



FEATURES

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Marching On — What You Can Do to Address Gender Disparity in the Legal Profession

By Jennifer C. Mika



Jennifer
C. Mika

As the WBA celebrates a year of **Marching On**, it is important to highlight how women can continue to make progress in the legal profession. Believe it or not, I believe that this work starts before women even apply to law school.

In 2012, I was invited to speak at the Michigan State Law Review Symposium entitled "Gender and the Legal Profession's Pipeline to Power" about the article I wrote with Nancy Leong titled [The Persistent Gender Disparity in Student Note Publication](#). At that symposium, we discussed how—despite attending law school at relatively similar rates to men—women were not rising to the top of the profession at the same rate. There have been many theories presented about how this may be from continued bias and prejudice to the professional choices made by women in law school as well as in practice.

In my subsequent article, [Reactions to the Persistent Gender Disparity in Student Note Publication](#), and in my presentation at the Symposium, I discussed how our data-based research had been dismissed by some as unnecessary, which highlights the fact that many people refuse to believe that such disparities exist.

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Features

Marching On — What You Can Do to Address Gender Disparity in the Legal Profession *(continued from page 1)*

However, I noted that there seemed to be a shift in the legal profession to recognize that disparities exist and to promote a more open dialogue about how to prevent their persistence.

Continuing in this vein and inspired by a WBA event about women arguing before the Supreme Court two years ago, my most recent article explores the state of women advocates before the Supreme Court. As the title, [*The Noteworthy Absence of Women Advocates at the United States Supreme Court*](#), suggests, women persistently make up a noticeably small percentage of the advocates that argue before the highest court in the land and women in private practice fare the worst. A recent review of this article, [available here](#), further discusses these issues.

Based on my research, I encourage all WBA members to do two things:

1. Start a dialogue about gender disparity in your work place; and
2. Mentor a young woman who is interested in becoming a lawyer.

As my earlier work shows, recognizing and identifying disparity is the first step towards eliminating it. Each of us can do our part to discuss disparity with our colleagues and supervisors in a way that is constructive and results in real change. But, we must also empower the next generation of lawyers to overcome these challenges as well.

In her seminal work, [*Becoming Gentlemen: Women's Experiences at One Ivy League Law School*](#), Lani Guinier highlights the unique female experience in law school. Her research reveals that the skills that make women successful in law school and as lawyers are developed much earlier in life. That is why mentoring young women is so important to the continued progress of women in the legal profession. If we all do our part to march the march, I am confident that we will achieve the goals set forth in WBA President Kerri Castellini's Centennial Dinner speech within our lifetimes.

Mrs. Mika is an Assistant General Counsel for the D.C. Department on Disability Services.

How Cost Per Case Can Help Your Firm Market Smarter

By Deanna Power, Director of SEO, eGenerationMarketing

Even though women comprise 50% of law school classes, they only make up about 36% of the legal profession and comprise an average of 21% of private firms. To gain more equal representation in the legal field, female attorneys must continue gaining clients, improving business, and working hard, but strategically, to add value to their businesses.

One way to add value is ensure the firm's advertising dollars actually produce income for the firm by using the cost per case method, which analyzes the firm's marketing strategies to reduce costs, simplify advertising, and bring in more clients.

The Simplicity of Cost Per Case

The cost per case method tracks advertising to determine the type of advertising that produces paying clients by comparing the amount of money spent on an ad method to the number of new clients that ad method brings in. The amount of money each client costs to bring in will determine whether a marketing method works. Essentially, the cost per case method uses the following equation:

$$\frac{\text{Cost of Ad Campaign}}{\text{Number of New Clients}} = \text{CPC}$$

Most modern forms of advertising, such as video and website ads, use clicks and tracking to determine this automatically. However, more traditional forms of advertising (TV, radio, magazines, billboards, etc.) are difficult to track without the CPC method. A majority of firms funnel a set amount of money into these advertising methods each month, without determining how effective each method is for their clientele. To get the most for the firm's money, attorneys can develop a method of analyzing the firm's marketing by:

- Starting an ad campaign with a set expiry date
- Measuring the new clientele recruited by this ad method
- Determining the Cost Per Case
- Repeating as necessary for each desired ad method

After following these steps, the firm can limit its advertising spending to the ad styles that produced the most income.

CPC of Sample Billboard Space

Consider, for example, a firm that rents a digital billboard ad for a four-week period that would reach an average of 220,700 people and cost \$5,750.

