

# Women

*in  
the*

MAY 2006

# Profession



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**ALM**



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**Heler Albertson-Foucha, J.D.**  
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Admissions  
Ms. Albertson-Foucha heads the recruiting effort that has attracted 1,600+ outstanding applications for 120 spots in Drexel Law's inaugural class. She previously served at Penn's Graduate School of Education during a period in which the school's national ranking improved from 11th to fifth.



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An honors graduate of the University of Chicago Law School, Professor Cody taught legal writing at Villanova. She clerked for the Honorable Edmund V. Ludwig of the Federal District Court for the Eastern District of Pennsylvania, after which she spent several years as a commercial litigator with the Philadelphia firm of Pepper Hamilton. She has been a member of the University of Pennsylvania Inn of Court and is active in the American Constitution Society.



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Professor Irwin clerked for the Honorable Anthony J. Scirica, chief judge of the U.S. Court of Appeals for the Third Circuit, after practicing in New York at Cravath, Swaine & Moore. She graduated *summa cum laude* from Harvard and earned her J.D. from Yale, where she was teaching assistant to Sterling Professor of History Jonathan Spence. An active participant in pro bono activities, she received the Seton-Hay Award for contributions to New Haven and Yale.



**Mary McGovern**  
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Ms. McGovern directed the Complex Litigation Center of the First Judicial District of Pennsylvania for the past 13 years, a position that the administrative judge has called "indispensable to the operations of the court." She had primary responsibility for creating and overseeing the management and efficient resolution of some 40,000 cases for claims, 32 judicial programs ranging from asbestos to Fen-Phen and nearly two thirds of the court's civil litigation inventory.



**Teresa Wallace, J.D.**  
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For the past three years, Ms. Wallace served as director of academic services at Widener University School of Law, responsible for student orientation, academic advising and the academic support program. She also taught courses and coordinated the Introduction to Law program. A graduate of Penn Law, she was a litigation associate at the Philadelphia firm of Toll, Ebbly and Langer before entering law school teaching and administration.

Not pictured: Emily Zimmerman, J.D., Assistant Professor; Zhiying Feng, Director of Budget and Finance.



# Success: Women Attorneys Must Write Their Own Definition

BY BARBARA T. SICALIDES

*Special to the Legal, PLW*

It's 8 a.m. You have just spent the last 30 minutes arguing the toughest case of your life but finally carried your point: Pajamas are not appropriate school attire.

At the office, a client whose trial begins in less than a week has decided to change strategies, and you doubt whether you will get any sleep between now and opening arguments. That afternoon, you drive to New Jersey to present a pitch to a potential client. By 5:30 p.m., you are racing home to pick the kids up from karate and make your daughter's caterpillar costume for the fifth-grade play, a laptop and a file box in tow. At 1:30 a.m. you put down your pen, wonder why you do it and, not for the first time, question your decision to practice law.

Most women attorneys constantly juggle professional and home lives in an attempt to make both "perfect." But perfection and success often seem elusive and some women lawyers may wonder whether staying in the profession is the right decision — for herself and for her family. As I am not a career counselor, the following is not from that perspective; it is based on my personal experience and observations — and a few of my own mistakes made along the way.

The challenges of building a practice and the responsibilities for home often conflict. For women, these obligations can weigh heavily enough that no matter how hard they work, they wonder whether they should be doing more in both arenas. Some women begin to believe that success at home and in the workplace can never be achieved simultaneously, triggering anxiety and an exodus from the profession, which can leave women unfulfilled and the legal community poorer for their departure.

## FLEXIBLE BY DESIGN

But a more flexible definition of success can make all the difference — and keep women lawyers doing what they love — both at home and in the office.

Many in the legal community measure success by income and practice size. But success can be more than that, and may be measured in a variety of ways, including reputation, courtroom and negotiated victories, and the ability to work on the great cases — the kind of work that is not only fun, but fulfilling. Success, by my definition, is finding the things you love and then doing an incredibly good job at them — even if traditionally they are not designed to make the most money or garner the biggest office.

There is no single answer or "right way" to make a legal career compelling and satisfying. And there's no "right way" for a woman to ensure that she is the best mother or spouse. What there is, is your own definition of success. It is your way of doing it right and making what is important to you a priority.

So what is the definition of success?

It is entirely up to you. Don't misunder-



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stand; any definition of success as a lawyer must be consistent with the client needs and, for those in a law firm environment, the firm's interests. Other than that, the options are endless. Whatever your rea-

sons for practicing law — income, intellectual curiosity, social change, political aspirations or the love of a challenge — those goals should be part of your definition of success.

Women role models are helpful. But even if their paths look good, what is right for them might not be right for you. Don't fear taking an alternate route to the same or even a different goal. You can choose a different path and still succeed.

## DO WHAT YOU LOVE

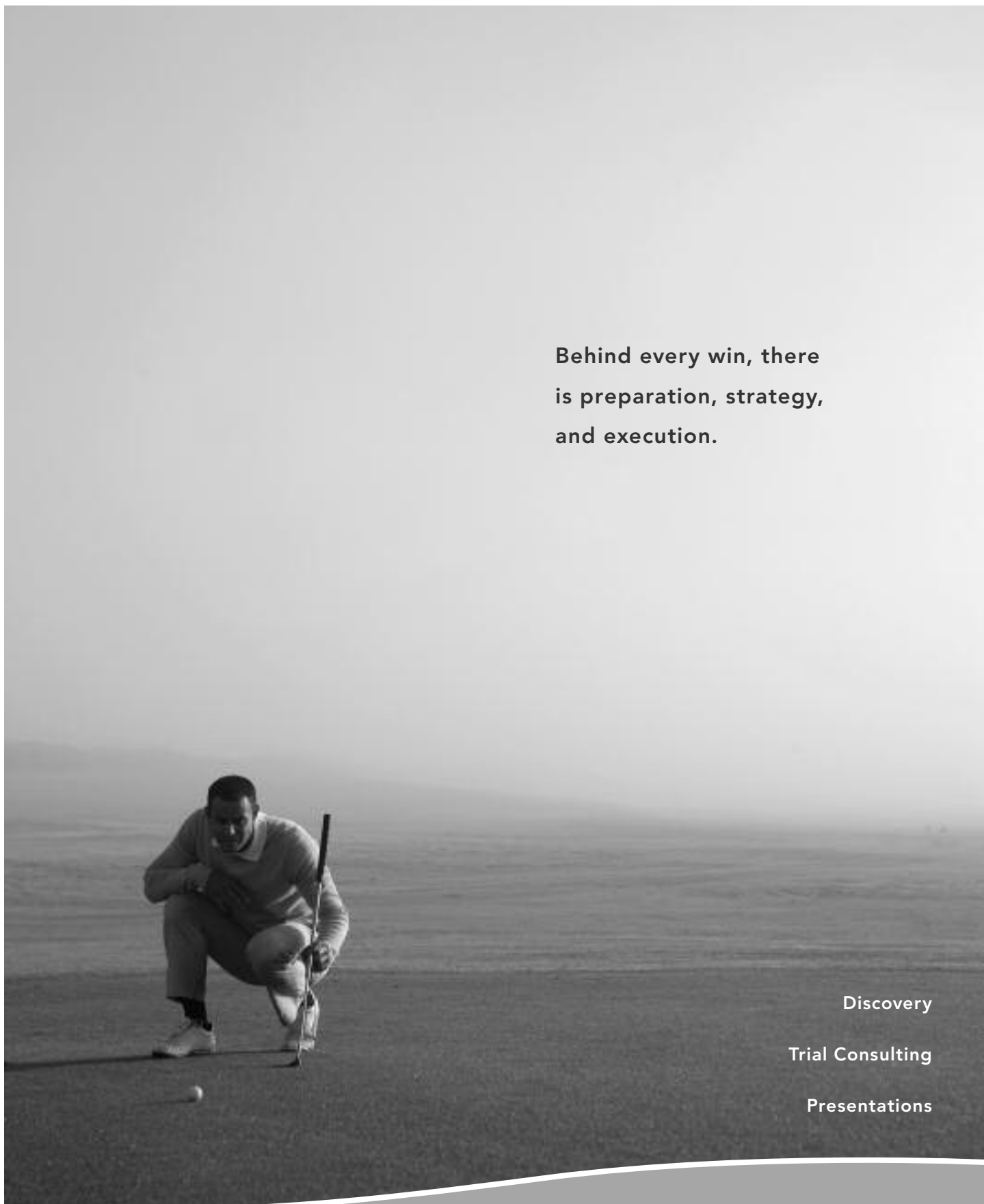
There are a number of elements to a satisfying legal career, including the results you achieve for your clients, the work you do and the people with whom you work.

There are a few things that can help any woman (or man) create success in the legal field and at home. First, find a firm, corporation or other work environment and a practice area that excites you and allows you to be true to yourself. Newer lawyers can find supervisors in the office who are willing to teach and are approachable. Take time to think about what is important to you, professionally and personally, look at your options and find a solution that makes sense for you and those you love. Unless you find what works for you, you will not be happy.

When you discern what you like, which senior lawyers you want to learn from and

*Success continues on* **WIP17**

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# Words of Wisdom for a Mid-Level Associate

BY JAIME S. TUIE  
AND SUSAN A. YOHE

Special to the Legal, PLW

**T**uie: I have been practicing law as an associate in a large firm for five years now. What amazes me is that while actually practicing law has become easier with experience, managing the overall expectations and demands has become more difficult over time.

I greatly enjoy practicing law. I could not ask for more interesting work, and I appreciate the collegial atmosphere. But I am beginning to wonder if I am willing to make personal sacrifices that are likely necessary to achieve my career goals. This is a struggle that I know I'm not the first to have, as statistics show great numbers of women with law degrees opting for part-time schedules or alternative career paths.

With my 30th birthday approaching and a desire to have a family on my mind, the main question is: Will I, like others at the firm, be able to excel in my profession and dedicate the time and energy that I desire to my family life, or does it make sense to explore the other alternative "tracts" that the firm offers?

**Yohe:** I'm both surprised and not surprised to hear your concerns. I'm surprised because you seem to me to be such an incredibly talented and accomplished young lawyer — strong, ambitious, smart, engaged in the community.



TUIE

YOHE

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What's the problem? But having raised three daughters myself while juggling all the demands of practicing law, I know very well what all the problems can be. Let me ask you: Ideally — but realistically — where would you like to be in 10 years?

**Tuie:** From a career standpoint, I am uncertain. Most days, I would like to be a shareholder with lots of trial experience and a solid client base. Other days, having a full-time, reduced-hour schedule with senior associate or of counsel status seems more palatable. I want trial work and would not be happy in a back-

seat position in litigation. But maybe reaching to become a shareholder and all that entails means my career is a priority over my family, and that makes me uncomfortable. Maybe if I were a man, I would not feel that way. I would be reach for the top and provide my family with the best. There are clearly different societal expectations for the sexes.

From a personal standpoint, in 10 years, I see my husband and I celebrating our first decade of marriage and having two or three children. I see myself involved in the community, and spending time with my family. I also see myself with a full-time nanny and a cleaning person!

**Yohe:** We all — even people my age — like a clear path ahead of us and the confidence of knowing that if we just stick to the path, we'll get where we want to go. The truth is that we really can't be sure even where we want to go, let alone precisely how to get there.

There's no reason why today you shouldn't try to reach the highest rung you can imagine in your career. There's also no reason why you can't change your mind about your goal if your circumstances change or if it seems, along the way, that the sacrifices are too great for you as an individual. I'm certainly not counseling being cavalier about your commitments to your employer and co-workers, but I am saying that you don't have to decide today what path you may choose to be on 10 years from now.

It's also true that the path is never as smooth as we'd like it to be, no matter how focused we are. In your case, there might be a bump along the way when you have children. For someone else, it could be when an elderly parent requires attention or an unexpected illness strikes. Perhaps you won't meet your career goals by the time you're 35 if you have children along the way, but that doesn't mean you can't meet them when you're 40, 50 or even 60. You may have to keep your toe in the water, but I firmly believe that you shouldn't have to be swimming the English Channel every single day.

The key now is to lay the groundwork for later success in both your career and personal life. Aside from lining up that cleaning person (in fact, my advice is that you should have one now!), you may want to confront the issue of dividing the work load with your spouse. Studies have concluded that women are still doing far more around the house than men. If that's the case in your household, you won't be able to change it overnight when the first baby arrives. Lay the groundwork for a shared load as much as possible now.

