

RAISING THE BAR



March/April 2018



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WBA Announces #OurVoices Campaign To Address Sexual Harassment in the Workplace

The WBA has announced a new campaign—called #OurVoices—that pledges the WBA's support for every person who has experienced sexual harassment or a #MeToo moment and promises swift action from the WBA in the form of programming, policy statements, social media campaigns, and more, to achieve workplaces that are free of sexual harassment.

article continued on page 2

Periods Gone Public, A Review

By Eva Marie Carney

Jennifer Weiss-Wolf's book *Periods Gone Public*, a book on women's rights and health policy, will open readers' eyes. *Newsweek* deemed Ms. Weiss-Wolf, an attorney at New York's Brennan Center for Justice, the "architect of the U.S. policy campaign to squash the tampon tax." Abigail Jones of *Newsweek* opined that the book "gives powerful voice to one of the most ignored human rights issues around the globe. It's required reading for every one of us."

article continued on page 3

Features

WBA Announces #OurVoices Campaign To Address Sexual Harassment in the Workplace (continued from page 1)



The WBA also extends its continuing support to those firms and other organizations that continue to work to eliminate sexual harassment within and outside of their workplaces.

"Every attorney should be able to go to work without fear of sexual harassment of any kind. The WBA raises #OurVoices in support of harassment-free work places and bringing an end to behavior that has been tolerated for too long," said WBA president Kerri Castellini.

Throughout the #OurVoices campaign, the WBA will be hosting programs to discuss different aspects of how sexual harassment impacts the workplace—from employees who are harassed, to employers who seek to end harassment in their organization, to attorneys who are fighting to rid the legal profession and other professions of all sexual harassment. The programs will feature industry experts and leaders in the fight to end sexual harassment.

The WBA has released a **Sexual Harassment Fact Sheet** to assist employers and employees who have experienced sexual harassment. The WBA will continue developing materials and hosting programming to provide a platform for the voices of WBA members and all women lawyers on these important

Founded in 1917, the Women's Bar Association is one of the oldest and largest voluntary bar associations in metropolitan Washington, DC. Today, as in 1917, we continue to pursue our mission of: Maintaining the honor and integrity of the profession; promoting the administration of justice; advancing and protecting the interests of women lawyers; promoting their mutual improvement; and encouraging a spirit of friendship among our members.

When it Comes to Telecommuting, Policy Lags Behind Reality

In 10 years, writes Suzanne Lucas at Inc., one-third of employees will be working from home—but that doesn't mean you should wait another decade before establishing a telecommuting policy. But many employers do seem to be waiting: According to a new report from a freelancing website, nearly two-thirds of companies now have some remote workers, but fewer than half have a policy in place. How can you get ready now for the coming boom in remote work? Ms. Lucas helps you get started, with practical tips on five areas that could form the backbone of your new policy.

<u>Click here</u> to read more.

(From ABA Division for Bar Services, Bar Leader Weekly, Issue 102)

SEXUAL HARASSMENT WBAWHAT SHOULD YOU KNOW? Sexual harassment is a form of sex discrimination that violates Title VII of the Civil Rights Act of 1964 and most, if not all, state and/or local human or civil rights laws. Various counties (e.g., Montgomery, Prince George's, Baltimore, and Howard) also have laws prohibiting sexual harassment.

FOR EMPLOYEES...



WHAT CONSTITUTES SEXUAL HARASSMENT?

- welcome sexual advances
- Requests for sexual favors, and/or
- Other verbal or physical conduct of a sexual nature that explicitly or implicitly affects an individual's employment, unreasonably interferes with an individual's work performance or creates an intimidating, hostile, or offensive work environment.



DID YOU KNOW?

- The harasser does not have to be a different gender
- The harasser can be the victim's supervisor, a supervisor in another area, a coworker, o a non-employee (for example, a client or customer).
- The victim does not have to be the person harassed, but can be anyone affected by the
- Unlawful sexual harassment may occur without economic injury to or discharge of the vic



WHAT SHOULD YOU DO?

- If feasible, inform the harasser directly that the conduct is unwelcome and must stop
- Use any employer complaint mechanism or grievance system available
- Put your sexual harassment complaint in writing and be specific
- Document the sexual harassment: keep a contemporaneous journal describing how you were sexually harassed.

FOR EMPLOYERS...

Title VII applies to employers with 15+ employees. State and local laws may have different applicability provisions. For example, the D.C. Human Rights Act applies to all employers, regardless of size; the MD Fair Employment Practices Act only covers employers with 15 or more employees; the VA Human Rights Act covers employers with 6-14 workers

Prevention is the best tool to eliminate sexual harassment in the workplace.



HOW DO YOU PREVENT SEXUAL HARASSMENT?

- early communicate to employees that sexual harassment will not be tolerated:

 - Provide sexual harassment training to employees.
 Establish an effective complaint or grievance process.
 Consider the reporting structure—ensure that there are multiple avenues for reporting.
- Prepare and distribute a sexual harassment policy to employees and post a copy in an accessible and prominent location. Take immediate and appropriate action who employee complains.



DID YOU KNOW?

- It is also unlawful to RETALIATE against an individual for:
- · Opposing employment practices that discriminate based on sex and/or
- Filing a discrimination charge, testifying or participating in any way in an investigation processing or lawsuit under Title VII.

IF YOU HAVE QUESTIONS ABOUT FILING A SEXUAL HARASSMENT COMPLAINT OR A COMPLAINT HAS BEEN FILED AGAINST YOU, CONTACT AN EMPLOYMENT LAW ATTORNEY, THE WOMEN'S BAR ASSOCIATION OF THE DISTRICT OF COLUMBIA CAN HELP YOU FIND AN ATTORNEY THAT PRACTICES IN THIS AREA.

Features

Periods Gone Public, A Review (continued from page 1)

By Eva Marie Carney

Periods Gone Public, released in October 2017, is the first book to explore menstruation in the current cultural and political landscape and to investigate the new wave of period activism. Ms. Weiss-Wolf lays out a compelling case for "menstrual equity," opining that "in order to have a fully equitable and participatory society, we must have laws and policies that ensure menstrual products are safe and affordable and available for those who need them. The ability to access these items affects a person's freedom to work and study, to be healthy, and to participate in daily life with basic dignity. And if access is compromised, whether by poverty or stigma or lack of education and resources, it is in *all* of our interests to ensure those needs are met."