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If 20 people contact the firm during this month for representation, the CPC would be \$287.50:

$$\frac{\$5,750 \text{ (cost of ad campaign)}}{20 \text{ (new clients)}} = \$287.50 \text{ (CPC)}$$

This means that, for this potential four-week advertisement, you would expect to pay an average of \$287.50 per new client.

Is this a *good* CPC? It depends on your area of law. Family law attorneys often see fees upwards of \$10,000, so this example would be an excellent cost for a new client.

A bankruptcy attorney, on the other hand, may only receive \$1,000 for a Chapter 7 case. A CPC of nearly \$300 would be too expensive for this area of law. There is no nationwide good or bad CPC—just costs that are profitable for your firm.

Important Tips for Your Own CPC Analysis

When using CPC for your own marketing campaigns, it is important to remember the following:

- **Your results are only as reliable as the numbers plugged into them.** For instance, while the ad campaign cost above is accurate, the CPC is only precise if actual client numbers are used. The best way to get accurate client numbers is by developing a system of client communication. Whether this is in the form of verbal questioning or an online/paper

survey, it is vital to learn how your clients have learned about your company. This will result in an accurate analysis and help you to determine which methods of marketing work best.

- **Longer ad campaigns will result in more accurate results.** The most reliable experiments are those with plentiful data, meaning the longer you can afford to gather data from an ad method, the more accurate your CPC will be.
- **Location and timing can make a big difference.** In most cases, even changing the location of a billboard, the timing of a TV ad, or the newspaper in which an ad appears can drastically affect data. Use your current knowledge to make educated decisions on where your ads should go and use CPC to whittle your choices from there.
- **CPC should typically not exceed 15% of your total case earnings.** Again, this amount can vary greatly depending on your area of law. It is likely worthwhile for personal injury attorneys specializing in mass torts to spend more to acquire a new case than a local defense lawyer. But a great rule of thumb is that you should be spending around 15%.

By evaluating your firm's CPC across whichever marketing channels you already use, you can determine where to focus your ad budget and which platforms aren't profitable.

Vive Les Differences — Diversity Matters

By Shireen Meer, Ph.D

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www.thinkbrg.com/media/publication/929_BRG_Meer-Diversity-Matters_20170721.pdf

For many, “diversity” is a big and sometimes frightening buzzword, a compliance problem that needs to be managed. As a result, human resources departments dutifully note the race and sex of employees to publish in annual reports, and company boards often are criticised for being too white, too male and too old. But what do we really mean when we talk about diversity and its benefits?

I'm not going to argue that companies should put into place properly compliant diversity policies. In most jurisdictions it is illegal to discriminate against people on the basis of race, sex, sexual orientation, and age. Complying with the law is simply a no-brainer.

Instead, in this article I am going to advocate something more meaningful and useful: “inherent diversity”, diversity as a concept, not a two-dimensional tick-box policy.

Inherent Diversity

Organisations that are inherently diverse look beyond the easy—and quite superficial—categories of race, sex, orientation

and age, and instead seek to foster a workforce that has a wide range of different backgrounds, experiences, professional qualifications and philosophies.

But hiring a diverse workforce isn't enough. These individuals need to be empowered and listened to.

This sounds like a pretty big ask, so why do it? Because organisations that do are likely to become more competitive and more successful. They will see it in their bottom lines. They are more likely to thrive and prosper.

There really is a compelling business case for real diversity.

Inherent Diversity Vs. Confirmation Bias

Increasingly, serious research is making the business case for diversity. In 2007, McKinsey gained headlines when it published a paper that compared the financial returns of large organisations with their diversity.¹ The research found a strong correlation between diversity and higher returns.

Further research by New York-based Center for Talent Innovation indicated that inherently diverse companies are much more likely to expand market share than those that aren't.²

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Why is this so? One explanation can be found in the concept of “confirmation bias.”

Confirmation bias isn't new and isn't controversial. Psychologists have been investigating it for at least the last fifty years. Simply speaking, confirmation bias is the name given to the natural human tendency to interpret and favour information that confirms our existing beliefs. It is normal. We all do it.

But how does it apply to business? Consider how these theories may play out in a typical professional services firm that forms project teams to do jobs for clients.

Project teams that are composed of similar types of people (and as we tend to hire in our own image, many teams are naturally quite similar in background) tend to agree more. Team members tend to approach problems in the same way and tend to have a similar attitude to suggested solutions.