You may also want to practice being more judicious about all the extra obligations you take on. For some years when the children are young, you likely will be able to do two things and two things only: family and work. All but

Wisdom continues on WIP20

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# Can Women Get the Plum Opportunities in Law Firms?

*(And Avoid Getting the Plum Skins?)*

BY HARRIE SAMARAS  
AND MARLA TOCKER

*Special to the Legal, PLW*

New York Supreme Court Justice Samuel Hofstadler, addressing a bar association dinner in 1957 on gender inequality in hiring practices in law firms, was quoted as stating, "In a field as highly specialized as law, competence and ability grow with opportunity," according to Karen Berger Morello.

Hofstadler's statement is as true today as it was in the '50s. Over time, however, the blatant hiring discrimination of the '50s was replaced by a more subtle form of discrimination in the opportunities made available to women attorneys after they were hired.

## FRUITS OF THE FIRMS

Despite the almost even balance of men and women law school graduates, only a handful of women associates seem to make it to partner or into other areas of firm management, particularly in major law firms. Additionally, firm attrition rates for women attorneys seem to surpass the attrition rates for their male counterparts. So why are so many well-qualified women who dominate the top rankings in their law schools not making it to partner or leaving their law firms? The answer, in part, may be due to the fact that women lawyers, no matter how experienced or qualified, often



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find that they do not receive the plum opportunities.

Gone are the days when firms can claim truthfully that they cannot find good women attorneys. Nonetheless, firms are having difficulty holding onto women attorneys who leave their firms in search of the opportunities they need to grow professionally and to achieve their goals. Fortunately, the trend continues to change for various reasons, including the persever-

ance of women attorneys and incentives both internal and external to firms. Firms recognize that the loss of women attorneys, who may represent some of their best legal talent, adversely affects their bottom line.

Furthermore, corporate clients, in increasing numbers, are requiring that their counsel meet the same standards on diversity that they have implemented within their corporations. Not only are these companies insisting that their law firms be diverse, they are also insisting that their legal teams be diverse and that, when appropriate, women and minorities are not relegated to minor roles on major projects.

Change is also being implemented by firms that value women lawyers not merely as women, but as lawyers with talent, leadership, management and client skills. Many of these firms have made a commitment to identify sources of gender bias and to implement positive changes in their firm culture and environment.

## TAKING ACTION

What affirmative steps can interested firms take to attract and maintain women attorneys?


From all levels of the hierarchy, firms must sincerely want to have women attorneys play integral roles in their business and practice. That is, as with the hiring of any attorney, the firm must value the skills, talent and experience a particular woman offers the firm. Firms should avoid hiring women attorneys just for "political correctness" or only because of client pres-

sure. These motives can still result in women attorneys being deprived of opportunities that meet their capabilities and objectives.

Also, firms should take steps to keep women connected in meaningful ways with the practice and business of the firm. This is not to say that a woman attorney should receive opportunities for leadership, or to participate in firm management, solely because she is a woman. But women attorneys should not be denied the opportunities because they are women. Rather, women and men should receive the same consideration for opportunities commensurate with their capabilities, experience and skills.


Another key factor in attracting and retaining women attorneys is the identification and avoidance of gender-based assumptions. For example, does the firm assume that a woman attorney who returns from maternity leave will be more likely to have a change of work ethic than a male attorney who is a new father? Is a woman who has to leave work early in the evening for a child-related responsibility perceived differently than a man who does the same? The age old assumption that women are a poor investment because they will leave their firms to raise children is an institutional myth that costs women opportunities and may lead to a self-fulfilling prophecy. People must be judged as individuals, not by what they may do or may not do solely on the basis of gender.

Likewise, another gender-based *Plums continues on WIP21*




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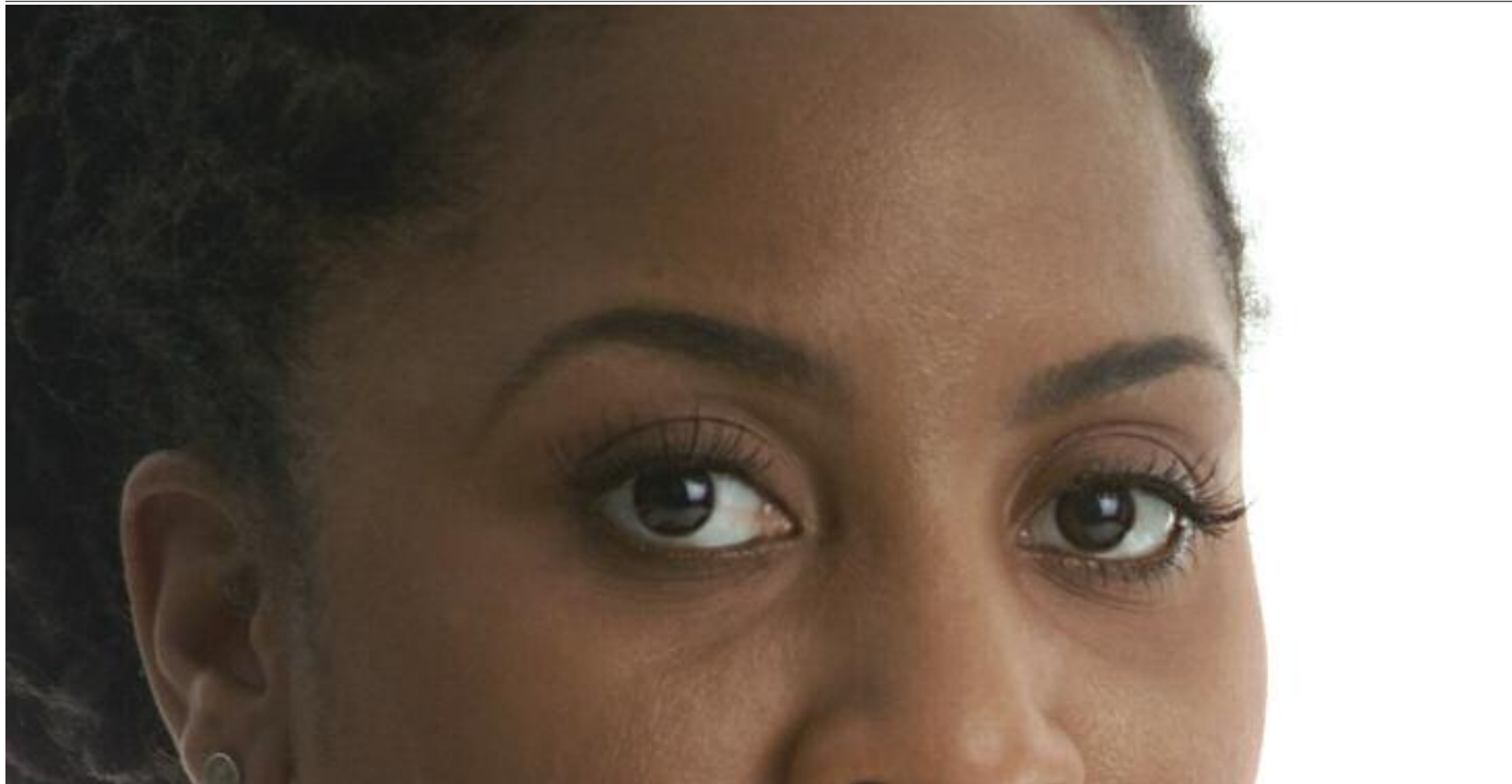
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# It Is What It Is ... Darling!

## Being a Lady Lawyer, Being a Good Lawyer

BY BONNIE S. STEIN

Special to the Legal, PLW

Just breathe — I had to keep reminding myself. I was driving to my very first trial in a rural county more than three hours from Houston. Fortunately or unfortunately, this drive gave me plenty of time to think.

In Texas, every civil trial in 1987 was a jury trial, unless waived by the plaintiff, and this \$3,000 fender bender jury trial was all mine to defend. Obviously, the attorney at the small Texas firm where I worked perceived me to be capable, since he had given me this file (consisting of less than 25 pages) on Thursday for a jury trial to begin on Monday. That was confidence in me — right?

With a million thoughts racing through my head on what seemed to be an endless drive, I even managed to convince myself that I could overcome the fact that the defendant had never been located, and I had no witness. One thing that did not enter my mind on that trip was anything related to gender. It never occurred to me that this experience would be instrumental in shaping my professional life as a lady lawyer.

Of course, on the endless drive, I spent time reflecting on how I got to be where I was — a real lawyer at the age of 35, work-



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ing in a small defense firm about 30 miles outside of Houston. In 1981, at the age of 30, my husband had experienced open-heart surgery just before we moved from Pennsylvania to Texas for his job. We both realized that with three young children and the recent heart scare, the future might require me to be a significant source of financial support for our family. So, as a nontraditional student, I continued to work and returned to college, earning my undergraduate and law degrees from the University of Houston.

The weekend had been spent working diligently to try this case. My husband and three children had walked on egg shells. I was ready — folders with research, notes, questions — all at my fingertips. In just a few short days, that very thin file had grown and now completely filled my briefcase.

Early for the 9 a.m. trial, I had to wait for the courtroom to be unlocked, and I continued my trial preparation in the hallway. Finally, I was in the courtroom and gazed at the carved wood and the majestic beauty of the hundred-year-old courtroom. Time passed slowly until I heard the door into the courtroom open and turned to see my adversary for the first time. I was surprised to see an older gentlemen in snake skin cowboy boots (with a heel!), a belt buckle almost the size of Texas, a string tie and a Stetson hat which he rested on the table with his file — consisting of a few sheets of paper. When the judge entered the courtroom, I was even more surprised to see boots (with a higher heel!) and a string tie with a turquoise lariat outside the black robe. As the two gentlemen exchanged pleasantries, suddenly my preparation seemed overdone and my attire seemed out of place.

The judge started the pre-trial process and my adversary spoke first, presenting his pre-trial comments. Finally, it was my turn to address the court. I stood and began to speak, only to be quickly interrupted by my adversary, who wanted to correct what I was saying based on his perception of the facts.

The judge looked down from the bench and said “Sam, Sam, let the little lady speak. Darling, come on up a little closer

so that I can hear you better.”

Did I hear him right? Little lady? Darling??

There are those moments in life that I refer to as “Kodak moments.” Moments when time stands still and the “picture” of the moment, the surroundings and what is occurring, become forever a part of your memories. This experience was a Kodak moment for me.

I instantly realized that this would probably be the first of many times when gender references would be made, and possibly gender would be a factor in my career. In a matter of seconds, I realized I could take offense at being referred to as “little lady.” I could create issues about my adversary being “Sam” while I was a nameless “darling.” I could complain about the fact that Sam had been permitted to address the court from counsel table, while as the “little lady” I was required to approach the bench.

Or, I could deal with it.

In this first gender experience of my legal career, I believed that the judge was only being what he perceived to be courteous. Facts are facts, and I was always going to be a lady, and hopefully always a lawyer. At this point in my life, it was my intention to be a civil trial lawyer. In those few seconds, I realized that as my career in the practice of law continued, I would in all likelihood encounter similar situations.

There would be other times when comments were made that were simply not intended to be offensive and discriminatory. I believed the judge thought he was treating me in the manner he believed a woman should be treated, and he did not

*Darling continues on WIP21*

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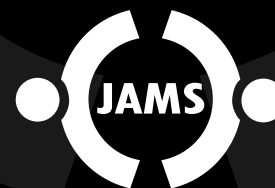
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# Becoming a 'Litigation Mom'

## Can Women Really Succeed at Both Parenting and Lawyering?

BY JENNIFER A.L. BATTLE

Special to the Legal, PLW

Somehow, despite the fact that I had nine whole months to prepare, motherhood caught me completely off-guard. It wasn't just that I had never so much as changed a diaper before in my life, or that we didn't get around to ordering our baby furniture until so late that I almost beat it home from the hospital. It was that I naively underestimated how much of myself I would give — and want to give — to this tiny new human being.

As for my career as a litigator, I wasn't planning on letting my family life get in the way of that. I loved being a litigator and wasn't about to quit, baby or no baby. My husband and I would make it work — we'd find great child care, my husband and I would stagger our work schedules so one of us could be with our son as much as possible, and nobody at work would even notice I'd been gone.