Ms. Weiss-Wolf reports that worldwide, girls often miss out on education when they are menstruating, particularly in remote, impoverished rural areas. She also explores the challenges to obtain affordable supplies that low-income girls and homeless and incarcerated women living in the United States face.

Ms. Weiss-Wolf's reporting is engaging and, while thorough, it fails to touch on the impact these access and affordability issues have on U.S. Native American girls living on rural reservations such as the Pine Ridge Indian Reservation in South Dakota. The harsh reality that these girls may skip school for as long as a week each month, because they do not have needed menstrual supplies, is described in an online article by Eleanor Goldberg, Why Many Native American Girls Skip School When They Have Their Periods. In a future WBA newsletter, I will share my thoughts on addressing this human rights issue as it affects Native girls and women.

Periods Gone Public is available on Amazon.

Why Many Native American Girls Skip School When They Have Their Periods can be read at https://tinyurl.com/y8d2a9a3.

Eva Marie Carney is a human rights lawyer, an enrolled member of the Citizen Potawatomi Nation, which is a federally-recognized Native American tribe, and an elected representative to the CPN Legislature.

Some Good News About the 2017 JD Class: First-Time Bar Passage Rate Increases

It's not all doom and gloom for new law grads, according to ABA Journal: The first-time bar passage rate for the class of 2017 was almost three percentage points higher than that of 2016, based on data from the ABA Section of Legal Education and Admissions to the Bar. For the class of 2017, the first-time bar passage rate was 77.2 percent, compared with 74.3 percent for 2016. Barry Currier, ABA managing director of accreditation and legal education, notes that the information

released in late March is not a compliance report for the ABA bar passage standard but that it does provide helpful consumer information for prospective law students. What else does the report reveal about the state of legal education?

Click here to read more.

(From ABA Division for Bar Services, *Bar Leader Weekly*, Issue 104)



President's Column

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



Kerri M. Castellini

One of the benefits we offer our committee and forum co-chairs is a monthly series called WBA & You, which features leadership training at monthly co-chair meetings. We recently heard from **Leah Weiss, Ph.D, MSW** regarding living and working with purpose. Leah is a teacher, researcher, meditation expert, and author of the new book, *How We Work*

Living with purpose is not only essential for our satisfaction and sense of wellbeing as employees, but is critical to our health, Leah explained. Her presentation highlighted research that indicates that when we have a defined purpose our bodies have a better ability to regulate emotions, lower rates of inflammation, and greater glycemic control. Leah encouraged WBA leaders to take a few minutes whenever possible to marinate on their respective purpose and to make sure their goals align with their respective core purposes moving forward.

During Leah's presentation, I reflected on this past year and my role as WBA president. Luckily for me, the purpose of the WBA is clearly laid out in our mission statement, and is:

Maintaining the honor and integrity of the profession; promoting the administration of justice; advancing and protecting the interests of women lawyers; promoting their mutual improvement; and encouraging a spirit of friendship.

While all of the components of our mission are imperative, there is one that always sticks out to me: "advancing and protecting the interests of women lawyers." For me, the phrase highlights what has been so remarkable about the WBA's history: Advocacy. Out of this one word, my purpose and theme for this WBA year evolved.

Before my bar year started, I tried to ignore this calling towards recommitting the association to its advocacy roots. I feared that advocacy was too derisive,

or too alienating, or too political, or just too hard. However, as this year has progressed, the idea that we, as an organization, had to speak up—or by our silence we were agreeing to ideas and notions that we had so long opposed—has taken hold.

I reluctantly introduced the idea of brushing off our advocacy skills at last year's leadership retreat. Part of me secretly hoped that I would get vetoed. However, I was not surprised at the eagerness of our members and our leaders to actively reengage our advocacy side. Cautiously and systematically, we have been working behind the scenes to prepare ourselves to fight for our rights, much like our founders have done before us.

While we have maintained our tradition of strong programming, we have also worked to sign on to six amicus briefs championing not just the rights of women lawyers, but those of women and families throughout the country. Our ad hoc Sexual Harassment Task Force sprung into action to respond to the momentum created by the #MeToo movement, and continues to work to expose sexual harassment in the legal profession. We created a Women in Politics committee to educate women who are running for political office. We partnered with other organizations, such as the International Bar Association and South Asian Bar Association, to provide programming focused on finding solutions for women lawyers around the world.

I realize that my work with the association has always provided me with a sense of purpose, and the very real feeling that I was part of a much larger community of women. Women who fight in their own unique ways. Women who dare to challenge each other, and find the bravery to challenge the norm. Women who bravely dream of a future where we are all compensated equally, where there is no longer a struggle between being a good friend or a good parent and being an excellent lawyer, where we are connected only by friendship, and not by the need to change the future for our children.

I am humbled to have had the opportunity to watch my hope for our beloved organization grow. Thank you for giving our organization purpose, for giving us the opportunity to fight, and for allowing the WBA to be your champions and your community. We at the WBA honor individuality and foster the idea that each of you can create your own purpose within your life, within your work, and within the WBA.

Best

Kerri

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WBA Foundation News

WBA Foundation President's Letter

By Monica G. Parham, WBAF President

Welcome to spring (at least according to the calendar)!

On March 13, the WBA Foundation honored its 2018 grantees at its Ninth Annual Grant Awards Ceremony, graciously hosted by Sterne, Kessler, Goldstein & Fox. An overflow crowd had an opportunity to meet attorneys from each grantee, and to hear about the impactful work that each organization is doing in the community. From a focus on children to a focus on the elderly, from serving recent immigrants to serving long-time District residents, and in areas ranging from workers' rights to human trafficking and domestic violence, the 2018 grantees play a critical role in serving some of our most vulnerable neighbors in the DC Metropolitan community.

Our keynote speaker for the evening **Dawn Dalton**, Policy Director of the DC Coalition
Against Domestic Violence, eloquently spoke
about the sobering prevalence of domestic
violence and then passionately charged each of us
to be a part of the solution.