On the flip side, a team made up of mixed bag of individuals will, if allowed to do so, disagree more. Team members are unlikely to interpret facts in the same way or approach problems from the same direction.

That Is An Argument Against Diversity, Right?

No. It is certainly the case that a homogeneous group of well-qualified professionals that lacks diversity can operate perfectly effectively until it makes a mistake, and mistakes are part of life.

However, a diverse group of equally well-qualified and intelligent individuals is less likely to make mistakes. They are less likely to confirm and more likely to challenge each other's assumptions. False assumptions are more likely to be identified.

But it also means that the diverse team is more likely to come up with more, and different, solutions to the same problem. The team is therefore more likely to come up with a range of effective solutions. As my colleague Heiko Ziehms explains below, we see this dynamic in action day-in-day-out at BRG.

Put at its simplest, a homogeneous group creates the perfect conditions for confirmation bias to take hold which, at best, fosters complacency and does little to encourage originality.

Replicate that from a team to an organisation, and it is fair to suggest that diverse organisations are more likely to develop that most elusive quality: an edge on the competition.

Do We Want To Be Comfortable, Or Do We Want To Be Successful?

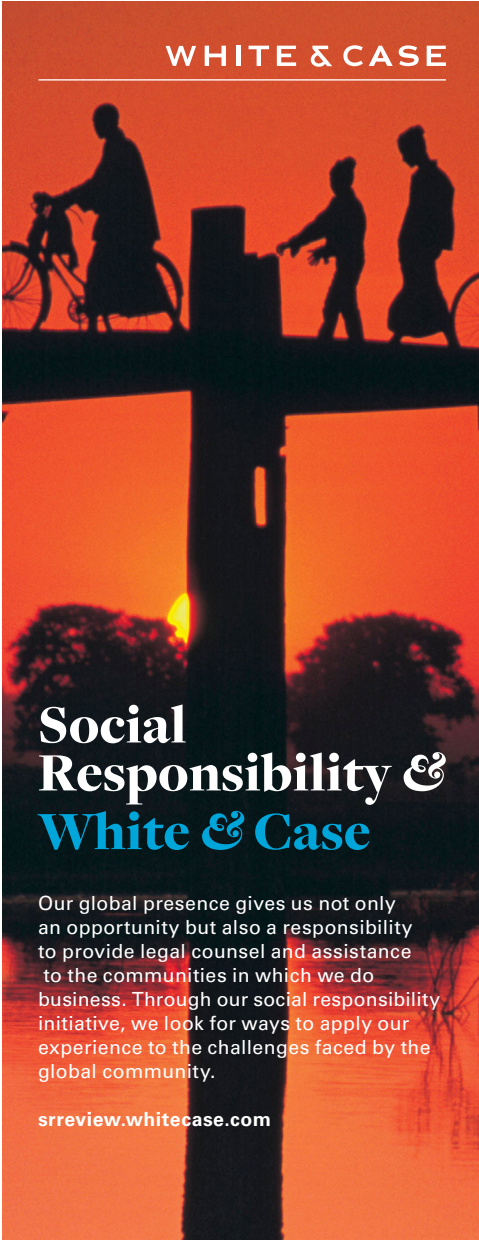
There is fair and credible evidence that diversity policies don't make everyone happy. For example, a recent Harvard Business Review article reports results of a hiring simulation exercise that indicated that pro-diversity messages signaled to a certain group that they might be undervalued or discriminated against.³ Some people feel more comfortable when in homogenous teams or organisations.

That is understandable. Indeed, one just needs to look at the newspapers to see how many people find deviations from the local norm to be threatening and undesirable. For many, lack of diversity makes many people more comfortable.

But the question one has to ask is: if you are a manager or a business owner, do you want your workforce to be “comfortable”? Sure, you want it to be happy, but “comfortable”? Businesses and economies thrive on innovation. They need disruption, and therefore they need disruptors. Challenging norms and pushing boundaries can be hard, but that is where the highest returns lie.

Global, diverse cities like London, New York and Washington, DC, foster disruptors and innovators to the benefit of the economy. Being in such an environment can be challenging, but also rewarding.

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So, while as human beings, we can relate to those who crave the comforts of the familiar, if we want to work in innovative businesses and live in dynamic economies, we need to stay diverse.

In the future, regulations or policies may make it more challenging for companies to keep their workforces truly diverse. Businesses will have to overcome this problem. If companies become more parochial they may begin to lose their edge.

