy people without time to effectively manage this process. There are professional services that specialize in the household payroll and tax process and can easily handle the headaches and complexities. Their fees are quite cost-effective and are usually half the price of a personal tax accountant.

Keeping Your Nanny

- Have weekly meetings especially in the beginning.
- Try not to micromanage. It's fine to check in, but if you're calling hourly, it's not working.
- Ask your nanny how she is. While this is an employer/employee relationship, she is taking care of your children. Don't forget to ask about hers.
- Remember her birthday and reward her good work. Your nanny needs to know that she is valued.
- The kindness you extend is often returned tenfold.



In This Issue

[President's Column](#)

[WBA Foundation](#)

[Committee & Forum Highlights](#)

[Member News](#)

[back to front page](#)

Events

Wednesday, May 18, 2011
11:00 AM - 12:30 PM

**However Long The Night:
Global Perspectives on the
Impact of the Convention on
the Elimination of all Forms of
Discrimination Against Women
(CEDAW) on Legal Reform
Efforts Regarding Women**

Presented by: ABA Section of International Law: International Human Rights Committee, in cooperation with WBA International Law Forum, Amnesty International USA, ABA Women's Interest Network, International Models Project on Women's Rights (IMPOWR)
Featuring: **Emily Martin (United States); Mahdere Paulos (Ethiopia); Carolyn Reynolds (Belize); Rosa Celorio (Latin America); Penny Wakefield (moderator)**

The United States remains one of the few nations in the world that has not ratified the Convention on the Elimination of all Forms of Discrimination against Women (CEDAW) and this program will provide a concise overview of the history, development and implementation of CEDAW, including an update on the status

Amy Berman Jackson Confirmed to U.S. District Court

Amy Berman Jackson was confirmed by a unanimous Senate vote to a judgeship on the U.S. District Court for the District of Columbia.

Ms. Jackson, has been a partner at Trout Cacheris since 2000. She's also a former assistant U.S. attorney in the District, and was a partner at Venable from 1988 to 1995.

Kathy Barlow Promoted & Featured



Kathy Barlow has been named Senior Vice President at Marsh & McLennan Companies, a professional services firm that provides advice and solutions in risk, strategy, and human capital. Ms Barlow was also featured in *Washington Women's Weekly's Women on Top* column. In the interview, she discusses her professional track, her involvement in groups like the WBA, the power of networking, and lessons learned during a varied career.

Lorie Masters Releases Liability Insurance

Co

Michelle Dearing Promoted

Jackson & Campbell has announced the promotion of Michele L. Dearing to Senior Counsel. Ms. Dearing is a member of the Employment Law Practice Group and the Insurance Coverage Practice Group. She is experienced in civil litigation, including insurance coverage disputes, insurance bad faith matters, employment law, and insurance defense.

Members' Firms Recognized for Philanthropy

A number of firms and companies employing WBA members were recognized by the *Washington Business Journal's* 2011 Philanthropy Awards. The awards will be held on May 12 in Washington, DC. Congratulations to the honorees!

of CEDAW ratification in the United States.

May 26, 2011
7:00 PM EST - 9:00 PM
**WBA and WBA Foundation
2011 Annual Dinner**

Presented by: Women's Bar Association of the District of Columbia and WBA Foundation
Featuring: 2011 Janet Reno Torchbearer Award: Dovey Johnson Roundtree; 2011 Women Lawyers of the Year: Sherri N. Blount, Partner, Fitch Even Tabin and Flannery and Debra Lee, Chairman & CEO, BET Networks.

Founded in 1917, the WBA is one of the oldest voluntary bar associations in the United States dedicated to the advancement of women in the law. Our Annual Dinner helps support the ongoing efforts of the WBA to maintain the honor and integrity of the legal profession, to promote the administration of justice, and to advance and protect the interests of women lawyers. Proceeds from the Annual Dinner also help support the WBA Foundation, a 501(c)(3) educational and charitable organization that seeks to improve the lives and futures of women and children, and to address legal issues of particular concern to women.