We again salute our 2018 honorees – Amara Legal Center, Bread for the City, DC Volunteer Lawyers Project, DC KinCare Alliance, Domestic Violence Legal Empowerment and Appeals Project, First Shift Justice Project, The Human Trafficking Legal Center, Legal Aid Society of the District of Columbia, Legal Counsel for the Elderly, Tahirih Justice Center, and Tzedek DC – and keynote speaker Dawn Dalton and extend a heartfelt "thank you" to each for all that they do.

While we are moving towards the end of the Foundation year, there are still several key events ahead. We hope that you will be a part of each!

On May 17, the Foundation will join the Women's Bar Association in celebrating the WBA/WBAF Annual Dinner. At the dinner, the Honorable Anna Blackburne-Rigsby, Chief Judge of the DC Court of Appeals, will be recognized as the WBA's Woman Lawyer of the Year. Chief Judge Blackburne-Rigsby, who while an Associate Judge on the DC Court of Appeals chaired the District of Columbia Courts' Standing Committee on Fairness and Access and served on the District of Columbia's Access to Justice Commission, epitomizes the spirit of "giving back" and ensuring access that animates the WBAF's own mission. We are honored to join the WBA in honoring her. A special thank you in advance for all of you who have sponsored the dinner or otherwise plan to attend. For those of you who have not yet finalized your plans to attend, there is still time to register for an event that is one of the highlights of the year!



Monica G. Parham

Also on May 17, the WBAF will once again participate in DoMore24, a 24-hour on-line fundraiser that brings the national capital community together to focus on giving and building the strength of nonprofits. Your financial gifts will allow the Foundation to continue its mission of providing grants to organizations, like those honored in March, addressing the unmet legal and related needs of women, girls and families.

You can donate at domore24.org/ wbafoundation between 12:00 pm on May 17 and 12:00 pm on May 18. The need is great, and that need is growing. No amount is too small, and every donation is gratefully received.

On a more personal note, this my final letter as President of the Women's Bar Association Foundation. It has been an honor to serve for the past two years – years of rapid change and transition ranging from changing funding priorities to ongoing demographic changes. Through these changes, the Foundation's grantees have remained on the front lines, serving the most vulnerable women, girls, and families in our community. I'm extremely proud of the work that the Foundation - led by a talented, dedicated and amazing Board of Directors - has done and will continue to do in supporting these organizations and am humbled at having played a role, however small, in moving the Foundation's mission forward.



2017 – 2018 WBA Foundation Board

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Ninth Annual Grant Awards Ceremony

Photos by Mark Van Bergh Photography









Attendees were able to talk with representatives from grantee organizations during the networking portion of the evening



WBAF Board members, Monica Parham (president), Gaffar Chowdhury & Ann Ford



WBA past president Jessica Adler, Marla Spindel & WBAF Board member Grace Parke Fremlin



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Elizabeth Mulkey, Deborah Livornese, Kalie Richardson & Sunita Paknikar

The WBA Foundation recognized the 2018 class of grantees at the Ninth Annual Grant Awards Ceremony on March 13.

The following organizations, which are using the law to improve the situations of women, girls, and families in the Washington, DC metropolitan area, were presented their grants by Foundation Board at the Grant Awards Ceremony.

Amara Legal Center serves individuals whose rights have been violated while involved in the commercial sex trade, whether involvement was by coercion, necessity, choice, or otherwise, in the DC metropolitan area. The WBAF grant will support Amara's Legal Representation Project, which provides full representation to survivors of sex trafficking with civil legal services, such as victim-witness advocacy, civil protection orders, and custody-related representation.

Bread for the City provides vulnerable DC residents with comprehensive services, including legal and social services, in an atmosphere of dignity and respect. The Foundation's grant will assist the operation of Bread for the City's Domestic Violence Community Legal Services Project, which serves low income minority women in their efforts to obtain protection from domestic violence.

DC KinCare Alliance supports kin caregivers (grandparents or other relatives) who have opened their homes to DC's most vulnerable and at-risk children when their parents are not able to care for them. The Foundation's grant will support KinCare's Legal Defense Project, which represents DC kin in court proceedings to obtain the resources and services needed to raise the children in their care.



Dawn Dalton and staff from the Legal Aid Society



WBAF president Monica Parham addressed the capacity crowd.

The **DC** Volunteer Lawyers Project addresses the critical shortage of legal assistance for low income people in Washington, DC. The WBAF grant will support the Project's Domestic Violence Program, which provides pro bono legal assistance and social services to domestic violence victims, most of whom are women and families living below the poverty line.

Domestic Violence Legal Empowerment and Appeals Project (DV LEAP) will use the Foundation's grant to support the DC LEAP project, which provides essential services including appellate representation, in-depth consultations at the trial level, and technical assistance to victims of domestic violence.

First Shift Justice Project empowers low-income pregnant women and parents to safeguard the economic security and health of their families through assertion of their workplace rights. The WBAF grant will fund the continued build-out of a pro bono volunteer program that will allow First Shift to engage more attorneys on behalf of it clients.

The Human Trafficking Legal Center provides pro bono legal services for trafficking survivors seeking justice. The WBAF grant will bolster the Human Trafficking Legal Center's efforts to identify and train pro bono attorneys, provide direct services to survivors, advocate with federal authorities for survivors trafficked by diplomats, and incorporate survivors into training programs as leaders.

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The Legal Aid Society of the District of Columbia will use the Foundation's grant to fund the Legal Aid Society's Domestic Violence Underserved Communities Project to address the need of domestic violence survivors living in underserved areas – particularly in Wards 4, 5, and 6 – where poverty rates and incidences of domestic violence are high.

Legal Counsel for the Elderly aims to improve the quality of life for elderly District residents. The WBAF grant supports the Schedule H Program, an innovative project assisting older low-income DC residents (nearly 3/4ths of whom are women of color) obtain funds through D.C.'s Schedule H Tax Credit via pro bono clinics at area law firms.

The Tahirih Justice Center provides services for immigrant survivors of violence. The Foundation's grant will allow Tahirih to provide holistic legal and social services to immigrant women and girls in the wake of extreme violence including domestic violence and sexual assault, female genital mutilation, trafficking, honor crimes, and forced marriage.