There is a strong business case for fostering diversity, and it may also be one of the most important issues facing us at the moment.

A Dispute Resolution Perspective from Heiko Ziehms

My London-based colleague Heiko Ziehms is a commercial dispute resolutions expert dealing in matters such as M&A, joint ventures, infrastructure and insolvencies.

When things go wrong in transactions, Heiko works out why, quantifies damages and presents a report for use in forums such as arbitration tribunals. He is well placed to comment on whether the theories about diversity play out in reality.

“In the field of M&A, diverse teams can improve the quality of decision-making and reduce the risk of a post-deal dispute,” he says.

“Diverse teams come from a problem at more angles and are more likely to come up with creative, innovative solutions. If the individuals on a diverse team work well together and feel empowered to raise concerns, they are better at challenging assumptions and thus combat ‘groupthink’. This helps deal with problems before signing instead of in a post-M&A dispute.

“By diversity I mean not only differences in a team’s professional background, as in a deal team made up of operations specialists, lawyers, accountants and market and industry experts. The benefits of diverse teams extend to different aspects of diversity, as long as the individuals on the team work closely together, share information freely and listen to each other: cultural and geographical backgrounds,

years of experience, career stage, place in internal hierarchy, and personalities (for example in respect of extroverts and introverts) all enhance the quality of decision-making in corporate M&A transactions.

“Yes, it may well be the case that homogenous organisations are more comfortable places to work in. But that should not be a measure of a successful team.”

“Exposing oneself to alternative points of view requires an ability to listen, mental flexibility and maturity. Similarly, challenging a deal team’s apparent consensus amid ‘deal fever’ can require courage—the concern raised could turn out to be unimportant. While this can lead to uncomfortable situations, it is precisely the type of environment associated with successful M&A transactions.”

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The views and opinions expressed in this article are those of the authors and do not necessarily reflect the opinions, position, or policy of Berkeley Research Group, LLC or its other employees and affiliates.

¹ McKinsey & Company, *Women Matter: Gender diversity, a corporate performance driver* (2007).

² Sylvia Ann Hewlett, Melinda Marshall and Laura Sherbin, with Tara Gonsalves, *Innovation, Diversity and Market Growth*, Center for Talent Innovation (2013).

³ Tessa L. Dover, Brenda Major and Cheryl R. Kaiser, “Diversity Policies Rarely Make Companies Fairer, and They Feel Threatening to White Men,” *Harvard Business Review* (January 2016).



September 13, 2017

WBA WOMEN'S BAR ASSOCIATION of the District of Columbia

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President's Column

By Kerri M. Castellini, WBA President;
Partner, Price Benowitz LLP



Kerri M. Castellini

Dear WBA members, friends, and supporters:

This summer, I had the pleasure of representing the WBA at the Consortium for Advancing Women Lawyers (Consortium), held on July 21, in New York City. Linda Bray Chanow, former WBA Board member, helped to establish the Consortium in order to provide a platform to bring together thought leaders who are in the trenches working to advance women lawyers across the nation. The Consortium annually unites representatives of the ABA Commission on Women in the Profession, the National Association of Women Lawyers, Minority Corporate Counsel Association, Ms. JD, the National Conference of Women's Bar Associations, the Center for Women in Law, and several other organizations to discuss latest developments and initiatives on advancing women lawyers.

During the last year, member organizations supported the adoption of ABA model rule 8.4 (g), which adds an anti-harassment and anti-discrimination provision into the ABA Model Rules of Professional Conduct. Rule 8.4(g) was adopted

by the ABA House of Delegates at its annual meeting in August 2016, and states that it is professional misconduct to:

(g) engage in conduct that the lawyer knows or reasonably should know is harassment or discrimination on the basis of race, sex, religion, national origin, ethnicity, disability, age, sexual orientation, gender identity, marital status or socioeconomic status in conduct related to the practice of law. This paragraph does not limit the ability of a lawyer to accept, decline or withdraw from a representation in accordance with Rule 1.16. This paragraph does not preclude legitimate advice or advocacy consistent with these Rules.

In addition to celebrating the change in the model rules, other Consortium participants reported on new research findings, programs, and other initiatives. Sandra Yamate, representing the Institute for Inclusion in the Legal Profession (IILP), distributed and reported on the [IILP's Review 2017: The State of Diversity and Inclusion in the Profession](#). Among other findings, the research indicated that women made up only 21.5% of law firm partners and only 17.4% of equity partners in 2015.