About Us

[WBA Board of Directors](#)

[WBA Foundation Board of Directors](#)

[Sustaining Members](#)

Jefferson Award finalist candidates

Deloitte LLP

Law Firms with the Most Pro Bono Hours

Bingham McCutchen LLP
Bryan Cave, LLP
Crowell & Moring LLP
Dickstein Shapiro LLP
Finnegan, Henderson, Farabow, Garrett & Dunner, LLP
Foley & Lardner LLP
Hogan Lovells US LLP
Hunton & Williams LLP
Jenner & Block LLP
King & Spalding LLP
Kirkland & Ellis LLP
Morgan Lewis & Bockius LLP
Morrison & Foerster LLP
Patton Boggs, LLP
Sidley Austin LLP
Skadden Arps Slate Meagher & Flom LLP
Venable LLP
Wiley Rein LLP
Winston & Strawn, LLP

Most Monetary Giving

Akin Gump Strauss Hauer & Feld LLP
Deloitte LLP
Dickstein Shapiro LLP
Kirkland & Ellis LLP
KPMG LLP
Lockheed Martin Corporation
Venable LLP
Verizon
Wells Fargo
Wilmer Cutler Pickering Hale & Dorr LLP

Most Volunteer Hours

Akin Gump Strauss Hauer & Feld LLP
Deloitte LLP
KPMG LLP
Lockheed Martin Corporation
Verizon
Wells Fargo

[back to top](#)

Welcome New Members

Loura Laressa Alaverdi
Annora A. Bell
Charmayne Jeannette Browne
Megan Capasso
Cheryl Chado
Shannon L. Chaudhry
Theresa Clardy
Jennifer Cody
Tressi Cordaro
Christina E. Cullom
Jennifer Edwards Devor
Andrea C. Ferster

Donna J. Meyer
Danielle Tarabokia Norris
Angelique Okeke
Angela Parsons
Maria Patente Patente
Susan Pecaro
Morton J. Posner
Kami E. Quinn
Kimberly Reed
Julia Richardson
Tonya Ann Sapp
Sherri L. Schornstein
Sharon White Senghor

Janine Fletcher
Julia Follick
Tricia D. Francis
Christine Habeeb
Kirsten E. Keating
Stephanie Mary Kelly
Kseniya A. Kuksova
Lorna J. MacLeod
Fatema Merchant

Susan Lynn Siegal
Jennifer Toussaint
Karen R. Turner
Jennifer Warren
Rhonda Whitley
Corinna Zarek
Rachel Zoghlin

[back to top](#)

Women's Bar Association DC & WBA Foundation
2020 Pennsylvania Avenue, NW Suite 446
Washington, DC 20006
www.wbadc.org | admin@wbade.org
202-639-8880 | 202-639-8889 fax

In This Issue

[Communications Law Forum
Hosts Its Annual Holiday Tea](#)

[WBA Foundation Breaks The
Grape Ceiling And Celebrates
Women In Wine](#)

[President's Column](#)

[WBA Foundation](#)

[Committee & Forum Highlights](#)

[Member News](#)

[Feature: Excerpt from Tongue-
Tied America: Reviving the Art
of Verbal Persuasion](#)



Events

Thursday, March 31, 2011
12:15 PM - 1:30 PM

Tax and Business Forum
**Recipe for Financial Health:
Seven Essential Ingredients for
a Financial Plan**

Featuring: **Shak Hill**, CFP,
ChFC, CLU, Wealth Management
Advisor, BB&T

Author of *A Women's Guide to
Financial Planning* and *When the
Doctor Says It's Cancer: A
Caring Financial Plan for Life*,
Mr. Hill will help you develop the
seven essential ingredients for
financial health.

April 5, 2011
8:00 AM EST - 9:30 AM
**Litigation Forum, Non-Profit
Forum, and In-House Counsel**
**Women in the Boardroom:
Pedigree, Politics and Proactive**

President's Column



By **Holly E. Loiseau, WBA President**

One of the areas of focus for the WBA this bar year is membership. Our goal, outlined in the [WBA Strategic Plan](#), is to increase membership by 25% over the next 5 years. To that end, we have been thinking a lot about WBA membership and what the WBA means to its members and the DC legal community. You can learn about some of these benefits firsthand from quotes from our members on the [WBA website](#).

Certainly, there are many clear benefits of WBA membership. One benefit is the diverse array of programming the WBA offers. This was on display during the months of December and January with the Holiday Tea, Partners Dinner, and the continuation of the Initiative on Advancement and Retention of Women.