It was only when I found myself completely caught up in full-time baby care, obsessing over every diaper, cheering every time my son managed to figure out how to get his thumb in his mouth, and dreading the thought of leaving him in someone else's care every day, that it started to sink in that going back to work and being the kind of parent I wanted to be all at the same time might not exactly be a walk in



**JENNIFER A.L. BATTLE** is an associate in the litigation services department of Schnader Harrison Segal & Lewis in Philadelphia. She has experience in product liability/toxic tort litigation and a wide range of other matters, including construction, railroad, real estate and commercial litigation. A graduate of New York University School of Law and former federal law clerk, Battle is active in the Lansdowne Symphony Orchestra as both a violinist and the orchestra's vice-president. She is the proud mother of a 15-month-old son.

the park.

I have come to realize that while every parent struggles for balance, this particular juggling act is especially difficult for professional women. As Timothy O'Brien's recent *New York Times* article titled "Why Do So Few Women Reach the Top of Big Law Firms?" detailed, many women leave the practice of law before advancing to partner. While not all of them leave for full-time child-rearing, many of those who do feel pushed into that decision say they would have preferred to keep working.

In the workplace, many career-oriented mothers feel that colleagues and bosses notice when they work from home or have to leave "early" because of day care issues. Whether it may be true or not — and

whether it may be fair or not — as one mother and litigator put it in the article, "Most people will not assume that parenthood changes a man's ability or commitment to the law, but most people will assume it changes a woman's ability or commitment — or both."

For women litigators, the challenge is compounded by the demands of the practice. In litigation, a lawyer's time is often not her own. Judges, clients and opposing counsel dictate — sometimes on extremely short notice — when an attorney will be working long hours. And, as junior lawyers become more senior, the pressure increases to be active in the community and to develop clients, activities that often take place after normal working hours.

Given this state of affairs, I sought the advice and guidance of the many other "Mommy Litigators" I knew who had been down this road before me. These "MLs" are a remarkable group of professional women representing a wide range of family arrangements and litigation styles. I

wanted to find out how they did it.

The resounding answer I received was, "It's tough." Nonetheless, many offered sound advice, and I've learned a few things myself over the past year about what women can do to hang on to their sanity as they jump into what is really more of a three-ring circus than a juggling act.

- Plan your family and your career. The thought of putting family life on hold for your job may be unpleasant for some and impossible for others. But for those who have not yet started their families and those who, like me, may not fully appreciate the demands of parenting, it's worth some consideration. No matter what your situation may be, becoming a parent will place limits on the time you can spend working, and vice versa.

*Perhaps what reassures me most is that, having talked to others about how they do it, I know I am not alone — even though it can sometimes seem like an impossible mission.*

"The biggest challenge," said one ML, "is that there is simply not enough time in the day, when you are trying to be a litigator and be a mother (never mind being a wife, daughter or any other role that may be thrown into the mix)." But at the same time, an associate planning a long-term career at her firm needs time to learn from others, build up mentoring relationships with partners and senior associates, and prove her worth through good, solid, hard work. All of that takes a tremendous amount of time and devotion to work life.

But at the same time, an associate planning a long-term career at her firm needs time to learn from others, build up mentoring relationships with partners and senior associates, and prove her worth through good, solid, hard work. All of that takes a tremendous amount of time and devotion to work life.

*Litigation Mom continues on WIP22*

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# Women in the Profession Roundtable Discussion

The editorial staff of *The Legal Intelligencer* and the *Pennsylvania Law Weekly* has always been aware that the hiring and retention of female attorneys is a continuing concern in the legal community. Part of the impetus for this discussion was that the editorial staff had heard managing partners and firm chairpeople expressing frustration and unease about the difficulty of not just recruiting women, but retaining them. Additionally, there has been talk in the legal community of a generational conflict between senior women attorneys and their younger counterparts.

The editorial staff of *The Legal Intelligencer* and the *Pennsylvania Law Weekly* invited 10 practitioners to share their thoughts on these issues. The editors at *The Legal and the Law Weekly* selected the panelists, moderated the discussion and edited the transcript. Excerpts from the roundtable discussion follow:

**Davies:** I'm the national hiring partner for Cozen O'Connor. We are recruiting a lot of women directly out of law school. We find our summer programs actually have been more female-heavy than not over the last several years. I think that there's a lot of interest in the legal profession [concerning] the retention of women ... firms really mean well and want to keep women active in the profession.

**Wilson:** I've had my own office for approximately 12 years, and prior to that I worked as an insurance company defense firm attorney. I started my practice because there were no opportunities for me in larger firms, and I'm doing quite well. ... The opportunities were not as wide open, perhaps, as today, and I had to create my own.

**Fox:** ... About five years ago [my firm] recognized that one of the important things to attract and retain talent was to have flexibility in terms of the work status of the attorneys at our firm. ... We really make a conscious effort to recruit because we think there's an incredible talent pool out there of women who want to have some form of part-time status. ...

**Brogan:** ... There is a challenge in keeping the quality of the profession going in a forward direction by investing in all potential contributors, including women, and we see that there is a retention challenge at the six-, seven-, eight-year mark. ... One of the ways our firm is going to be successful in the future is finding ways to address and keep people in the firm productively, ... so we've instituted a number of programs.

**Feldman:** ... My partner and myself ... started our firm, and then within six months had two infants in the firm on a full-time basis. So, we've managed to essentially job-share our way through our family obligations, and between the two of us we make one really good person.

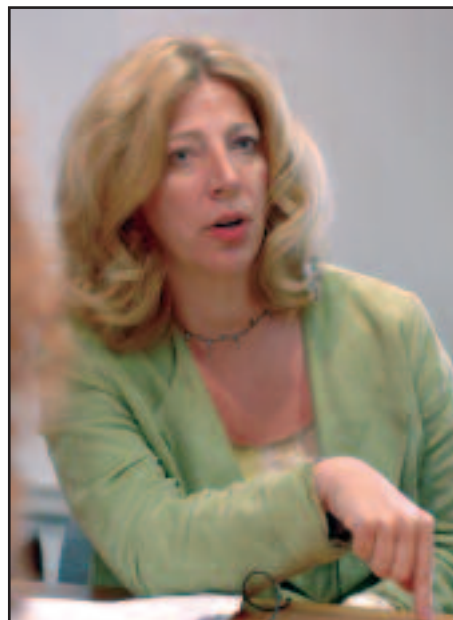
But it's ... been a challenge. There have been various things that have popped up along the way ... fortunately we don't [take time off] at the same time. This is my year off, last year it was her year off. So ... we can cover for each other. ...

**Samaras:** ... I feel there's a real commitment by the firm from the top on down in terms of welcoming women. I don't feel there's any glass ceiling there. ... If you're made to feel as though you're an attorney who is part of ... a cadre of professionals, it's a great feeling.

... I would also say, just from my experience, something that's important is for ... women to find the right fit for them. Sometimes women are afraid to leave a firm because they're concerned about how that's going to make them look. ... I think the important thing is if ... it's not the right thing for you, don't hesitate to go. ...

**Watson:** What I have found that [my] firm does in particular and that I'm involved in is mentorship. ... Part of what we do is reach out ... and work with female and minority law students ... and it is through that that we start to cultivate those relationships that carry over into our practice.

We also have a very flexible work program. We have one part-time partner and a couple of other part-time attorneys at our



Laura Feldman

firm. It's important for us to continue to cultivate that ...

**Goodman:** I had been practicing in labor law ... for five years, and I left for a combination of realizing that I had been doing something for a long time that I had never intended to do, and ... the balance between the professional satisfaction and the hours weren't matching anymore.

I think firms are doing better, though I would really like to see some of the people that I became part-time with or who were part-time before me, ... making partner more regularly. ... It's still kind of rare ... and I think the generational gap that you brought up is really important.

**Horn:** ... [My] firm not only demonstrated lip service to flexible work schedules and a commitment to its attorneys, but I've seen it again and again played out, not only with the women who desire flexible work schedules, but with any attorney who has personal issues.

... I practiced for over five years at a very large law firm in Baltimore, ...and when it came down to game time as to who would be in a position of power ... the valuable leadership roles weren't there [for women].



James Brogan

... It always seemed there were exceptions, or it wasn't the right fit.

When I went to law school it was 50-50, women and men, and yet when I look around our practice ... I'm confused at the lack of women leadership at the top.

**Maguschak:** ... Personally, I certainly feel empowered all along in my career path. ... Since the beginning, ... I think originally it was lip service, but I think in the last 10 or 12 years ... the firm has actually looked for ways to retain good attorneys, be they male or female, in any way that they can. ...

**TLI:** What specific problems are you aware of ... that are examples of things firms aren't doing in order to keep or attract women? What are the mistakes they are making?

**Feldman:** ... One of the things that's always rubbed me the wrong way was when there was a partnership track and a person took three months off, it cost them a year. ... I appreciate that if you take the time off, ... you have to have some flexibility. And I've always been of the mindset that you can have it all, just not at the same time. But it seems to me that the standard mater-

## Roundtable: The Participants

**JAMES M. BROGAN** is the managing partner of DLA Piper Rudnick Gray Cary's Philadelphia office. His trial practice involves many areas, including commercial disputes, intellectual property, products liability and toxic torts. This broad experience is the consequence of clients requesting his services in different and complex areas.

**SARAH DAVIES** is a member of Cozen O'Connor's Philadelphia office and serves as hiring partner for the firm. In that capacity, she is responsible for hiring attorneys at all levels for each of the firm's 24 offices and overseeing the summer associate program in all offices. Previously, she served as the firm's diversity chairwoman and still remains on the committee. Davies concentrates her practice in complex commercial litigation, including litigation involving class actions, securities fraud, Uniform Commercial Code transactions, business torts, breach of contract, construction litigation, health care and environmental contamination.

**LAURA A. FELDMAN** is a shareholder and president of the firm of Feldman & Pinto. Feldman founded the firm in 1995, where she focuses her practice on complex litigation and has tried cases for both plaintiffs and defendants, jury and nonjury in Pennsylvania and New Jersey

state and federal courts. During her career she has tried medical malpractice, commercial, premises liability, vehicle negligence, employment discrimination, intellectual property and criminal cases.

**ROBERT D. FOX** is a partner with Manko Gold Katcher & Fox, a Philadelphia-based firm that concentrates in the practice of environmental and land use law. He is the Thomas A. O'Boyle lecturer-in-law at the University of Pennsylvania School of Law and vice-chairperson of the Philadelphia Academies Inc. He is also a board member of the Lower Merion Conservancy and the Natural Lands Trust and a member of the Lower Merion Township Planning Commission.

**SHIRA J. GOODMAN** is the associate director of Pennsylvanians for Modern Courts, a nonprofit, nonpartisan organization working to reform Pennsylvania's courts. Prior to joining PMC, Goodman worked for five years as an associate in the labor and employment group of Ballard Spahr Andrews & Ingersoll. She serves on the executive board of the Young Lawyers Division of the Philadelphia Bar Association and on the executive council of the Pennsylvania Bar Association's Commission on Women in the Profession.

**JENNIFER M. HORN** is a senior associate with Cohen Seglias Pallas Greenball & Furman, which she joined in 2003. Horn concentrates her practice in construction and commercial litigation and real estate law. Horn has authored numerous articles and frequently lectures on construction law issues. She is a member of the board of directors of the Philadelphia chapter of the National Association of Women in Construction (NAWIC) and is acting as one of the hosts for its annual forum in Philadelphia this year. She also serves as a mentor for young attorneys at the firm.

**LIZ MAGUSCHAK** is a partner with McNeese Wallace & Nurick, and only the third woman elected to partnership at the firm. She serves as chairwoman of the firm's education law group and as a member of the labor and employment group. As a mentor, she educates the firm's associates on balancing both professional and life responsibilities.

**HARRIE SAMARAS** is of counsel in the Berwyn office of Ratner Prestia, where she serves as co-chairwoman of the litigation group. Her practice is focused on litigation, including dispute resolution. Prior to joining the firm, she served as director of intellectual property litigation for a Fortune 500 telecom-

munications company and as vice president of intellectual property legal for the drug delivery business unit of an international pharmaceutical company. Samaras holds masters and bachelor of science degrees in the life sciences emphasizing physiology, cell biology and biochemistry.