Dolores Atencio from the University of Denver Law School reported on the status of the [Luminarias de la Ley](#) project, which aims to identify and document the first Latinas licensed to practice law in the United States. The research began by examining material from state attorney registration offices and local and state women's and Hispanic bar associations. The research is now focused on data provided by 174 law schools that were in existence from 1900-1980. The first

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Latina lawyer has not yet been identified, but it is a goal of the research project.

Misty Blair, from the National Conference of Women's Bar Associations also reported on the [GOOD Guys Initiative](#). The GOOD Guys Program is a model program and toolkit designed to engage men in the conversation of the advancement of women in the profession. The term "GOOD Guys" means Guys Overcoming Obstacles to Diversity. Michele Coleman Mayes reported on [The Grit Project](#) on behalf of the ABA Commission on Women.

While I have touched on just a few of the inspiring ideas shared, Sonia W. Murphy, WBA's immediate past president, and myself, were delighted to participate in the discussion on behalf of the WBA. We are again reminded of the work that is left to do, and that we can only do it if we

work together. We were inspired by the great work being performed, and are excited to "March On"!

For more information about the upcoming WBA programming year, don't miss our annual [Stars of the Bar](#) event generously hosted again this year by Hogan Lovells, LLP on September 13, 2017.

Kerri



The WBA is committed to being the preeminent professional and personal resource for women at all points in their legal careers.

WBA offers many benefits and resources, just a few of which are:

- Discounted event registrations, including to our tailored programming, such as the Leadership Task Force, Solo & Small Practice Forum, and 20+ Years Expertise group
- Access to monthly Business Hour programs, held via teleconference, free and members only!
- Access to the online Job Bank, which lists career opportunities within private firms, corporations, the government, and non-profits
- Access to the *Raising the Bar* newsletter archive
- Participation in our mentoring program
- Listing in and access to the online Member Directory
- Access to numerous leadership and networking opportunities

Visit www.wbadc.org for information on membership categories and rates.

If you are already a member, share this opportunity with the women in your network. Together, we will make the WBA stronger as we stand up for and promote women in the profession.

WBA Foundation News

WBA Foundation President's Letter

By Monica G. Parham, WBAF President

Welcome to the beginning of another Foundation year!

As we transition from summer into fall, we can also use this time as an opportunity, after a summer break, to refocus on the many unmet needs in our community and our role—some might even say obligation—in playing a part to address those needs.

The WBA Foundation's grantees are on the front lines of serving the most vulnerable women, girls, and families in our community through addressing their unmet legal and related needs, and play a key role in keeping the safety net intact. If you haven't had a chance to view our 2016-2017 grantee video, unveiled at May's WBA/WBA Foundation Annual Dinner, I encourage you to so (it's on our home page at www.wbadcfoundation.org). Even if you have had an opportunity to view the video—and indeed even if you were fortunate enough to be able to join us in person at the May Dinner, which was also a celebration of the WBA's Centennial—I encourage you to view it again, so that you can hear the Foundation's current grantees discuss, in their own words, their vital work and their critical needs.

We hope that the messages from the Annual Dinner and the moving video of the WBAF's 2016-2017 grantees have inspired or will inspire you to action. The challenges facing the most vulnerable members of our community are significant, and growing. As you get back into your fall routines—as a new school term starts, the days shorten, and the weather grows crisper, bringing new



Monica G. Parham

concerns for some of our neighbors in need—please consider making an early fall contribution to the WBA Foundation.

The WBA Foundation Board of Directors is pleased to again have an information table at the WBA's kick-off [Stars of the Bar](#) event, taking place on September 13 at 6:00 pm. We encourage you to attend, meet members of the WBA Foundation Board, and learn more about the Foundation and our work in the community.

We thank you, look forward to continuing our partnership, and hope to see many of you in September!

Monica



2017–2018 WBA Foundation Board

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Many thanks to our supporters! The following donors made a gift to the WBA Foundation between June 1, 2017 and July 31, 2017. These gifts will be used to support nonprofits that serve the legal and related needs of women and girls in the DC metropolitan community. For a list of all fiscal year donors and recognition of giving levels, visit wbacfoundation.org.

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JD Advantage: The Wave of the Future, or an Indication That Something Is Wrong?