Another important benefit is access to mentoring. The WBA is providing several mentoring programs this year and is beginning a formal mentoring pilot program through its Mentoring Forum. An additional benefit is networking with WBA members and members of the broader DC legal community who attend and support our events. Another service and benefit we have seen in action recently is the WBA judicial endorsement process. We wish a hearty congratulations to Yvonne Williams and Jennifer Di Toro, WBA members who received WBA endorsements and were recently nominated by President Obama to fill vacancies on the DC Superior Court.

Even with these benefits, the WBA is planning to develop additional, new benefits for its members. For example, the WBA plans to offer at least 1 CLE-accredited program beginning in 2011. In addition, we provided informational sessions about leadership in the WBA and are planning new member orientation receptions.

We hope you will let us know about the WBA benefits that you enjoy the most and what new benefits you would like to see. Feel free to email me or any of our [Membership Committee co-chairs](#).

Best,
Holly E. Loiseau
2010-2011 President



**Steps Towards Balanced
Representation on Corporate
Boards**

Featuring: **Frederic Walls**,
Senior Portfolio Manager, PNC
Advisors

Ava Lias-Booker, Managing
Partner, McGuireWoods LLP,
Baltimore Office

Kristin Mannion, Senior Client
Partner, Korn/Ferry International

Curtis Cannon, Vice President
of Partner Services, DC Cares

Moderated by: **Ama Romaine**,
Senior Counsel, Hilton
Worldwide, Inc.

Wednesday, April 6, 2011

12:00 PM - 2:00 PM

Communications Law Forum

**Rising Technologies: The
Future of the Cable Industry**

Featuring: **Kathy Zachem**, Vice
President of Regulatory and State
Legislative Affairs for Comcast
Corporation

With previous experience in
private practice representing
clients from nearly every segment
of the communications sector,
including media, wireline,
wireless, satellite and Internet
service providers, as well as her
current position which involves
some of the most interesting
aspects of an evolving
communications industry, Ms.
Zachem is well qualified to
forecast future trends for the
cable industry.

Wednesday, April 6, 2011

6:30 PM – 8:00 PM

**How to Become a Federal
Judge: A Panel Discussion on
Federal Judicial Nominations**

How does the federal judicial
nominations process work? How
do candidates get considered for a
federal judicial position? Who are
the people working to make
nominations happen? Join us for
a panel discussion on these
questions and more.

Wednesday, April 6, 2011

6:30 PM – 8:00 PM

**How to Become a Federal
Judge: A Panel Discussion on
Federal Judicial Nominations**

How does the federal judicial nominations process work? How do candidates get considered for a federal judicial position? Who are the people working to make nominations happen? Join us for a panel discussion on these questions and more.

Thursday, April 14, 2011

12:00 PM - 2:00 PM

Lawyers at Home Monthly Luncheon

Thursday, April 14, 2011

5:30 PM - 7:30 PM

**Co-Sponsored by the WBA
NAWL Networking Night Of Giving: Taking A Stand Against Human Trafficking**

Featuring: Angela Downes, Senior Attorney, National District Attorneys Association; Tina Fundt, Executive Director/Founder, Courtney's House; Bradley Myles, Executive Director, Polaris Project; Martina E. Vandenberg, Partner, Jenner & Block LLP

Tuesday, April 26, 2011

12:00 PM - 1:30 PM

**Litigation Forum and Solo & Small Practice Committee
Preparing Qualified Domestic Relations Orders For Pro Bono Clients**

Featuring: Terry Connerton, Of Counsel, Baker & Hostetler

A 90-minute training program on how to prepare a qualified domestic relations order (or QDRO) for pro bono clients. A QDRO is a legal order subsequent to a divorce or legal separation that splits and changes ownership of a retirement plan to give the divorced spouse their share of the asset or pension plan.

May 26, 2011

7:00 PM EST - 9:00 PM

WBA and WBA Foundation 2011 Annual Dinner

Our Annual Dinner helps support the ongoing efforts of the WBA to maintain the honor and integrity of the legal profession, to promote the administration of justice, and to advance and

protect the interests of women lawyers. Proceeds from the Annual Dinner also help support the WBA Foundation, a 501(c)(3) educational and charitable organization that seeks to improve the lives and futures of women and children, and to address legal issues of particular concern to women.

About Us

[WBA Board of Directors](#)

[WBA Foundation Board of Directors](#)

[Sustaining Members](#)