**MARILOU E. WATSON** joined Synnestevedt & Lechner as an associate in 2002 and became a partner in 2005. She practices in all fields of intellectual property law. Watson has been a registered pharmacist since 1991 and has a wide variety of technical experience within the pharmaceutical industry. Before joining the firm, she was assistant intellectual property counsel at Elan Drug Delivery Inc. in King of Prussia.

**RHONDA HILL WILSON** is a solo practitioner and principal of the Law Offices of Rhonda Hill Wilson. She represents individuals and families in automobile negligence, premises liability, nursing home and medical negligence, and wrongful death cases. She is past president of the National Bar Association's Women's Law Division - Philadelphia and a member of the Association of Trial Lawyers of America's NCA board of trustees and its executive committee. She presently serves on the Board of Governors for ATLA, the Pennsylvania Trial Lawyers Association, and the Philadelphia Trial Lawyers Association. •





**HARRIE SAMARAS AND MARILOU WATSON**

nity leave approach has been something that's just grossly unfair. ...

**Brogan:** I think that one of the places where we could improve is at the top, making more opportunities available for the leadership positions in the firm. ... At some point you have to break the barriers. What we're trying to do is to ... is make more seats on the policy committee, executive committee available to women, more leadership positions. ... I think we have made some fairly dramatic improvements, but we need to be better at that. We need to make more women partners. ... We need to face up to those challenges and act accordingly.

**Fox:** I think there's really three things that are the challenges we face. The first is you cannot penalize towards partnership status for someone taking family leave. ...

The second is you've got to give real work to the person. You can't create a "mommy ghetto" and say, "You're going to get a certain type of work because you're on part time," because that person will not progress ...

And the third is part-time means part-time. ... [it] doesn't mean we're going to treat you part-time in terms of your pay and your benefits, but work you full-time, because that's just not right.

With all that being said, ... the most difficult thing ... is professional development. ... The toughest thing is to make sure that you give them mentoring experiences, the experiences with clients, the professional bar experiences.

**Goodman:** ... But ... one thing that I hear a lot, especially from more senior women, is they worry that more junior



**ROBERT FOX**

women who want to go part-time don't understand about obligations to clients.

That is never a problem with me or any of my colleagues. ... When there are client emergencies, even if it's your day off ... you dealt with it. ... There was never, "This is not my time, this is not my problem."

... It's difficult to describe, but I got to the point where I felt ... that when a client said to me or a partner said, "I really never realized you were part-time," that wasn't a compliment anymore. Partners really liked hearing that from clients about me, but it was a problem. And it was really partly my problem, because I couldn't figure out how to be part-time.

... I think a lot of it is the burden of the individual lawyers to show they still want the work and can do it. But the firms need to help in drawing those lines. ... You need

to promote people who have done it from within, who have gone part-time or taken some time off ... so that people can see. ... It's not somebody who came from another firm and had their kids 10 years ago and brought a lot of business, but you've actually seen the progression. ...

**Feldman:** ... With my partner ... we [have] a calendar, and if there was an emergency and I wasn't there, she was handling it, and somebody felt like they had somebody there. [Clients] knew both of us. ... Not that we ever really were part time, but we certainly were not putting in 90 hours a week.

Being somebody who runs a practice as well, I understand the other side of it. ... You will reduce the amount of your income, there are consequences. ... You have to sit down and say, "My firm did not make as much money as it could have if we were both putting in the hours ... ." You make those decisions, ... but that should be for everybody. ... And it doesn't have to be maternity leave. It ... could be anything.

**Davies:** ... There [need to be] role models for younger lawyers to look at within the firm. ... I think when you do a reduced-hours schedule, you have to figure out how it works for you. And ... the firm needs to communicate ... exactly what its expectations are.

... One of the things I think is really discouraging is when you look around and the only people who seem to be like you who made it ... made those kinds of choices you really don't want to make.

**Brogan:** ... There's a lot of external pressure that we deal with also, and you

*Roundtable continues on WIP23*

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**GIBBONS**

Our steadfast commitment to diversity is clear in our people and our programs. Since 1997 our Women's Initiative has brought women together for networking, mentoring and community service. The John J. Gibbons Fellowship in Public Interest & Constitutional Law is a powerful advocate for social causes. Our Diversity Committee increases diversity awareness in the firm and the legal community. Through recruiting, education, and partnerships, we encourage all to be a part. That's what makes Gibbons diverse...and strong.

**Of mankind in general, the parts  
are greater than the whole. —Aristotle**

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## ADVERTORIAL

# The Gibbons Women's Initiative Reaches New Heights

The women attorneys at Gibbons, Del Deo, Dolan, Griffinger & Vecchione have created a unique networking, mentoring and business development tool from the ground up - the Gibbons Women's Initiative. Founded in 1997, the Gibbons Women's Initiative is an important platform for new and seasoned women attorneys to participate side-by-side with colleagues from other practice areas and offices of the firm, and with firm clients and contacts.

The Gibbons Women's Initiative's mission is to gather professional women to network, mentor and express their commitment to the advancement of women in all professions. Today, the initiative has grown into a highly respected organization numbering over 60 women within the firm, and more than 2,000 members in total.



Continuing its growth efforts, in January, Gibbons expanded its Philadelphia office with the addition of 25 attorneys, seven of whom are women attorneys, from Hecker Brown Sherry and Johnson, a prominent Philadelphia civil litigation boutique law firm. These new attorneys will further strengthen the firm's Women's Initiative by identifying women in the Philadelphia area who are interested in being a part of the initiative's unique networking, mentoring and business development programs.

"We are extremely pleased to take this step in the expansion of our Philadelphia operations by joining forces with a firm of the caliber of Hecker Brown and we are confident that this will further enhance our firm's Women's Initiative," said Gibbons Managing Director Patrick C. Dunican, Jr. "The initiative will continue to serve the firm's women attorneys, as well as women clients and contacts throughout the region with informative programs, mentoring events and networking opportunities."

The initiative's unique approach to providing business networking opportunities to professional women is well-recognized and has served as a model for companies seeking to establish their own programs to address issues of importance to professional women.

"The Gibbons Women's Initiative will be a great resource for executive women in Philadelphia," stated Madeline M. Sherry, a Director in the Gibbons Philadelphia office. "We are planning to host local programs and join with local organizations to help further the advancement of women in business and the law."

## A Great Place to Work

The firm's unique Women's Initiative was among the reasons why Gibbons was named one of the Best Places to Work in New Jersey by NJBIZ, ranking fourth among the state's large companies. In this survey and award program, employees are surveyed to provide their input into the working environment, benefits, and other programs offered by the company. Companies must achieve high employee satisfaction in order to receive this honor.

**Gibbons was among the top fundraisers for the American Cancer Society's Making Strides Against Breast Cancer event in Newark, New Jersey.**

## Increasing the Number of Women in Leadership Positions

This year, the firm made history by elevating five women attorneys, two of whom are part-time, to Director and Counsel positions within the firm. With a deep commitment to the development, advancement and support of women attorneys, Gibbons maintains a strong presence of women within the management and executive levels of

resume their legal careers after having children. The promotion of two part-time women attorneys to Director and Counsel positions showcases the opportunities and support available to attorneys within the firm.

"Gibbons is committed to supporting part-time attorneys at every level at the firm and providing the flexibility that is necessary when juggling the demands



**Madeline M. Sherry, Director in the Employment Law Department in the Gibbons Philadelphia office.**

the firm.

The firm's 14 women Directors and 7 women Counsel hold important leadership positions at the firm, serve as mentors for younger women lawyers and have gained recognition for their professional and community achievements. Three of the firm's nine practice groups are chaired by women and more than 8 women lawyers have been recognized by their peers as the leading attorneys in their practice areas by The Best Lawyers in America and Super Lawyers.

## Maintaining Work-Life Balance

Recognizing the unique needs of women attorneys who are balancing their careers and families, Gibbons has a long-standing "family-friendly" policy, which encourages women to



**Christine A. Amalfe, Chair of the Employment Law Department and Gibbons Women's Initiative Co-Founder and Executive Council member.**

of work and family. The promotion of two part-time women attorneys clearly demonstrates the importance we place on helping women attorneys achieve their career goals while maintaining a healthy work/life balance," says Christine A. Amalfe, Chair of the Employment Law Department and Gibbons Women's Initiative Co-Founder and Executive Council member.

## Informative Programming

The women attorneys comprising the Gibbons Women's Initiative present substantive legal programs as well as a variety of educational, civic and cultural networking opportunities for an esteemed group of corporate women executives. The group has also joined with such organizations as the

Financial Women's Association and the American Corporate Counsel Association to provide substantive programs to their members on issues relating to women.

The initiative's next program - Ten Savvy Financial Steps for the Overworked Women - will be held in June and will provide tips and advice on finances, insurance and estate planning for women in all stages of their careers. Other recent programs have covered the diverse topics of Whistleblower Laws, Women Serving on Boards and Women's Health Information.

## Providing Mentorship

Gibbons offers a unique mentoring program to all attorneys where they are paired with more senior partners to provide career counseling and identify opportunities for growth. In addition, the Women's Initiative has created mentoring groups of women attorneys at various levels in the firm that meet on a regular basis on issues of the utmost importance to women as well as legal educational topics. These groups are important support networks for the women to discuss professional growth, business development strategies and balancing family and work needs. Most recently the mentoring groups hosted a scavenger hunt where teams worked together to find the most answers to a challenging list of questions. This event was just one of the planned activities for the year.

## Supporting the Community

From the start, the Gibbons Women's Initiative has supported the communities it serves through participation in major fundraising activities. Recently 30 team members again joined in the Revlon Run/Walk For Women, helping to raise money to benefit women's cancer research. Past events have raised thousands of dollars for the American Cancer Society's Making Strides Against Breast Cancer Campaign, Habitat for Humanity and the American Heart Association's Go Red for Women Campaign, among others.

## Recognized Leaders

The initiative's senior members' contributions towards the advancement of professional women has been recognized by the business community and leading publications. Many of the firm's women attorneys have been elected to key leadership roles in leading organizations, and provide valuable assistance to community causes.

"We are heartened by the recognition we have received in the community and by the praise and support our unique program receives from our clients and colleagues with whom we interact," said Christine Amalfe. "But most importantly, we feel that if we have demonstrated to women that both company and community leadership is important and achievable, we have gone a long way towards realizing our mission," added Christine Amalfe.

**For more information on the Gibbons Women's Initiative please visit the firm's website at: [www.gibbonslaw.com](http://www.gibbonslaw.com).**

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# Women in Marketing: A Conversation Between Partners

BY MAUREEN KOWALSKI  
AND MARIA GRECO DANAHER

*Special to the Legal, PLW*

In the article below, two female partners with the same firm discuss the issues from their own perspectives. Although their backgrounds and areas of expertise differ, the two have worked together to create protocol for cross-marketing opportunities that can be applied by women in other firms.

**Kowalski:** I entered the practice of law believing that every lawyer had to know how to golf, and that to successfully reel in a client I needed to excel as a golfer. Because I had never golfed before, I decided to take golf lessons.

My second lesson was memorable. I recall pounding my drive and, to my surprise, watching the ball soar through the air at such a speed that I lost track of it. I turned, anticipating praise from my instructor. What I saw was pure terror on his face when the ball traveled backwards instead of forwards and, by the look in his eyes, barely missed him! My instructor very calmly said that perhaps I should practice on my own a little before I signed up for any additional lessons.

Understanding then that golf might not be my sport, I gave up the idea of client entertaining on a golf course. That experience began my research into other methods of business development.

**Danaher:** It sounds as if you had roughly the same experience with golf that I did! I'm jealous of any lawyer who can talk to a client while effortlessly swinging a club



**KOWALSKI**

**MAUREEN KOWALSKI** is a shareholder with Dickie McCamery & Chilcote in Pittsburgh. She concentrates her practice in insurance defense, with emphasis in workers' compensation and food and beverage industry law. She can be contacted by e-mailing [mkowalski@dmclaw.com](mailto:mkowalski@dmclaw.com).



**DANAHER**

**MARIA GRECO DANAHER** is a shareholder with the firm, concentrating her practice in civil litigation. She is the chairman of the firm's employment and labor law practice group. She can be contacted by e-mailing [mdanaher@dcmlaw.com](mailto:mdanaher@dcmlaw.com).

and planning the next shot, but that sport just wasn't for me, either. Initially, I thought that meant fewer marketing opportunities. However, over the years I've found that there are plenty of ways to reach clients by working together with other lawyers, especially other women who are looking for alternative marketing opportunities.