Tzedek DC's mission is to safeguard the legal rights of low-income DC residents dealing with often unjust, abusive, and illegal debt collection practices and related consumer protection problems like credit reporting issues, identity theft, and predatory lending. The WBAF grant will help Tzedek provide free legal services to DC residents who are 400% below federal poverty guidelines, with a specific focus on single mothers and other vulnerable community members.

The evening's keynote remarks were presented by Dawn Dalton, Policy Director, DC Coalition Against Domestic Violence.



Dawn Dalton

Many thanks to our event sponsors:

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Is the Legal Profession Prepared for an Increase in Lawyers with Dementia?

By 2025, the number of Alzheimer's sufferers age 65 and older is estimated to reach 7.1 million—and it's likely that many of them will be practicing law during the years when their symptoms first appear and gradually become more pronounced. The size of the baby boom generation and the decline in mandatory retirement policies mean that the legal profession will soon have to confront the issue of age-related dementia (both Alzheimer's and other forms) more effectively than it has in the past, The American Lawyer says. What

contributes to the shame that prevents many impaired lawyers from disclosing their illness? And do differences in lawyers' brains mean that many can safely keep working during the early stages?

<u>Click here</u> to learn more in this sobering and thoughtprovoking article.

(From ABA Division for Bar Services, *Bar Leader Weekly*, Issue 101)

Committee & Forum Highlights

Communications Law Forum's Annual Women's History Luncheon

By Lynne Milne, Co-chair, Communications Law Forum Photos by Mark Van Bergh Photography





Almost 50 people gathered to celebrate Women's History Month at Sterne, Kessler, Goldstein & Fox PLLC on Thursday, March 15, 2018. For the eighth year, the Communications Law Forum held a luncheon to honor a local legal luminary. This year's luncheon honored the numerous accomplishments of **Stasia Kelly**, DLA Piper Managing Partner (Americas), in her legal career, as well as her success in advancing the careers of numerous women lawyers across the country.

While enjoying the wonderful lunch provided by Sterne Kessler, attendees had an opportunity to mingle and network. The heart of the program, however, was the hour-long interview by **Lorelie S. Masters**, a WBA past president and partner at Hunton & Williams LLP, of Ms. Kelly.



Stasia Kelly and Lorie Masters

In 2014, the American Bar Association's Commission on Women in the Profession honored Ms. Kelly with the 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 practice of law.

Each year in her honor, *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.

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The National Law Journal named Stasia Kelly to its 2014 list of "Trailblazers & Pioneers," citing her 15-year career as a general counsel at four leading public companies, the Federal National Mortgage Association (commonly known as Fannie Mae), Sears Roebuck and Company, MCI WorldCom, and American International Group (also known as AIG).

In a lively and captivating exchange with Ms. Masters, Ms. Kelly recounted numerous lessons learned on how to surmount gender discrimination. When she was the first woman executive to work at the Air Line Pilots Association, for example, Ms. Kelly described a meeting where she was the only woman in the room and was faced with preconceived notions of a woman's role in the workforce. Based on the assumption that she must be a secretary and not be an executive due to her gender, a male executive asked her to fetch a cup of coffee. On the spot, Ms. Kelly decided not to confront the man during the meeting and opted instead to firmly set him straight after the meeting in a private interaction. Ms. Kelly's point was that it was better for her long-term working relationship with this male executive to forego embarrassing him in front of his peers. In this and in many future instances, Ms. Kelly was able to turn a male colleague into a future ally and achieve a good working relationship with him, despite his initial misconceptions about women in the workplace.

In another such example, Ms. Kelly noted there are some times when feelings of loyalty are not reciprocated due to gender misconceptions. During her last year of law school, Ms. Kelly was faced with the issue of whether to go to work for a private law firm (which she preferred) or stay with her company employer at the time (which had supported her throughout law school). Following advice from a senior executive, she went to the company's general counsel to discuss her dilemma and was told that there were no prospects of her working in the company's legal department because there already was one woman lawyer working there. Ms. Kelly immediately decided to accept a job offer from a law firm for work as an associate upon law school graduation.

Ms. Kelly recounted a particular instance of the interrelationship between her family life and her career path. As her law firm was approaching consideration of whether she would become a partner, Ms. Kelly was pregnant with twin sons and was on mandatory bed rest for months. This was at a time when telecommuting was not technologically available, so she had her executive assistant come to her home with hard copies of documents and telephone messages while she was on bed rest. Although she was advised to request a one-year delay on that crucial vote due to her time away from the office, Ms. Kelly decided that her total work performed while at the law firm should speak for itself and the vote proceeded on schedule. Needless to say, Ms. Kelly was made a partner by that vote.

At several points during the interview, Ms. Kelly talked about valuable traits that many women bring to a legal department or a law firm that are more gender specific, such as team building and consensus building. She also explained how skills developed while serving as a general counsel of a major corporation were directly applicable to service as a managing partner of a large international law firm, such as the skill of matching the right person to the best job and the skill of building effective teams.

Ms. Kelly also had much wise advice about rainmaking. She emphasized that men are much more willing to ask their friends for business, and that a woman lawyer needs to push herself to do the same. She further noted that a woman general counsel should

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Raising the Bar Editorial Board

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consider strategically the person given the new business within the outside counsel law firm, with special attention to the women lawyers within the firm.

Ms. Masters elicited fascinating information for an audience of WBA members. Ms. Kelly provided a wealth of wisdom derived from her career development and work experiences. With its inspiring perspectives from the career path of an accomplished local legal luminary, this luncheon was a wonderful way to celebrate Women's History Month in 2018.

President Carter issued the first Presidential Proclamation declaring as National Women's History Week the week of March 8, 1981. In 1987, the U.S. Congress declared the entire month of March as National Women's History Month in perpetuity. This legislation demonstrated the wide-ranging political support for recognizing, honoring, and celebrating the achievements of American women. The theme in 2018 for National Women's History Month was "Nevertheless, She Persisted: Honoring Women Who Fight All Forms of Discrimination Against Women." There were many shining examples in the room on March 15 of the concept of strong women who refuse to be silenced.

The co-chairs of the Communications Law Forum very much appreciate the support provided for this year's Women's History Luncheon by WBA past president **Tracy-Gene Durkin**, as well as the signature sponsorship of this event by **Sterne**, **Kessler**, **Goldstein & Fox PLLC**. The co-chairs also thank **Alison Barberi** of **Planet Depos LLC** for the videotaping the interview, which allows the preservation of this small slice of WBA history in the WBA's archives.