As the legal profession continues to change, will "JD advantage" jobs (those where a law degree is preferred but not required) come out of the shadows and be proudly discussed by law school deans? Or will they continue to carry a stigma—and if so, is that stigma still justified? At Bloomberg Law's Big Law Business, Stephanie Russell-Kraft mulls those and other big questions about the future of legal education ... and for possible answers, she calls on some experts (and friends of the organized bar) whose names you're sure to recognize.

Click here to read more: <https://bol.bna.com/todays-law-degree-takes-on-a-broader-meaning>

(From ABA Division for Bar Services, *Bar Leader Weekly*, Issue 75)

New Report on Women's Advancement in Law: Progress Is Static, Situation Is Mostly 'Bleak'

Whether by bar associations, law firms, or other stakeholders in the legal profession, in recent years, there have been many efforts to study and help eliminate the barriers that often prevent women lawyers from advancing in their careers. A recently released Law360 report has bad news for anyone invested in these efforts: Women's progress remains static, and the overall picture, according to Law360 Editor in Chief Anne Urda, is "bleak." How bleak? The New York Times pulls out some key figures from the report, and also highlights recent gender bias and discrimination lawsuits against law firms.

Click here to read more: <https://www.nytimes.com/2017/07/24/business/dealbook/women-law-firm-partners.html>

(From ABA Division for Bar Services, *Bar Leader Weekly*, Issue 74)

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Member Spotlight: Lauren Brown

Compiled by Carol A. Montoya, CAE



Lauren Brown

Lauren Brown is an Assistant Attorney General in the Procurement Section of the Office of the Attorney General for the District of Columbia. She reviews District contracts, works on procurement matters, and represents the District before the Contract Appeals Board.

Originally from Connecticut, Lauren worked as a clerk in the Connecticut judicial branch following law school graduation. She subsequently held positions in the legislative branch, serving as an Attorney in the Office of Legislative Management's Contracting Group and then as a Legislative Attorney in the Legislative Commissioners' Office, where she drafted legislation for the Connecticut General Assembly. Prior to her current position, Lauren worked for the U.S. Postal Service, where she received a

Vice President's award for individual achievement in recognition of exceptional performance.

Since joining the WBA in September 2013, Lauren has served on the Centennial Committee and the Annual Dinner Planning Committee. She is currently serving as a co-chair of the Government Attorneys Forum and the Social Media Committee.

Lauren's parents still live in Connecticut, and she has a sister who is an Examining Attorney at the U.S. Patent and Trademark Office in Alexandria, VA. Lauren volunteers as the Special Events Coordinator for the local chapter of her college's alumni club, the College of the Holy Cross, and annually volunteers for the Make-A-Wish Mid-Atlantic's Walk for Wishes.

In her spare time, she enjoys taking barre3 classes (a combination of ballet barre, pilates, and yoga) and traveling. Most recently, she visited Scandinavia, where she hiked to the top of Preikestolen in Norway. Lauren also enjoys exploring the DC area and checking out the lesser-known attractions in the region.

Why did you join the Women's Bar Association?

When I first joined the WBA, I was relatively new to the DC area and didn't have a lot of professional contacts. My first exposure to the WBA was through the Stars of the Bar event. After meeting the co-chairs from the committees and forums and learning about all of the

programming they had planned for the upcoming year, I walked away with a stack of flyers for all of the events I wanted to attend. While I was mainly looking to expand my professional network in DC when I first joined, my experience has been so much more rewarding.

How did you get involved? How do you stay involved?

After attending Stars of the Bar, I started attending other WBA programs and one of the first events I attended was the Mentoring Committee's Happy Hour Meet and Greet. At that event, we went around and introduced ourselves and shared where we worked. At the time, I was working for the U.S. Postal Service, and as everyone went around the table sharing where they worked, I learned that the two people sitting directly next to me also worked for the U.S. Postal Service and we started talking. One of the people I met was longtime WBA member Cathy Pagano, who encouraged me to get more involved in the WBA.

Whenever I would see Cathy at subsequent WBA events, she would always take the time to introduce me to other members and encouraged me to get more involved in the WBA. After attending numerous WBA events, I decided to get more involved and attended the WBA's leadership information session to hear about opportunities to get more involved.

Following that session, I joined the Annual Dinner Committee, where I

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◀ *continued from previous page...*

worked on social media and publicity efforts for the dinner. After the Annual Dinner, then-WBA President Susan Kovarovics asked whether I would be interested serving as a co-chair for the Social Media Committee for the upcoming bar year. I accepted and first served as a co-chair for the Social Media Committee for the 2015-2016 bar year and continue to serve as a co-chair today. After completing my first bar year as serving as a co-chair for the Social Media Committee, I was selected to serve as a co-chair of the Government Attorneys Forum as well, another position I currently hold, which is one of the ways I continue to stay involved in the WBA.