**Kowalski:** I was lucky — working in the insurance industry for 13 years before practicing law provided first-hand knowledge as to what makes a client tick. As the client, I kept an ongoing list of reasons for retaining certain counsel over others. None of the reasons included gender (or golf expertise!), and I often sent files to

lawyers with whom I never socialized. My list included competence, loyalty, trustworthiness, communication skills and rapport. In my analysis, rapport was the number one reason, as it was important to develop an open and honest relationship with these outside lawyers. When a relationship didn't develop, I stopped making referrals to that person.

**Danaher:** My background includes an in-house position with a Fortune 100 company, so I can relate to your thoughts about outside counsel. Let's add to your list one more item: flexibility, both from a legal standpoint and an ability to work with a diverse group of people. As in-house counsel, I found that partnering with outside counsel was easier if the attorney was open-minded and willing to listen.

I've also found that flexibility benefits female attorneys in terms of scheduling, alternative marketing efforts and cross-selling.

**Kowalski:** Let's talk about cross-selling. As a client, I often found that there were missed opportunities for attorneys who failed to educate me with respect to the expertise of their fellow attorneys. Because many corporations feel that the best way to ensure quality in outside counsel is to hire attorneys who specialize in a narrow area, the way has already been paved for promoting our female colleagues who specialize in their fields.

**Danaher:** I know just what you mean. As an example, our employment law group often looks for assistance from other firm members who do workers' compensation,

corporate services and health care law. We've been able to develop a team approach that is now expected by a number of our clients.

**Kowalski:** Educating clients on the availability of other practitioners within the firm is a challenge, but it starts with complete cooperation among firm members. Scheduling a series of in-firm seminars with related practice groups is a good way to educate others within the firm regarding in-firm resources and talents, as well as assisting them to stay abreast of the law. Seminars also can be developed for clients, too, as an indication of the various talents within the firm and to show cooperation among the firm's lawyers.

**Danaher:** Having a firm marketing committee that includes women partners and associates can help bring together attorneys from different specialties, too. The committee can provide an opportunity for women to share their experiences and successes in cross-marketing the firm's resources.

**Kowalski:** You raise a good point. One of the important aspects of cross-marketing with other women is mentoring. Women tend to gravitate to those with similar experiences and, in general, are effective and positive mentors to other women lawyers. Many of my friends have followed "non-traditional" paths to the practice of law and enjoy sharing success with others who have done the same.

**Danaher:** I think that the non-traditional background helps in cross-marketing, as

*Conversation continues on WIP25*



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# Opportunities Abound for Women-Owned Businesses

## ... And for Women Lawyers Representing Them

BY CHRISTINE BAKER

Special to the Legal, PLW

Over the past 10 years, the growth of women entrepreneurs in the United States has been spectacular. According to the most recent data, there are 10.6 million women-owned businesses employing 19.1 million people and generating sales of \$2.5 trillion per year.

Women are impacting how business gets done in America. Women-owned businesses are shaping and redefining the workplace, business networks, and our culture. Perhaps most importantly, women entrepreneurs are influencing how the business community, public officials and the media perceive and respond to women in the workforce.

But work remains to be done. Although the federal government set a statutory goal more than 10 years ago — for agencies to award at least 5 percent of all prime and subcontract dollars to women-owned small businesses — that goal has never been met. Despite continued growth in the number and influence of women-owned businesses, they still only receive 3 percent of federal contract dollars.

### LEGAL SUPPORT

Although women have started, owned and inherited businesses since the founding of the United States, governmental support for women-owned businesses is a



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relatively recent phenomenon. Not until 1979 did the U.S. government act to encourage women-owned businesses.

In response to lobbying from women business owners, in 1979, President Jimmy Carter issued an executive order creating a National Women's Business Enterprise Policy. The executive order also directed all federal agencies to take action to facilitate and strengthen women-owned business enterprises and to ensure full participation by women in the free enterprise systems. Unfortunately, the executive order had very little impact on women-owned businesses in the procurement market.

Fortunately, additional efforts were made. In 1983, President Reagan established a President's Advisory Committee on Women's Business Ownership. Then, in 1988, Congress passed the Women's Business Ownership Act, establishing the Interagency Committee on Women's Business Enterprise. That act also created the National Women's Business Council, a public policy advisory body comprised of

women business owners and women's business association representatives. Its mission was to promote initiatives, policies and programs designed to support women's business enterprises at all stages of development.

In 1989, the National Foundation for Women Business Owners was established. That private organization — now known as the Center for Women's Business Research — has amassed an unparalleled body of research-based knowledge about women business owners and their enterprises. The center's efforts have raised public awareness of important trends in women's business ownership, highlighted the challenges being faced, and provided facts and figures for use in public education and advocacy efforts. Additional progress was made in 1994, when President Bill Clinton issued a "Memorandum of Continued Commitment to Small, Disadvantaged and Small Women-Owned Businesses in Federal Procurement," intended to promote contracting opportunities for women entrepreneurs. He publicly committed the entire federal government to a goal of 5 percent of the total value on all prime contract and subcontract awards per fiscal year for women-owned businesses. In addition, the Small Business Administration and 11 other federal agencies launched the Women's Procurement Pilot Program in 1994 to educate women on business opportunities with the government.


Most significantly, in 1994, the Federal Acquisition Streamlining Act (FASA) set a goal for federal agencies to award at least 5 percent of all prime and subcontract dollars to women-owned small businesses. Although 5 percent may not seem significant, it far exceeded awards made in prior years. And, in light of the magnitude of government spending (now over \$200 billion on goods and services per year), it meant a lot of money would go to women-owned small businesses.

In addition, the Small Business Act, 15 U.S.C. Section 631, requires that all small businesses have the maximum practicable opportunity to participate in providing goods and services to the government. To ensure that small businesses get their fair share, the Small Business Administration (SBA) negotiates annual procurement preference goals with each Federal agency and reviews each agency's results. The SBA is responsible for ensuring that the statutory government-wide goals are met in the aggregate. Those goals include awarding 5 percent of prime and subcontracts to women-owned small businesses.

### GROWTH OF BUSINESSES

Over the past 10 years, women-owned businesses have increased in economic clout. The number of women-owned businesses has grown at twice the rate of all U.S. businesses, and added jobs at one and one-half times the national average. Between 1997 and 2004, the number of majority-owned, privately held, women-

*Businesses continues on WIP26*



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## Success

continued from WIP3

what your needs are outside of work, don't sit in your office and wait for others to figure it out too. Take the initiative to talk with your contemporaries, your favorite supervising lawyers, practice group leaders and others who are able to support your efforts to shape your career in a way consistent with your chosen professional and personal goals. Not every conversation will be a complete success, but you will learn something you can use in the future from each one.

What works for you and those in your life today might not work tomorrow. Don't worry, there won't always be short-term balance. When the balance feels unworkable, remember that long-term personal and professional fulfillment is the goal. Sometimes we need to make adjustments, be flexible and look back to our goals when making necessary changes at home or at work.

As law firms continue to become more diverse in terms of gender, race, sexual orientation, culture, religion and political affiliations, the fact that there are many acceptable traditional and nontraditional options will become more evident and will permit women and others to feel more comfortable selecting their own paths.

*As law firms continue to become more diverse in terms of gender, race, sexual orientation, culture, religion and political affiliations, the fact that there are many acceptable traditional and nontraditional options will become more evident and will permit women and others to feel more comfortable selecting their own paths.*

### DO YOUR BEST

In the first few years of a law career, everything is new. At the same time, many women are encountering personal issues that are also new — marriage, motherhood or complete financial independence. Confidence is critical at this (and every) stage, and while a senior lawyer may not always offer a pat on the back, it helps to remember that she, too, once had to write her first brief or research her first case.

Seek out different practice areas and cases, and work with different people to build your experience. When you find the right fit, concentrate on achieving your potential and have confidence in your ability to become an expert.

### HAVE FAITH IN YOURSELF

Intelligence and skills don't change just because a woman has a baby, needs

to pick up a spouse at the airport or wait at home for a plumber. Firms recognize and care about talent and will be flexible in order to keep and grow that talent. Men have passions that take them outside of the office, too. Whether it is coaching Little League, going to their child's piano recital or playing a round of golf, they find a way. Sometimes our reasons might be different, but we can find a way too.

There is no simple answer that works for everyone (male or female), but if you enjoy your work and remain flexible, you will have a better chance finding solutions that work for you.

### MAKE NETWORKING FUN

Our profession often requires networking and marketing. Try not to see it as just an additional responsibility if asked or expected to network and generate your own business. Instead, find ways to combine networking activities with enjoyable activities; you may actually look forward to it. Find opportunities that allow you to write or talk about the cases or topics that you enjoy. Seek out trade associations that have issues you like to solve and network based on what makes you happy.

Don't forget about friends from law school, and friends and associates within your firm. Go to lunch with lawyers who have had different experiences or followed different paths — learn what they do and in turn, they will learn what you do. Then help each other when you can.

Success doesn't have to be the "traditional" journey through the ranks to the biggest client or the largest office. It can include school plays, karate and waiting at home for the plumber. As women — and nontraditional lawyers everywhere — speak up about what they want, the legal profession will become more accommodating.

Women can be successful in both their personal and professional lives and do so in a way that makes them and their families happy. It's just a matter of finding the right personal definition of success and recognizing that sometimes a more flexible definition will result in real satisfaction. •



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W O M E N O N T H E V E R G E

# Recognizing Women At the Top, On the Way Up

**W**hen The Legal Intelligencer and Pennsylvania Law Weekly decided to pick a list of women attorneys "on the verge," the goal was to ask around and highlight those female lawyers who have risen to prominence or are on their way, and who are on the cusp of even greater accomplishments and increased visibility in the community. The truth is that there are a great many lawyers in Pennsylvania who do really good work, who have a positive impact on their firms and communities, and whose names you never see in print.

We saw this list as an opportunity to correct things like that. Obviously, there are a few big names that some might be expecting to see that have been left off this list. To some degree, it was intentional: We wanted to put the spotlight on some fine lawyers who may not be so well-known. Besides, odds are, we've already honored those big names before.

This list was based on nominations from the legal community, which were then vetted and narrowed down by the editors. We don't pretend that this list is the only complete grouping of women lawyers "on the verge." However, we would argue that it is an impressive list all the same, and all of the women on it deserving of attention and recognition.

**ROBERTA BLOOM**

Roberta Frankel Bloom is the first female partner of construction boutique Cohen Seglias Pallas Greenhall & Furman. She became partner in 2005 and now

serves as the firm's administrative and hiring partner.

Bloom handles professional recruiting, loss prevention, computer and information systems, telecommunications and human resources issues at the firm.

She developed and manages the firm's summer associate program. All new associates go through Bloom's "Introduction to Construction Law" seminar.

She was involved in litigating claims involving projects at the Philadelphia Airport, Liberty Place, the Philadelphia Navy Yard, Millersville University and various sports venues.

She is responsible for initiating and spearheading the firm's annual holiday toy drive to benefit hundreds of needy children each year.

Bloom joined the firm in 1992 as an associate. Prior to that, she was a law clerk for Philadelphia Common Pleas Judge Frederica A. Massiah-Jackson.

**SHARON CAFFREY**

Sharon L. Caffrey is a partner in the litigation department of Duane Morris. She focuses her practice on mass tort, products liability and toxic tort litigation.

Caffrey serves as the national coordinat-



**BLOOM**

ing counsel for pharmaceutical company Pliva Inc. in its phenylpropranolamine (PPA) litigation. She is also one of a handful of national trial counsel for Ford Motor Co. and General Motors

Corp. in their asbestos litigation and is regularly assigned to handle their asbestos trials around the country.

Caffrey is vice-chairwoman of the toxic tort and environmental law committee of the American Bar Association

She is a member of the Women in the Profession committee of the Philadelphia Bar Association, the executive committee for the Philadelphia Association of Defense Counsel and the Defense Research Institute.

**LYNDA CALDERONE**

Lynda L. Calderone joined Flaster Greenberg in 2005, and she heads the firm's new intellectual property practice from its Philadelphia office.

Calderone came to the firm from



**CAFFREY**



**CALDERONE**

Akin Gump Strauss Hauer Feld. She was the firm's first pure patent lawyer and handles patent prosecution as well as some litigation.