WBA Foundation Board member Ann Ford, Stasia Kelly, Mary Gately, and Deborah Meshulam, all of DLA Piper.



Stasia Kelly spoke with attendees during the networking portion of the event.



WBA past presidents Martha JP McQuade and Lorie Masters





Committed to the recruitment, retention, and advancement of women attorneys.

- Recognized by ABA Journal, Bloomberg Law and JD Journal for one of the best records for promoting women to partner in 2017.
- Partner Ana Reyes named 2017 WBA Woman Lawyer of the Year.

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Incivility in the Workplace

A recent article in the *Harvard Business Review* reports that there is a significant financial impact and loss of productivity when incivility occurs in the workplace. The underlying study found that women were more likely to report instances of incivility from other women.

To read more about this thought-provoking study, <u>click here</u>.

Yes, and ... Lessons from Improv Can Help You at Work and in Life

It's the central tenet of improy, and it can help you at work, in leadership, and in other areas of your life: When working with others, always think it terms of "Yes, and ..." rather than "No, but ..." or even "Yes, but ..." That is, even if you have a difference of opinion or want to take the discussion in another direction, you'll keep the group's positive energy going and have a better result if you constructively build from what the previous person said.

At Fast Company, Hugh Hart shares what he learned from the aptly titled Yes, And.

Click here to read more.

(From ABA Division for Bar Services, *Bar Leader Weekly*, Issue 103)



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.

WBA Co-sponsors Sexual Harassment Program

WBA joined with several other voluntary firms to host "Sexual Harassment in the Workplace: Recognize It and Stop It" on March 29. Hosted by K&L Gates, the program explored the recent cases of holding powerful men accountable for sexual harassment and to consider whether they are breakthroughs

in workplace transformation or mere flickers in time. Panelists addressed what those in the legal profession can do to ensure these events and #MeToo, #TimesUp, #Equality movements transform our workplace and advance equality to permanence.



Exploring and Finding Careers in State and Local Government By Lauren Brown, Co-chair, Government Attorneys Forum



On March 7, 2018, the Government Attorneys Forum (GAF), along with co-sponsor Women in Government Relations, hosted Exploring and Finding Careers in State and Local Government at Morgan, Lewis, & Bockius LLP. The panel featured several prominent speakers who shared their career paths and tips about pursuing state and local government careers.

Attorney General Karl A. Racine, Office of the Attorney General for the District of Columbia (OAG), provided opening remarks for the evening and also participated as a panelist.

The panel also featured Elizabeth ("Beth") Teare, County Attorney, Fairfax County Attorney's Office; Nadine Wilburn, Chief Counsel and Senior Advisor Personnel, Labor and Employment Division, Office of the Attorney General for the District of Columbia, and Stephanie Rotondo, Placement Director for the Maryland Governor's Appointments Office. WBA Board Member Cathy Pagano served as the panel's moderator.

Attorney General Racine believes you cannot have great leadership without diversity and inclusion. The makeup of his team at OAG truly reflects that belief, where five out of the seven members on his leadership team are women and seven of the eleven divisions at OAG are led by women. During his remarks, Attorney General Racine shared details about his participation in the Democratic Attorneys General Association's 1881 Initiative that is working to elect more women to the office of state attorney general. He said it is not only a time to consider public service, but also elective service. While elective service is challenging, Attorney General Racine shared that elective service is an invigorating and an extraordinary opportunity.

Following Attorney General Racine's opening remarks, each of the panelists shared their career paths with attendees and explained how they obtained their current positions. The panelists also discussed the benefits of working in public service. Ms. Wilburn explained that as a government attorney, there are numerous opportunities to prove yourself because there is more work than there are lawyers in the office. She shared that government can be a fast-paced work environment, citing as an example that she frequently can only get through one-tenth of the items she has outlined on her calendar for a particular day. Ms. Wilburn also spoke about the overall value of public sector work and how often the advice you give as a government attorney allows the government to do the right thing.

The Attorney General highlighted the diversity of issues OAG handles and shared that opportunities in the public sector can be rewarding and meaningful and can also set you up for lucrative positions in the private sector following public sector work. Additionally, Attorney General Racine spoke about OAG's restorative justice pilot program. This program works to empower victims and identifies whether perpetrators would benefit from resolving the problem in a way that allows the perpetrator to understand how his or her conduct negatively impacted the victim, the victim's family, and the community. At the same time, the program allows victims to feel actively engaged in the process.

Ms. Rotondo discussed job opportunities in the state of Maryland for lawyers that may not be the "traditional" attorney-titled positions, but are positions that lawyers, who are trained to think about things differently, would excel in, such as serving as a chief of staff or an executive director of an agency, especially if you have expertise in a niche area. Other positions Ms. Rotondo

suggested that attendees consider include serving as a legislative liaison or in a compliance position. She also shared tips on how to tie everything together in a cover letter and to focus on highlighting general skills on your resume if you are considering moving into a new area of law. Ms. Rotondo regularly interviews more than 25 people a week to fill positions and serve on board and commissions in Maryland, so her tips were particularly helpful. Ms. Rotondo shared that one of the things she enjoys most about her position is that it allows her to not only see the policy that the governor is setting, but also to then interview the individuals who will potentially help implement that policy.

Ms. Teare shared that serving in public service gives you a sense of ownership of your community. As she drives around her community, she is able to see all of the projects she has had a hand in. She encourages individuals who are interested in working for the Fairfax County Attorney's Office to research how the county is set up and how the office operates. Ms. Teare also discussed how recently she has seen an increase in the number of people questioning government and a lot more individuals are challenging the government. In her office, Ms. Teare is working to increase communication so people better understand why the government is doing what it is doing.

The panelists, many of whom graciously returned as speakers following GAF's previous state and local event, provided great insight on the types of positions that are available in state and local government and their respective offices. Attendees also had an opportunity to ask questions and network with our panelists. Thank you to our speakers, our hosts at Morgan, Lewis & Bockius LLP, and everyone who attended this enlightening event. Please join us at a future Government Attorneys Forum event!