Besides sponsoring programming that is relevant to members of the Government Attorneys Forum and Social Media Committees, I still enjoy attending the diverse programs put on by the other committees and forums, as well as volunteering to serve on the committee for events, such as the Annual Dinner.

What benefits do you get from being a part of the WBA?

The benefits I have received from being a part of the WBA have been numerous. Some of them include leadership experience, meeting so many extremely talented women, being part of a supportive network of women professionals, and learning valuable skills for career development. It has also been wonderful to hear from so many panelists as they have described their career paths, their personal experiences, and how they arrived at their current

positions on what has been, many times, a winding career path.

Tell us about your mentor/hero.

Since I joined the WBA, Cathy Pagano has served as a mentor, encouraging me to get more involved in the WBA and introducing me to her connections in the WBA at the various events we have both attended.

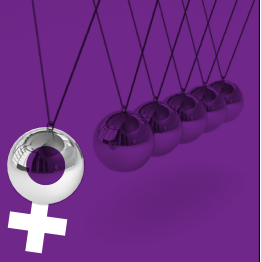
Cathy has always been willing to listen and share her advice with me. When I was searching and applying for other positions, Cathy provided useful advice and encouragement and continued to offer guidance when I got an offer from the Office of the Attorney General and ultimately switched positions. Now, I am fortunate to continue to be able to work with Cathy, as she is the WBA Board Liaison for the Government Attorneys Forum.

I am really thankful that Cathy took me under her wing at WBA right from the very beginning and has continued to serve as a mentor to me all of these years later.

What words of advice do you have for women new to the profession?

Join the WBA! If you are new to the profession, I highly recommend joining the WBA, as well as other bar associations. They are great ways to expand your network and learn practical advice by attending the various substantive panels and events. In particular, the programming the WBA presents is especially relevant for law students and new attorneys because

the numerous committees and forums cover such a wide breadth of practice and topic areas, which are great ways to learn about different areas of the law that may interest you. In addition, many committees and forums sponsor panels on topics such as job searching, drafting an effective resume, and career development.



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Report from Yale and NAPABA Finds Both Progress, Gaps in Asian Americans' Presence in Law

A new report from Yale Law School and the National Asian Pacific American Bar Association contains good news and bad news regarding Asian Americans in the legal profession. The good news: Over the last three decades, Asian Americans have dramatically increased their presence in the legal profession overall and in almost every sector. The bad news: They are still significantly underrepresented in law firm leadership, in government, and in academia. To get a better picture of where Asian Americans are (and aren't) in the profession, check out the digital supplement to *A Portrait of Asian Americans in the Law* and download the full report.

Click here to read more: <https://www.apaportraitproject.org>

(From ABA Division for Bar Services, *Bar Leader Weekly*, Issue 73)

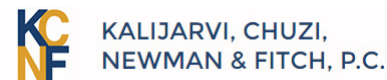
Welcome New Members

The following persons joined the WBA in June and July 2017.

Iyen Acosta	Chul Hun Lee
Beulah Agbabiaka	Sydney Lee
Diana Alsabe	Emily Lentz
Monica Attia	Alexandra Mays
Emily Baker	Beth McClain
Tiana Bey	Joan Meier
Saba Bireda	Meaghan Mixon
Leticia Corona	Jessica Morton
Erica Del Valle	Caitlin Munley
Sandra Enow	Noma Ndlovu
June Fan	Crystal Nwaogu
Sarah Fink	Devika Persaud
Anna Forgie	Katherine Rockwell
Maudess Fulton	Katie Ruffing
Hilary Gerzhoy	Amelia Schmidt
Jan Holland	Sabah Siddiqui
Alanna Horan	Anne Smith
Chelsea Jacobi	Elizabeth Thompson
Maleeha Khan	Lindsay Thompson
Rebecca Layne	Krissa Webb

For information regarding WBA Member Benefits and getting involved with a Committee or Forum, see [Membership & Benefits](#) and [Committees & Forums](#).

Thank you to our Centennial Sponsors!