She said when she became the head of the intellectual property group that her goal was to broaden the practice in depth and numbers in order to take on a larger workload. She has begun that process by bringing on two intellectual property attorneys to join her so far.

Calderone's practice is concentrated in the chemical, chemical engineering and mechanical arts, particularly in organic chemistry, engineering and applied science. She also counsels inventors and businesses in portfolio management and development of patent strategies, including conducting IP audits.

**JACQUELINE CAROLAN**

Jacqueline M. Carolan is the chairwoman of Fox Rothschild's pro bono committee, and she is also a partner in the firm's professional liability and health care law groups. Her practice focuses on the malpractice defense of health care professionals and providers.



**CAROLAN**

Verge continues on WIP27

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## Wisdom

continued from WIP4

only the most precious of your extracurricular activities will have to wait.

Now, if you could only save up some sleep, too, before those children start to come!

**Tuite:** I guess my primary concern is that I won't be taken as seriously as other young lawyers — men and women — who don't take time off to have children or don't need to be at home at times. Business people perpetually make sacrifices of time so that they may be perceived as team players and hard workers. Attorneys and others are expected to carry cell phones and constantly check e-mail. The effect is that work is not a separate, categorized part of your life — it is your life. It seems difficult as a professional to maintain that level of commitment, but also dedicate substantial time and energy to your family, without being “mommy-tracked.”

**Yohe:** I'm sorry to hear that women several generations younger than I are still worrying about being taken seriously. The need to bill hours, meet the sometimes unreasonable demands of clients and shareholders, and respond to both actual and perceived emergencies is real and, often, difficult.

But there are a number of ways to distinguish yourself in the practice of law, and maybe being the associate who bills the most hours is not the one you should choose. This doesn't mean that you won't still have to bill lots of hours, but developing an area of expertise that you

know more about than anyone else may be another way to be seen as a serious contributor to the firm. Developing good, strong relationships with clients — existing clients or even better, clients that you introduce to the firm — is another way.

You will one day have much more control over your schedule than you have

mean because you can set the tone of how the team works together, and we all know that some teams work more cooperatively — and in a more supportive mode — than others. To be able to do that is a better reason than just earning more money (although you can hire more support staff and buy better take-out with more money, too).

**Tuite:** In looking across firms in our region, there are fewer female attorneys in positions of power. Because of the small number, it seems like women have not made it as far as they should. It's hard not to think that it's because women are just being asked to give up too much to advance their careers.

**Yohe:** We older women attorneys need to do a better job of sharing our experiences with the younger women in our firms. We need to mentor them in so many more ways than in just how to write a better brief or do a better cross-examination. We need to make sure that they know the things we wish we would have known way back then. And, of course, we need to support them.

I feel confident that you can have a fulfilling career in the law, but it will not always be easy. Sometimes it will be downright hard. I have had wonderful times and horrible times in the law but, ultimately, I think I found the right place for myself in this profession. I also raised three daughters, and three of the most wonderful moments in my life were when each one — at separate times — told me she was proud of me.

We need people like you to get to the top in law firms. You and other women (and men) like you will make a difference in how we all live our lives here. But you have dues to pay first in the form of billable hours and commitment to the team. If you can get to that point, though, you can make things better for yourself and for others, including your family.

In the meantime, keep up the good work! (And hire that cleaning person now.) •

---

*There are a number of ways  
to distinguish yourself in the  
practice of law, and maybe being  
the associate who bills the most hours  
is not the one you should choose.  
Developing an area of expertise  
may be another way  
to be seen as a serious contributor.*

---

now. One day you will be the lead attorney on your cases and, if you're lucky, you will also be the attorney with the client relationship. Those are good reasons to work hard now and earn your spurs, because you will have more freedom in the future if you are at the top of your game. And I don't mean because you can then dump on someone else. I

Finally, let me give you my marketing speech. Having your own clients means so much more than just being rewarded monetarily. It means having a measure of control over your own destiny. I think this is the “last frontier” for women attorneys, conquering the challenge of developing business for our firms and managing client relationships.



Elizabeth L. Bennett, Esq.  
Formerly a partner and head of the  
Family Law Department at Dilworth,  
Paxon, Kalish & Kauffman

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## Plums

continued from WIP5

assumption to be avoided is that flexible work hours primarily benefit women. Part-time policies are becoming an equal opportunity reality. With the large number of couples who are working partners, male attorneys often need flexible schedules for child care too. Both men and women are also equally likely at some point in their careers to need flexible hours for non-child obligations such as elder care, care for a sick family member or for community activities. Flexibility is key to maintaining the loyalty of any talented professional, and the issue of flexible work schedules and part-time policies

should be guided by gender neutrality.

In this highly mobile professional environment, those firms that succeed in creating meaningful connections between their attorneys and the firm are likely to keep their attorneys long term. The ways that firms can forge connections specifically between women attorneys and the firm are limited only by the creativity and commitment of the firm. For example, investing time in guiding female attorneys to develop their independence, self-confidence and professional judgment in practicing law can be effective in attracting and retaining women attorneys. Meaningful connections can also be made when firms provide women with equal opportunities to work with clients and to take an active role in firm operations, including hiring,

handling firm finances, and participating in decisions that affect the core business.

For their part, women attorneys can maximize their odds of landing a position with a firm that is likely to give them equal opportunities for plum assignments and for promotions if they do their homework about the firm even before their interviews. For example, a prospective applicant can research prior editions of Martindale-Hubbell to ascertain the names of women who are no longer employed by the firm. These women can be contacted and asked for their honest observations about the firm. The interview process becomes more productive when an applicant possesses such information.

Even after the attorney and the firm

have selected one another, one or both parties may find that their expectations are not being met. Remaining in a situation that is not mutually satisfying and cannot be changed, negatively impacts both the attorney and the firm. The healthiest solution is to take control of the situation and find a better match. Lessons learned from a prior unsatisfactory experience can assist in a more productive discussion of expectations and objectives, and a better match the next time around.

So, can women get the plum opportunities in law firms and avoid getting the plum skins? Of course they can. It is a matter of women defining for themselves what those plum opportunities are and finding the firms who are interested and willing to provide them. •

## Darling

continued from WIP7

distinguish between the fact that I was both a woman and a lawyer. That Kodak moment provided me with understanding and gave me guidance on how to handle my legal career as a woman. I needed to make being a woman an advantage, not a disadvantage.

For 20 years I have proudly practiced as a "lady lawyer." I do not feel a need to dress in traditional suits to compete on a gender basis; I do not even own a navy blue suit or a brown briefcase. I take pride in being a professional woman who is lucky enough to be a lawyer.

Experiences similar to those of my Texas trial have been few and far between. There have been rare occasions when opposing counsel has used gender as a psychological tactic with comments about my "enticing" perfume confusing his thought process or comments about hairstyles. I believe comments of this type, always made out of the hearing of a court, are often intended to distract me from the work at hand. At times, I mentally chuckle when I sense that I am perceived early in a case as that stereotypical "blonde" who is the subject of the silly jokes. However, I must admit that I make no attempt to disabuse an adversary of such a thought; after all, it is their perception.

The best way to diffuse distracting tactics and the perceptions of others is to be successful. I have focused on putting my efforts into the real legal work of resolving cases to the satisfaction of clients. I knew that my approach was a good one for me when, in a case involving more than a million dollars, the jury entered a defense verdict. This was the case where the perfume comments were made and, after the verdict, my adversary commented in front of my client that he was surprised a woman could try such a case and do a pretty good job. My client looked at him and said, "This case was not won by a woman. It was won by a good lawyer."

One more of those "Kodak moments" in my mental book of memories.

In that old Texas courtroom I learned that I was then, and would always be, a lady lawyer. And being a "little lady" did not prevent me from trying a case and getting a defense verdict against "Sam." It is what it is ... darling. •

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- Bachelor of Science, Nursing and Juris Doctor from Villanova.
- Clerk to the Honorable Bonnie Brigance Leadbetter of the Commonwealth Court of Pennsylvania.
- Commissioned as an Officer, with the rank of Lieutenant, United States Navy

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## Litigation Mom

continued from WIP9

“Something has to give,” said another ML. “And that something is usually sleep.” While the pressure to be available to colleagues and clients never really goes away in a litigation practice, it is true that once an attorney has somewhat established herself and earned some credibility, she has at least some leeway to set limits, delegate to others and stick to a more flexible work schedule. Long-term planning, with realistic expectations as to what you’ll be able to do once you become a parent, can minimize the stress.

- Child care, child care, child care. Every ML I know confirmed that quality child care is essential to making it all work. “I get through busy day after busy day because I never have to spend even a moment worrying if my children are all right, safe and happy when I am not with them,” reported one.

And even then: “You need to have a backup. And a backup to your backup.” Even the most devoted nanny is going to get sick at some point, and even the best day care center will send your child home when he gets something contagious — and he or she will. Have candid conversations with your spouse or partner about how you’re going to handle those days. Keep having that conversation, because your career demands, your spouse’s career demands and your children’s needs will change over time.

- Know when to say no. And, said one ML, “lose the guilt” associated with setting

those limits. There are only so many hours in the day. Again, many of us create a few more of them by sleeping less, but you can really only take that so far before you start to become a danger to yourself and others. So decide what’s essential, and minimize the rest.

The key here is that this advice applies to both home and work life. “I have never bought into the guilt of being a deadbeat PTA mom,” one ML told me. “I spend my free time with my kids and I’m supportive of their homework, but I leave the volunteering to those with the time and inclination to do it.”

At the same time, although it is easier said than done, you can — and should — avoid taking on too much at work. As the same ML put it, “It is a disaster to have too many assignments and to deliver some or all of them wanting of the polish that will make the woman associate stand out in a positive way.”

It isn’t realistic to expect that you’ll never work late again, even on a reduced-hours schedule. If you have a brief due, it has to get done. If you have a trial coming up, you need to prepare. But, if you’ve

already established a reputation as a hard worker, people will believe you when you say you don’t have time to take on something new. So say “no” when you have to, because, as another ML sagely advised, “nobody is going to say it for you.”

- Take advantage of technology. “Love your BlackBerry,” said one ML. These days, you can accomplish a lot without being physically present in the office. Again, it’s a balancing act — colleagues will notice those who are never around and never in touch, and your kids will notice if you’re constantly on the phone or typing out e-mails. But by using free moments to respond quickly to e-mails and voicemails, making sure colleagues know when it is OK to call you at home, and catching up on work after the kids are in bed, it is possible to buy yourself a little extra time.

That said, “You may need to work much harder, or be much smarter, than your male colleagues who have children,” one ML told me. That means being responsive and turning in a quality, timely product, regardless of where and when you do the work.

- Talk about it. If there is one theme that emerged from my conversations with my colleagues, it is that working and mothering is an ongoing challenge. I have read with despair too many articles profiling successful career women with children that make it all sound like a breeze and give readers the impression that such a balance can be effortlessly achieved. The reality is, being a mother and being a successful professional with a high-energy career is a challenge.

But perhaps what reassures me most is that, having talked to others about how they do it, I know I am not alone — even though it can sometimes seem like an impossible mission. While finding mentors is important for any fledgling litigation associate, as one of my ML mentors said, “For those juggling litigation and motherhood, it takes on even greater importance.”

The verdict is unanimous: Being a litigator and a mom at the same time is always going to be a work in progress, one where most of us won’t know for years whether we were truly successful at either enterprise. While law firms — like many companies in corporate America — have tried to help employees strike the right balance between work life and home life, too many obstacles still stand in the way to say that that effort has been a success. Our society has yet to solve the puzzle of how to support working mothers.

In the meantime, women who are mothers and litigators will continue trying to find ways to succeed in all aspects of their busy lives — and, here and there, trying to get a little sleep, too. •

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*By using free moments to respond quickly to e-mails and voicemails, making sure colleagues know when it is OK to call you at home, and catching up on work after the kids are in bed, it is possible to buy yourself a little extra time.*

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MA & R

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--- Sandra Day O’Connor



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Seated (Shareholders): Jodeen M. Hobbs, Tamara L. Traynor, Heather C. Giordanella, Maria L. H. Lewis

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# Roundtable

continued from WIP11

have to address those. If somebody is, quote/unquote part-time, and they're getting phone calls on Fridays, which is their day off and the client is insisting on immediate responses, ... that sort of becomes not part-time anymore.