Women in Politics: How to Become Politically Active

By Nancy Ortmeyer Kuhn, Director, Jackson & Campbell, P.C.; Co-chair, Women in Politics Committee



Michelle Kallen; Maria Urbina, Nancy Kuhn, Mary Bell & Julie Copeland

WBA's Women in Politics Committee sponsored an inspirational panel discussion on the topic of "How to Become Politically Engaged" in early February. Speaking on the panel were Maria Urbina (Political Director, Indivisible), Julie Copeland (Executive Director, Emerge Virginia), Michelle Kallen (Board of Directors, Women Lawyers on Guard), and Mary Bell (Mid-Atlantic Director, EMILY's List). It was uplifting to learn of the activities engaged in by these dynamic women and their organizations, along with motivating tips for personal engagement in the political process.

Ms. Urbina spoke about Indivisible's incredible growth from the date the <u>Indivisible Guide</u> was posted as a Google Doc soon after the 2016 election to the current 5,800 Indivisible groups that are now registered and currently active in grassroots advocacy. She reported that there are at least two Indivisible groups in every

congressional district throughout the United States. Ms. Urbina explained that the Indivisible Guide educates and encourages anyone and everyone to engage in the political process to ensure a healthy democracy. Indivisible's purpose is to instruct and inspire grassroots advocacy dealing with progressive issues. The Indivisible website provides specific information, organized by congressional district, to be used by anyone who would like to engage their congressional representatives regarding an issue being considered by Congress. Ms. Urbina noted that advocacy works best when a Senator or Representative is contacted by a constituent from their state or district. A Member of Congress is motivated by his or her voters.

Ms. Bell spoke about EMILY's List and its focus on getting prochoice Democratic women elected to office. EMILY's List has helped send over 800 women to state, local, or federal elective office. The acronym stands for "Early Money is Like Yeast" and Ms. Bell indicated that they assist women in learning fundraising skills, as also provide funding for women candidates, recruit women to run for office, and mobilize voters. EMILY's List was organized in 1985 and was one of the first nonprofits focused on getting women elected to higher office. Barbara Mikulski was one of the two first candidates supported by EMILY's List, and in 1986 became the first woman elected to the Senate in her own right. Senator Mikulski started a long list of success stories for the organization.

Emerge Virginia's focus is on a seven-month training program specifically designed for women to enable them to confidently run for elective office. Ms. Copeland explained that their program is also focused on identifying women to run for office, and then to encourage them to take the plunge and run. She indicated that it generally takes three asks for a woman to commit to running for office. There are Emerge groups throughout the country, including in Maryland. In addition to providing training, Ms. Copeland told stories of the importance

for the women candidates to have a network of like-minded women to rely upon for support throughout the process. She reported that 43% of the alumnae of the Emerge Virginia training program have run for office, and of those, 60% have won. She was also proud to report that 40% of the alumnae of Emerge Virginia are women of color.

Women Lawyers on Guard is a new nonprofit organization started by women attorneys, many of whom are former leaders within the Women's Bar Association. Ms. Kallen, a member of their Board of Directors, said that the organization's focus is a bit different than the other featured organizations. Women Lawyers on Guard acts as a clearinghouse for attorneys, mostly women, to provide pro bono legal services for nonprofit organizations that are engaging in activities to promote justice and to support our democratic system of government. Women Lawyers on Guard also signs on to amicus briefs addressing issues of discrimination, along with other issues of particular importance to women. For example, Women Lawyers on Guard recently signed on to the amicus brief of the Masterpiece Cakeshop case that is before the Supreme Court, in which a bakery refused to make a wedding cake for a same-sex couple.

At the conclusion of the discussion, it was noted that there are many resources for women who are interested in becoming politically active, whether that be running for office or getting involved in grassroots activism. Also, for lawyers of both genders, there are many opportunities for meaningful pro bono work to assist nonprofits and political organizations in their quest for social justice. All of these organizations have information on their websites, and the speakers encouraged all in attendance (and their friends) to engage in the democratic process.

Government Attorney's Forum Happy Hour



The Government Attorney's Forum (GAF) hosted a wonderful networking happy hour on February 13 at Mackey's Public House.

At the forum's first 2018 happy hour, many GAF friends gathered to share career ideas and stories. Attendees learned about all the great programs GAF has planned for 2018, such as the Exploring and Finding Careers in State and Local Government held on March 7. Ideas were gathered for future programs and projects, and attendees shared favorite ways to enhance their careers and life generally.

Please share your ideas and questions with the GAF co-chairs. They can be reached at governmentattorneys@wbadc.org.

Member Spotlight: Bridget Bailey Lipscomb



Bridget Bailey Lipscomb

Bridget Bailey Lipscomb is the assistant director in the Civil Division Environmental Torts Office of the U.S. Department of Justice (DOJ), Civil Division. Her office defends the United States throughout the country in suits brought under the Federal Tort Claims Act for monetary damages incurred as a result of environmental contaminants. She is a perennial speaker and trainer on various civil litigation topics for the Civil Division and DOJ's primary training facility, the National Advocacy Center in Columbia, SC.

Bridget began her tenure at DOJ in 2004, when she was hired as a trial attorney at DOJ and began defending the United States in complex, high-profile tort litigation in Federal courts around the country.

Throughout her legal career, Bridget has been extremely involved in many legal and community organizations. She previously served on the WBA Board and is currently serving as vice president of the WBA Foundation. She is a candidate for president-elect of the DC Bar and a member of the DC Bar Leadership Development Committee. In addition to running for the president-elect position in 2012, she served on the Building Advisory Task Force, served as a member of the DC Bar Board of Governors from 2010 through 2016, and

was vice chair of the Rules of Professional Conduct Review Committee.

Bridget is a life member and former second vice president of the Washington Bar Association, and an active member of GWAC. She is very active in The Links, Incorporated and Alpha Kappa Alpha Sorority, Incorporated.

"I have richly benefitted from my diverse legal background," said Bridget. "When I served as a law clerk for the Cook County Public Defender in Chicago, IL, I sat in the courtroom with the attorneys every day and obtained a first-hand look at the criminal justice system. Some of the best lawyers I have seen have been public defenders and I acquired a helpful mentor through that clerkship."