Your Next Long Read? Oregon State Bar Releases Futures Report

"The relentless growth of technology and the effects of globalization are upending the legal services market, feeding innovation, exposing inefficiencies, and presenting opportunities for growth." So begins the executive summary of The Future of Legal Services in Oregon, released recently by the Oregon State Bar Futures Task Force. In general, the Pacific Northwest has a reputation for being tech-forward and receptive to change ... does this report bear that out, and if so, what bold findings does it contain?

Click here to read the report: http://www.osbar.org/docs/resources/taskforces/futures/FuturesTF_Summary.pdf

(From ABA Division for Bar Services, *Bar Leader Weekly*, Issue 72)

Upcoming Events

Tuesday, September 12, 2017

[How Women Lead: Featuring Flora D. Darpino, 39th U.S. Army JAG](#)

Special Opportunity for Sustaining Members! There is no charge to attend the event, but it is only open to WBA Sustaining Members and limited to the first 20 registrants. Join WBA and the Women's Initiative of Jackson & Campbell for a luncheon with an intimate conversation about leadership with the Army's most senior attorney, Flora D. Darpino.

Wednesday, September 13, 2017

[Stars of the Bar Networking Reception](#)

Kick off the WBA's program year with a free reception open to everyone in the DC legal community. Meet WBA and WBA Foundation leaders, committee and forum co-chairs, and join in recognizing our Stars of the Bar honorees, who exemplify our theme of "March On."

Monday, September 18, 2017

[Pathways to the Bench: The Federal Court System](#)

Presented by the Litigation Forum

How do federal judges make it to the bench? Our esteemed panel of federal judges will discuss how they navigated the system to get where they are today. This program is the second in the WBA's "Pathways to the Bench Series", and will focus on the federal court system.

Tuesday, October 10, 2017

[State and Local Government Perspectives on Environmental Law](#)

Presented by the Energy and Environmental Law Forum

Our expert panel of state and local government environmental attorneys will share their paths to becoming government environmental lawyers, what their career highlights and challenges have been, and insights into the state and local government's role in defending environmental laws in response to the new administration.

Wednesday, October 18, 2017

[A Conversation with Grace E. Koh, Special Assistant to the President for Technology, Telecom & Cybersecurity Policy](#)

Presented by the Communications Law Forum

What is the White House stance on developments and policies affecting technology and telecommunications? How will the administration's outlook affect cybersecurity, privacy, internet regulation, and technology innovation? Does the White House view differ from that of Capitol Hill on these issues, and if so, how? What can we expect from the White House in the years to come on these critical tech/telecom infrastructure and regulation issues? Come learn from a nationally-recognized telecommunications-technology expert with a unique policy perspective! (Note: This presentation will be off the record.)

Thursday, October 26, 2017

[15th Annual WBA Foundation Wine Tasting & Silent Auction](#)

The wine tasting will feature wine, cheese, and chocolate pairings. The silent auction has a variety of items in every price range, such as sports tickets, vacation stays, tickets to local theaters, gift certificates to the hottest DC restaurants, and several gift baskets. Proceeds from the event support the WBA Foundation Founders Fellowship, which supports an area law student's work with local legal services providers on projects to benefit women and girls in our community. Sponsorships are available and we're always looking for auction item donations! Contact the WBAF office at info@wbacfoundation.org for more information.

Thursday, March 15, 2018

[A Women's History Luncheon](#)

Presented by the Communications Law Forum

Firmly committed to helping advance women, Stasia Kelly is a mentor to a number of women lawyers and is on the leadership committee of the DLA Piper Leadership Alliance for Women. Stasia has been honored with many awards that underscore her contributions to the legal profession, including the ABA Commission on Women in the Profession's prestigious Margaret Brent Women Lawyers of Achievement Award, for her many career successes and her extensive involvement in assisting other women to succeed in the field of law. Each year, Inside Counsel presents the Anastasia D. Kelly Transformative Leadership Award to a general counsel who has sustained a commitment to accelerate the ascendancy of women lawyers to senior leadership roles in the law department and beyond. The *National Law Journal* named Stasia to its 2014 list of "Trailblazers & Pioneers," citing her fifteen-year career as a general counsel at four leading public companies. During this Luncheon, Lorelie S. Masters, past president of WBA and a Partner at Hunton & Williams LLP, will interview this local legal luminary.

Save the Date

Tuesday, December 12, 2017:

Communications Law Forum Holiday Tea

Wednesday, March 13, 2018:

WBA Foundation Grant Awards Ceremony

Thursday, May 17, 2018:

WBA/WBAF Annual Dinner