So ... what we've done is create what we call client teams, where ... the client understands ... that they're working with a team. And it works — it's a win/win situation because it doesn't just work for the part-time person, it works for ... the other members of the team. ...

**Davies:** And then you get the best work product, too, because you have people who are all participating for the same goal and



SARAH DAVIES

who can cover for each other. ...

**Feldman:** ... One of the things I've observed is that the younger lawyers that are coming up ... think this problem's all been fixed. ... When it slaps them in the face, they don't know what to do, and they think they're the only person ... that has this issue.

My partner and I have exchanged chairs on the Women's Rights Committee for the Philadelphia Bar Association, and we can't get a 25-year-old to show up at any of our meetings. It's ... very hard to convince somebody who is just out of law school, because they're coming out where they probably have more women in their class than men. ...

**Wilson:** ... Not being in a firm, I can't address some of the issues with regard to recruitment and retention in firms. ... Having started in a practice when it was an anomaly for a woman to be a trial attorney, ... it's important that women can go into the court room and be respected ... based on their skills as an attorney [and] their knowledge.

... It's important when people see women ... committed to their families ... and committed to ... developing as a female attorney. ... But certainly we want as many women in the courtroom as we can, because it is still something that you

don't often see.

**Watson:** I agree, and I think part of bridging the gap is through mentorship, because ... you can convey to the up-and-coming lawyers that ... not everything has changed. There are certain things still happening that effect our advancement in the profession. ... By having that mentorship, you get to impart what you've learned along the way to those students. ...

*Part of bridging the gap is through mentorship, because you can convey to the up-and-coming lawyers that there are certain things still happening that effect our advancement in the profession.*

... A statement was made earlier about doing things at the top ... but I also feel that you have to start at the beginning as well. ... One thing [I say to] the students in particular is, "All that I ask of you is that when you are in a position to make a difference, that you ... reach back and help another." ... It fosters a better understanding.

**Goodman:** I think part of the problem is the pressures on all the lawyers ... to bring in more clients. When I was younger ... I think there was more of the senior lawyers handing off clients. ... I think people are a little more possessive nowadays. ... There's this pressure to bring in business, and nobody really teaches you how to do that. ... I think that economic pressure has hurt it a little bit.

... I think some younger people ... think, "I respect these women who have gone before me ... but I'm going to do things a



LIZ MAGUSCHAK

little differently." Sometimes that's heard by the more senior woman as, "They're rejecting what I did, they don't realize how much I did for them." And so the conversation breaks down. ... I don't know how we get past that. ...

**Horn:** ...All of it rests on this backdrop of what is ... the firm or corporate culture from which you practice. ... As the culture evolves to be one of collaboration, it becomes less of a gender issue and more of, "How can we all be effective as a team of lawyers moving forward and advancing in the profession collectively?"

**Fox:** I couldn't agree with that more. ... I came from a large law firm, ... and the way they dealt with clients there is if somebody had that client, they had them for life, no matter if they never worked with that

Roundtable continues on WIP24



## DLA Piper's Philadelphia Winning Women



Results.



## Roundtable

continued from WIP23

client again. It was their client, they got attribution. We revolted against that when we started our firm, and really the whole culture is to institutionalize clients throughout the firm and to give credit for people who brought it in, people who work on it, people who expand it. ... It's much easier to fit anybody ... into the process when you have that kind of culture. ...

**Wilson:** ... What I see and hear is that not necessarily, "I've done it this way and ... I want you to respect me," but just an understanding of the struggle that's gone before. ... Education and communication ... does help the relationship both ways, because the elders have to realize the younger attorneys had a different type of struggle. ... An opportunity for people to come together and ... to appreciate will help the divide we're talking about.

**Maguschak:** ... There are some senior women who are a little bit reluctant to [allow] part-time for the younger women because, [they think] "I came up the hard way, I didn't have any part time and I made it, and they can make it, too." ... Hopefully that's a small percentage of more senior female attorneys. ...

**Davies:** ... As you make it ... you do have an obligation to help the younger women ... really to help all the younger lawyers. ... I think women lawyers within firms need to get together and talk about their issues. Oftentimes, you can feel very isolated and feel like it's just your problem and just your issue, but if you're sitting down and you have a ... group of women



RHONDA HILL WILSON, ROBERT FOX AND JAMES BROGAN

who can give you guidance, it's in some ways a little less threatening for the young women. ...

**Feldman:** ... There ... are challenges that are very specific for women, and there still is a mold you have to break out of. ... Maybe we all come out of school thinking that; I thought it was going to be easier.

**Horn:** First year out, "I'm making the same as him." Second year, "I'm still going strong, this is hard, but I'm okay." Third year, fourth year, "Wait a minute." Seventh year, ... although she was a great lawyer and a really great writer, now they're saying she needs to develop a niche practice ... she's billing 2,000 hours, but it wasn't enough.

You see that once and you can say, "I'm not making that mistake." But then you're

there longer and you see another example. ... It's very hard to define how that problem really is affecting me because I'm not really realizing it until I'm fourth- or fifth-year, and then there's a transition or a change in your thinking, and all the people that are behind you really don't see it.

**Watson:** ... Someone had made a comment about ... other attorneys holding their clients very close to their vest. ... but there has actually been a shift more recently on the part of the client to make statements to law firms that, "We want to see the diversity."

Many of you may have heard of the Call to Action, which was authored by Rick Palmore, the chief legal officer of Sara Lee, and there were about 85 signatories to that document.

... I actually have a personal example ... I was with a law firm and Harrie Samaras was in-house corporate counsel, and when she and I first met I was about a fifth-year associate and happened to be the one preliminarily responsible for a lot of the prosecution of the work for this client. She asked to talk to me, not to the partner who had originated that client. She ... gave me the opportunity. ...

**Samaras:** ... I was at a corporation ... and we hired someone out of a large general practice law firm who had been there for seven, eight years and hadn't made partner.

And one of the reasons was because she was part-time, ... four days a week and that was ... being held against her. So we hired her in-house. ...

She was part-time with the company ... and it came to pass that ... she was going to get a bonus ... and I happen to go into the office and the person said to me in passing, "Well, I'm not going to give so-and-so a bonus because she's part time." And I said, "There's no performance-based problem. Why would you do that? ... Her salary is being prorated, her benefits are being prorated, so that's the part-time aspect, but she's doing a great job and everybody knows that."

The story has a happy ending because ... he gave her the bonus, but ... what's so dangerous is the perceptions that people have, ... that because she was part-time, maybe she was less effective than someone who was there five days a week. ...

**Wilson:** I have a question for the women who have worked in firms. Are there

organizations ... for women to get together outside of the firms to support each other, exchange information, educate each other as to how to bring business in and that kind of thing?

**Davies:** ... the Philadelphia Bar's Women in the Profession Committee, I think, has a monthly luncheon that touches on a variety of topics. ... [It] runs a mentoring program where ... you might have two or three more senior people and then a couple of younger people. No one is from the same firm, you meet on a monthly basis for lunch ... generally it's an informal program and you talk about whatever issues ... are coming up. ...

**Feldman:** ... Women in the Profession deals with development and not with necessarily the problems. ... [At the Women's Rights Committee meetings], we've got a bunch of 40-somethings show up, and we don't get the people that are going to have to face this problem coming in. ...

Finding out how to meet the judges and things like that really isn't the answer. ... That's what [the Women's Rights group's] big challenge has been; to sit down and say, "What are we doing wrong to not let our young women know that they are going to have a challenge?" ...

**Brogan:** ... It's a constant challenge. The programs from the corporations ... are a step in the right direction. Somebody talked about a concern that people today are more guarded about their clients than in the past. ... But within the firm, we've taken steps to try to ... get behind the numbers, and sharing credit and de-emphasizing the role of the person who got the client 25 years ago. ...

**Maguschak:** ... One of the things our firm has done ... [is] we started a group, and ... quarterly we ask the female supervisors and managers of all of our clients to come and we have a specific topic. ... So it's all the female attorneys in our firm, plus all of the females in positions of importance at our clients to help get even the very youngest of our attorneys to get to know other females in other areas of business as well.

**TLI:** ... Give some specific recommendations that law firms can use to improve the hiring, recruitment and retention of women.

**Horn:** ... I am a member of the National Association of Women in Construction, and ... I asked the [firm], "What do you think about that?" ... And they supported me wholeheartedly. Because of that up-the-chain support, I've had great success there. But also down the chain, junior attorneys, women, accompany me to those meetings and as an extension of that, we go to the community and speak. ... That is ... something I think you can do — looking outside the box in terms of client development in your particular niche practice area.

**Maguschak:** ... Getting the youngest female attorneys ... involved with clients, ... taking them to meet the client so that the person who owns the client sees other faces and knows that there's other people out there. ...

**Brogan:** ... The firm has a program called Winning Women, where speakers from without [and] within the firm ... try to share and mentor the younger attorneys

Roundtable continues on WIP30

## FAMILY TIES...



Marion L. Munley



Marion K. Munley, Esq.



Julia K. Munley, Esq.



Caroline Munley, Esq.

## ...LEGAL ROOTS

Attorneys Marion, Julia, and Caroline Munley always knew they wanted to enter the legal profession when they grew up. Raised in a family with a deeply rooted background in the law, these distinguished women also look to their grandmother, Marion L. Munley, as one of the seeds for their passion of the law.

Beginning in 1947, The Honorable Marion L. Munley served in the Commonwealth's House of Representatives for nearly 20 years, earning the notable distinction of serving as the first female Secretary of the House of Representatives.

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## Conversation

continued from WIP15

well. Before I practiced law, I taught school. Through the years, I've found that the communication skills necessary to be a good teacher translate directly into marketing efforts. Also, many of my mentors were fellow teachers with whom I've kept in touch through the years.

**Kowalski:** I was fortunate to have both male and female mentors but, as a new lawyer, I often found it necessary to discuss my experience with other women who were facing the same challenges as I was. At the time I began law school, I had two pre-school aged daughters. Although some people said that it would be impossible to raise two small children while working,

attending law school, and then practicing law, I had friends and co-workers who were encouraging and helped me to navigate that tough period. Most of those supporters were other women — some had taken the same path, and some were simply supporting my efforts by acting as friends

and mentors. Interestingly, some of those women are now my clients, and I've been able to cross-sell work from those clients to others in the firm.

**Danaher:** Cross-selling offers a benefit that cold-calling doesn't — the client is already on your doorstep. The issue, then, is how to get yourself in front of that client with the help of a fellow attorney. One effective way is to establish credibility with the other women in your firm. By being supportive of the firm's female attorneys generally — including efforts to include family in a balanced life experience — you can increase opportunities that ultimately will benefit the entire firm.

**Kowalski:** I understand exactly what you mean. Recently, I walked down the hall to discuss a file with one of our female colleagues. She was pretty flustered, as she had just received a call from her kindergarten's teacher who informed her that the child was using the reading mat as a wrestling mat. I could barely contain my laughter because, over the years, I've received the same calls from teachers informing me that my children had missed homework assignments, missed class or failed to take a test. It was — and continues to be — very stressful to juggle work, household chores, school events and

homework sessions. However, it is refreshing and encouraging to discuss these issues with others in the same boat.

**Danaher:** There are a number of practical ways to maximize on these networks and mentoring relationships that we've created with other women in the firm. Creating a team approach among female attorneys to cross-marketing makes maximum use of the variety of talents and personalities of the group members. Informal meetings with female colleagues to discuss the types of cases being handled within the firm have helped us to recognize opportunities for cross-over work.

**Kowalski:** The speaker lunches that we've instituted recently have helped, too, since they've provided opportunities for our female attorneys to ask questions

and discuss the difficulties of working in what remains a male-dominated field. Also, these get-togethers have allowed the associates to develop some confidence in their own abilities to cooperate with more senior women to market directly to existing clients.

**Danaher:** All right, let's summarize: By taking the time to educate

both clients and other firm attorneys about the talents and expertise of our other women lawyers — using presentations and regular meetings — we increase the opportunities for cross-marketing those skills. Working specifically with other women in the firm helps us to create resources that benefit our clients and help to establish working relationships within the firm to support cross-selling opportunities. The fact that our firm's marketing committee includes a number of women has helped to raise issues in that committee that may have otherwise been overlooked.