After law school, Bridget began practicing at the largest law firm in Knoxville, TN, Lewis, King, Krieg & Waldrop, P.C. (currently Lewis Thomason). She gained invaluable mentors in that firm and learned the basics of litigating cases. "I loved my firm and I still consider myself part of the Lewis Thomason family," said Bridget. "At the firm, I had the opportunity to work on a variety of civil litigation cases, including commercial litigation, banking law, education law, real estate law, construction law, contract law, product liability, intellectual property, personal injury, employment law, insurance defense, property transfer, appellate practice, class action, entertainment law, bankruptcy, and oil and gas drilling. I also worked on a death penalty case, House v. Bell."

In 1995, Bridget joined a team of attorneys to free Paul Gregory House, who was wrongfully condemned to death by a Tennessee state court in 1986. The team spent countless hours investigating and litigating the matter. They uncovered evidence that was not presented during the state criminal trial and ordered DNA testing on the physical evidence. In 2006, the Supreme Court found that based on new DNA and other evidence presented during the federal district court hearing,

it was more likely than not that no reasonable juror would have found Mr. House guilty, and he was released from prison in 2008. Bridget calls this one of her proudest accomplishments.

Bridget came to Washington, DC when her husband was relocated to the area. She became Legislative Counsel for Senator Lamar Alexander. Bridget describes this as "golden opportunity." She explains: "It gave me a better appreciation for the plain language of statutes as I obtained invaluable insight into the intricacies on how statutes are implemented and passed. I really enjoyed working with Senator Alexander. He is the ultimate professional and a man of unequivocal integrity. I also consider him one of my mentors."

In her free time, Bridget's hobbies are working on community programs and spending time with family and friends.

Why did you join the Women's Bar Association?

I noticed that the WBA had great programs that were supportive of women in the practice of law. In addition, I was on the DC Bar Board of Governors with Laura Possessky and Amy Bess, and I often saw them excitedly leaving the Board meetings together to attend WBA events. This caught my interest.

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

I attended some programs. Subsequently, I joined the WBA Board.

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

I enjoy engaging with an impressive group of women lawyers. We have similar experiences and easily relate to one another.

Tell us about your mentor/hero.

I have many mentors. When I see a person who excels at their craft, is the ultimate professional, is compassionate, and is all-around impressive, I simply

adopt them as my mentor. Thus far, no one has rejected my request to serve as my mentor. Fellow WBA Foundation Board member Maureen Thornton Syracuse is my mentor. She just has it all, and she perform in an outstanding manner in everything she does. My first mentor was my college professor, the late Dr. Minnie T. Bailey. She had traveled the world and excelled in her profession. Dr. Bailey had so much

confidence in me that I was convinced I could attain any goal.

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

I have three tips for women new to the profession.

- 1.) Proper preparation prevents poor performance. Strive for excellence in everything you do because there is always someone watching you.
- 2.) Join the WBA. There is value in joining a group of individuals with

similar goals. The WBA and other legal organizations provide networking opportunities and lifetime personal relationships.

3.) Treat everyone with respect, regardless of status or profession.

What is the best advice you have received?

When I was in college, Dr. Bailey repeatedly stated, "When opportunity knocks, open the door." This advice has served me well.

Think You Know What Your Weaknesses Are? You Might Be 'Fatally' Wrong

Executive coaches Jack Zenger and Joseph Folkman quite often hear from their clients that they already know what their strengths and weaknesses are. And yet, when they administer 360-degree feedback surveys—in which the executive or other leader is evaluated by those he or she is leading—clients are often completely shocked by their low scores. Most of our unknown weaknesses, the two write at Harvard Business Review, are mild enough not to cause serious difficulty. But the real problem is that 30 percent of the leaders they've worked with have a "fatal

flaw"—a weakness that's so serious, it can hinder career progress and the organization's success. So, how can you uncover and work on the weaknesses you might have, and not even know about yet?

Click here to read more.

(From ABA Division for Bar Services, *Bar Leader Weekly*, Issue 100)

New Study: Only 23% of Recent JDs Strongly Agree that Degree Was Worth the Cost

Previously, *Bar Leader Weekly* highlighted a study of people with postgraduate degrees in any discipline, earned between 1941 and 2017, in which many with JDs were fairly positive toward the value of that degree. Perhaps not surprisingly, a new Gallup study with a narrower time period—2000 to 2015—paints a less rosy picture. In the broader study, 48 percent of JD holders said they strongly agreed that their degree was worth the cost, but in the new study of more recent JDs, only 23 percent gave that response—and only 20 percent strongly agreed that their law

school education prepared them for life outside of school. For both questions, those with JDs had the smallest percentage of "strongly agree" responses for any postgraduate discipline in the study; the difference was especially pronounced in terms of the question of cost.

Click here to read more.

(From ABA Division for Bar Services, *Bar Leader Weekly*, Issue 101)

WBA Member News

Montani Named Shareholder



Vedder Price recently announced that five attorneys, including **Sadina Montani**, have been named as Shareholders in the firm.

Ms. Montani was elevated from Associate. She is a member of the Labor & Employment practice area in the firm's Washington, DC office, representing employers in state and federal courts, and before various administrative agencies, defending claims of race, sex, disability and age discrimination, wrongful termination, wage and hour violations, and wage payment claims. Ms. Montani

has first-chair and second-chair trial experience and has successfully argued summary judgment and other substantive and procedural motions in state and federal court. She counsels and conducts training programs for her clients on all types of employment-related issues, including harassment and discrimination issues, termination issues, ADA compliance and discrimination issues, FMLA and FLSA compliance, USERRA compliance and various federal and state employment laws. Additionally, Ms. Montani serves as pro bono counsel for a number of nonprofit organizations, which focus on education, the environment and various social services.

Ms. Montani is a member of the WBA Board of Directors, where she chairs the Fundraising & Development Committee.

Click here to read more.

Wilson Promoted Ain & Bank



Natalia Wilson

Natalia Wilson, a Principal of Ain & Bank, P.C., has been entrusted to manage the hiring needs and financial matters of the firm. Ain & Bank, P.C. is a family law firm serving clients in DC, MD, and VA. Ms. Wilson has over a decade of experience in all aspects of matrimonial and family law. She is a Fellow of the American Academy of Matrimonial Lawyers and an Adjunct Faculty member of American University- Washington College of Law. Ms. Wilson currently serves on the WBA Foundation Board of Directors.

Jakovic Elected as National Officer of ABF Fellows



Ellen Jakovic

Ellen Jakovic, a WBA and WBAF past president, has been elected Secretary of the Fellows of the American Bar Foundation (ABF). The ABF is a 501(c)(3) nonprofit organization and the nation's leading research institute for the empirical study of law, legal processes, and legal institutions. The Fellows is a global honorary society of attorneys, judges, law faculty, and legal scholars dedicated to supporting the research of the ABF though financial contributions and sponsorship of events highlighting the work of ABF scholars.

Welcome New Members

The following persons joined the WBA in February and March 2018.

Miriam Jacks Achtenberg Kate Adams Brandes S.G. Ash Sarah Elizabeth Baker Rebeka Bautista Elsbeth Bennett Kasia Branny Kesia Brown Nicole Callan Meghan Carey Jenna Victoria Defenthaler **Jillian Edmonds** Sydney English Elizabeth Fitzgerald Morgan Folus Tara Giunta Cassidy Grunninger Zachary Henige Susan Hoffman Esosa Igiehon Nicole Marie Islinger R. Sabra Jafarzadeh Elizabeth Kroop Raleigh Lancaster Gabriela Larralde Holly Lewis Karyne Constance Messina Puja Patel Kelsie Rutherford Michal Shinnar Paige Winthrop Stemerman Fernanda Vieira Jessica Wasserman Brittany Alexis Williams Sherry Yu

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

Helen Zhang

Ruiz to be Installed as President of IAWJ



Hon, Vanessa Ruiz

Judge Vanessa Ruiz will be sworn in as president of the International Association of Women Judges (IAWJ) on May 9. IAWJ works with its members around the world to cultivate a growing global network of women judges and create opportunities for judicial exchange; pioneer judicial education programs that advance human rights, eliminate gender bias from judicial

systems, and promote equal access to the courts; and promote judicial leadership and enhance the capacity of our members and associations worldwide.

Judge Ruiz was appointed to the position of Associate Judge of the District of Columbia Court of Appeals, the highest court of the District of Columbia, in 1994 by President Clinton. Before her appointment, she was Corporation Counsel (now Attorney General) for the District of Columbia. Prior to government service, Judge Ruiz was in private practice focused on international commercial transactions.

She is active in many organizations, including the U.S. National Association of Women Judges, of which she was President, and the Council for Court Excellence. Judge Ruiz is a member of the American Law Institute and a trustee of the Carnegie Endowment for International Peace. She regularly speaks on issues of judicial independence and judicial diversity and meets with judges from other countries.



Join us on May 17 for the WBA/WBAF Foundation Annual Dinner, 6:30-9:00 p.m., at the National Building Museum. Tickets are available at wbadc.org.

The Annual Dinner theme is "March On." The WBA celebrated its Centennial last year and has made great advances in the past century of advancing women lawyers. But the WBA's work is far from done and its leaders strive to "march on" together to achieve the vision of a world where the WBA does not need to exist: a world where law schools, law firms, and top positions in government and corporations reflect the demographic of our society. A world where every female attorney receives equal pay for the work she performs. A world where both men and women lawyers have the support they need to perform well in the work place and at home with paid family leave. To put it simply, a world where the work of the WBA is complete.

We will recognize our 2018 Woman Lawyer of the Year: **Honorable Anna Blackburne-Rigsby**, Chief Judge of the DC Court of Appeals. Chief Judge Blackburne-Rigsby became Chief Judge of the D.C. Court of Appeals in March 2017. In that capacity, she chairs the Joint Committee on Judicial Administration for the District of Columbia court system. Chief Judge Blackburne-Rigsby previously served as an Associate Judge on the D.C. Court of Appeals, a position for which she was nominated by President George W. Bush in August 2006. During her tenure as an Associate Judge, she chaired the District of Columbia Courts' Standing Committee on Fairness and Access, and served on the District of Columbia's Access to Justice Commission.

Sponsorships and program ads are still available! Contact the office at 202-639-8880 or jay@wbadc.org for more information. Commitments are due by May 4.

Upcoming Events

Saturday, May 12, 2018

Teens Run DC Mentoring Matters 5K

Presented by Community Projects Committee

Join the WBA Run/Walk Team as they support Teens Run DC for their 3rd Annual Mentoring Matters 5K. The WBA Run/Walk Team will meet at the starting line at 8:15 a.m. for anyone who would like to run or walk with other WBA members.

Tuesday, March 22, 2018

<u>UAS 101: Flight Operations, Insurance and Aviation Law</u>

Presented by Insurance Law and In-House Counsel Forums
Hear from women who are nationally recognized experts in UAS and Aviation. They will share their experiences with insurance and technology in this rapidly changing field.

Thursday, May 24, 2018 Running for Office

Presented by Women in Politics

This is a learning opportunity for women lawyers who may be thinking of running for public office. The speakers will provide a general discussion of their experiences and the rewards and challenges of being a candidate for public office.

Saturday, June 2, 2018

Rock Creek Park Cleanup Event

Presented by Energy & Environmental Law Forum

We'll give back to our beautiful community by helping to clean up Rock Creek Park. Bring friends, family, and kids (all are welcome) to help pick up trash and chop down invasive plants. Volunteers will meet at the entrance of Rock Creek Park. Please dress appropriately for the weather. Long pants and sleeves are required for invasive plant species work. Wear sturdy boots or sneakers; no sandals. Trash bags, tools, and gloves will be provided. Bring water and any snacks that you may want.

Saturday, June 2, 2018

Mentoring & Mimosas

Presented by Mentoring Committee

Meet your mentee or mentor for brunch and get to know other members as well! An advance RSVP is needed to reserve a spot at the table. Seating is limited. This is an informal event, and everyone who attends is responsible for the full price of their meal and gratuity. All are welcome to attend.

Friday, June 29, 2018

Top Secret! The Security Clearance System Declassified

Presented by Membership Committee

As security clearances have been making the news lately, we invite you to join us for a Top Secret! Business Hour for a robust discussion on how to navigate the complex clearance process. Our speaker will cover the nuts and bolts of the clearance process. The discussion will include the procedures that have been set in place to protect our national secrets and practical tips for both federal employees and contractors alike on how to successfully navigate a complex process.