**Kowalski:** Right, and the critical aspect of all of this is mentoring. To the extent that we establish credibility with other women attorneys in the firm, and work to form mentoring relationships and internal networks, everyone will benefit. The team approach can be structured to include women from various practice areas in order to introduce new attorneys to established clients. Of course, we're not suggesting that men should be excluded from these efforts, but to the extent that we can base some part of our cross-marketing on the relationships that we have formed with other women attorneys, the whole firm benefits, as do our clients. •

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*Cross-selling offers a benefit that cold-calling doesn't — the client is already on your doorstep. The issue, then, is how to get yourself in front of that client with the help of a fellow attorney.*

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## Businesses

continued from WIP16

owned businesses grew by 23 percent (compared to 9 percent growth among all U.S. businesses), employment increased by 39 percent (compared to 12 percent nationally), and revenues rose by 46 percent (compared to 34 percent of all privately-held U.S. businesses).

As of 2004, there were 10.6 million businesses in which women owned at least 50 percent of the company. Those businesses employed 19.1 million workers and generated nearly \$2.5 trillion in revenues. Nearly half (48 percent) of all privately-held U.S. companies were at least 50 percent owned by women.

Significantly, women-owned businesses are also becoming increasingly diverse. According to the National Women's Business Council, "As strong as the growth of women-owned firms is overall, the growth of firms owned by women of color is even stronger. The number of minority women-owned firms increased by an estimated 55 percent between 1997 and 2004 — more than twice the rate of all women-owned firms (23 percent) and fully six times the rate of all U.S. firms (9 percent) during the period."

Despite this impressive growth, most women-owned firms are very small, with fewer than 10 employees. They struggle to be taken seriously as business owners, employers and contributors to economic growth. And they continue to face challenges such as access to capital, training and technical assistance, and business networks.

Perhaps this is why — 10 years later — FASA's 5 percent goal has never been achieved on a government-wide basis. Nevertheless, in fiscal year 2003, 3 percent of federal contract dollars were spent with women-owned businesses — the highest share achieved since this information has been recorded. Performance was even better for the number of contracts awarded: Nearly 600,000 contracts were awarded to

and subcontract dollars to women-owned small businesses, the most recent data shows that only 3 percent of federal contract dollars were spent with women-owned businesses. As a result, there are clearly untapped opportunities for women-owned businesses.

To take advantage of these opportunities, women-owned businesses must first determine which segment of the govern-

ment requirements for certain departments and agencies, including the Department of Defense. Previously, businesses had to submit representations and certifications for each individual large purchase contract award solicitation response. Now, they can enter their information online once for use on all federal contracts.

Once registered, the next step is monitoring opportunities to sell to the government. Individual agency Web sites list procurement opportunities. Or women-owned businesses can sign up for e-mail announcements through the Federal Business Opportunity Web site ([www.fedbizopps.gov](http://www.fedbizopps.gov)).

Once they are getting notice of opportunities, women-owned businesses need to focus on opportunities within their niche and prioritize. They need to make appointments and attend contracting sessions. Women also need to network, be persistent and follow-up on each activity.

### WHAT CAN YOU DO?

Attorneys can help women-owned businesses take advantage of these opportunities. We can educate our clients about federal (and local) laws, such as FASA, that ensure women-owned businesses have opportunities that were historically denied to them. We can also help them navigate the regulatory minefield that often discourages women from pursuing public contracts.

Although the growth of women-owned businesses has been spectacular, women still have not captured their fair share of the market, including specifically government contracts. Opportunities exist. Let's capture them. •

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*Attorneys can help women-owned businesses take advantage of these opportunities. We can educate our clients about federal (and local) laws, such as FASA, that ensure women-owned businesses have opportunities that were historically denied to them. We can also help them navigate the regulatory minefield that often discourages women from pursuing public contracts.*

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women-owned small businesses in FY2003, which is more than double the 272,000 contracts awarded to women-owned small businesses in FY2002. Additionally, women-owned small businesses garnered 5.3 percent of contracts in 2003, up from 3.8 percent in 1999 and 3.4 percent in 2002.

### TAKING ADVANTAGE

The government spends over \$200 billion on goods and services per year. Although FASA set a goal for federal agencies to award at least 5 percent of all prime

ment to target. To do that, these businesses must do the following: assess their own strengths and what services and products they can provide; figure out which agencies and departments contract for those services and products; understand how those entities contract; and familiarize themselves with the entities' operating administration.

Next, women-owned businesses have to register with the government as an available vendor. All businesses must register with Central Contractor Registration ([www.ccr.gov](http://www.ccr.gov)); there are additional regis-

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# W O M E N O N T H E V E R G E

## Verge

continued from WIP19

Before Carolan joined the legal profession, she was the head nurse of Hahnemann University's critical care unit from 1979 to 1988. She continued to work there while attending law school, receiving her J.D. from Temple University School of Law in 1988.

### LUCRETIA CLEMONS

Lucretia C. Clemons was well-prepared for her role in Ballard Spahr Andrews & Ingersoll's corporate diversity practice.

Prior to law school, she managed and operated a million-dollar hotel in



CLEMONS

New York City, where she was primarily responsible for the development and administration of the diversity management program, employee handbook and performance appraisal system. She also has a master's degree in diversity management from New York University.

In addition to her work in the firm's corporate diversity group, Clemons is an associate in the labor, employment and immigration section of the litigation group.

Clemons is currently serving as the president of the Philadelphia chapter of the Women Lawyers Division of the National Bar Association. She served as law clerk to Judge Clifford Scott Green of the U.S. District Court for the Eastern District of Pennsylvania before joining Ballard Spahr.

### ROXANNE COVINGTON

After working as assistant city solicitor for Philadelphia's law department and then as legal counsel to the Philadelphia Housing Authority, Roxanne E.



COVINGTON

Covington joined Zarwin Baum DeVito Kaplan Schaer Toddy, where she is an associate.

From 1996 to 1997, she was a trial attorney with the Maryland Legal Aid Bureau, advocating on behalf of abused children. From 1995 to 1996, Covington was the legal director of the Feminist Majority Foundation in Virginia. While there, she lobbied for affirmative action and women's issues at the federal and state levels.

Prior to 1995, she worked in a private law practice and was a prosecutor for child support enforcement in the Washington, D.C., office for the Department of Human Services.

She is a founding partner of the Philadelphia Pyramid Group, a group of young professionals dedicated to promoting economic, political and cultural development.

### MARIA GRECO DANAHER

Maria Greco Danaher is the chairwoman of Pittsburgh-based Dickie McCamey & Chilcote's employment and labor law group.

Danaher specializes in representing management in labor relations and employment litigation. She also trains and advises employers on those topics.

Prior to joining the firm, Danaher was an in-house attorney at Alcoa where, in addition to her litigation responsibilities, she assisted in counseling and training of management, supervisory and line employees.

She has also acted as an assistant district attorney in Westmoreland County.

She regularly volunteers as a pro bono attorney for the Neighborhood Legal Services Association and often acts as a faculty member for the National Institute of Trial Advocacy.

### JENNIFER DIAMANTIS

Jennifer Diamantis was named the 2005 pro bono attorney of the year by the Center for Lesbian and Gay Civil Rights. When she isn't doing pro bono work,

Diamantis concentrates her practice in products liability and mass torts at Schnader Harrison Segal & Lewis.

She also handles personal injury and wrongful death actions, commercial disputes and intellectual property matters.

Prior to joining the firm, Diamantis worked for the National Telecommunications and Information Administration of the U.S. Department of Commerce, which serves as the president's principal resource for research, advice and strategy recommendations on telecommunications and information

issues. She also assisted with the preparation and instruction of a course on electronic commerce issues offered through the Villanova University School of Law graduate tax program.

### ANN FIELD

Ann Thornton Field became the chairwoman of Cozen O'Connor's national insurance litigation department earlier this year.

She has been with the firm for 16 years and focuses her practice on aviation, products liability and commercial litigation.

She has been lead counsel for numer-



DANAHER

ous matters in state and federal courts throughout the United States and has been involved with the defense of death claims arising from the bombing and crash of Pan Am Flight 103 in Lockerbie, Scotland, as well as the defense of claims arising from the 1996 ValuJet accident and the 1996 TWA Flight 800 accident.

Field is vice-chairwoman of the American Bar Association (ABA) tort insurance practice section's aviation and space law committee and a member of the ABA aviation litigation committee.

She is also co-founder of the firm's Women's Initiative, an effort committed to creating and implementing programs that foster the personal and professional development of women both within the firm and in neighboring communities.

### LINDA ANN GALANTE

Linda Ann Galante is the immediate past chairwoman of Stradley Ronon Stevens & Young's real estate and banking department and was a member of the firm's board of directors from 1999 through 2002.

She currently serves on the board of Drueding Center/Project Rainbow, which provides housing and support services for homeless women and their dependent children, and was its chairwoman for 12 years. In recognition of her work there, the Galante Career Development Center was named after her.

Since 1979, Galante has concentrated her practice in banking, real estate and nonprofit corporation law. She has represented community banks, handling all aspects of bank regulatory and finance work. In her real estate practice, she focuses on the investment, development, commercial, residential and low-income housing areas. In addition, she advises nonprofit institutions, particularly colleges and universities.

### M. JANE GOODE

M. Jane Goode is a director in the business and commercial litigation section of New Jersey-based Gibbons Del Deo Dolan Griffinger & Vechione's Philadelphia office.

She focuses her practice on areas of first-party, third-party and excess and surplus lines insurance coverage, insurance regulatory issues, reinsurance and appellate matters.

She is a member of the American Bar Association's tort trial and insurance practice section and the insurance coverage litigation and public regulation of insurance law committees.



GALANTE



GOODE

She has published and edited book chapters regarding insurance coverage litigation and bad-faith and punitive damages.

She served as law clerk to Judge Jerome B. Simandle in the U.S. District Court for the District of New Jersey.

### MARIE MILIE JONES

At the age of 35, Marie Milie Jones became managing attorney of Meyer Darragh Buckler Bebenek & Eck, making her the youngest attorney in history to head up a major Pittsburgh firm.

She has since been twice re-elected and has held the position for seven and a half years.

Jones is a defense trial attorney, representing clients in employment matters and other commercial disputes. She also represents counties and local governments sued by plaintiffs alleging police brutality, excessive force and other violations of constitutional rights.

Jones is a past president of the Pennsylvania Defense Institute. She frequently speaks on topics such as prison risk management before groups like the County Commissioners Association of Pennsylvania.

Jones is a hearing committee member for the Pennsylvania Disciplinary Board and a member of the Pennsylvania Bar Association Commission on Women in the Profession.

### MARIA L.H. LEWIS

Upon joining the firm in 2001, Maria L. H. Lewis became the first black female partner at Miller Alfano & Raspanti, and has since dedicated her time to the firm's campaign for minority attorney success.

Under her watch, the firm was recently certified as a Minority Business Enterprise by the National Minority Supplier Development Council.

Lewis focuses her practice on employment defense litigation. She successfully defended SEPTA recently in race discrimination cases filed by several former SEPTA employees.

Prior to joining the firm, Lewis worked at another large local firm and was served as an assistant district attorney at the Philadelphia District Attorney's office.

As part of her community involvement, Lewis is an associate minister and serves on the legal staff of the Enon Tabernacle Baptist Church in Philadelphia.

She has integrated her faith with her legal knowledge through speaking engagements at the University of Pennsylvania Law School's Christian Legal Society.



JONES



LEWIS



FIELD

## W O M E N O N T H E V E R G E

## Verge

continued from WIP27

## SHARON MCKEE

Sharon McKee is a litigation shareholder at Hangley Aronchick Segal & Pudlin with a practice that covers class actions, civil rights, gaming law, sports law, financial services, personal injury and commercial disputes.



MCKEE

In the last few years, she brought a successful Title IX challenge, enjoining West Chester University from eliminating its women gymnastics team.

McKee is now representing basketball player Jennifer Harris in an action against Penn State and coach Rene Portland, which alleges that Portland dismissed Harris from the Lady Lions because she believed her to be gay.

McKee served as law clerk to Judge Richard L. Nygaard of the 3rd U.S. Circuit Court of Appeals.

Prior to entering law school, McKee worked for three years in New York doing welfare rights advocacy for the elderly and for seven years as a translator/interpreter of the Russian language for various media companies and publishers.

McKee served as the associate representative to the the firm's executive committee in 2002.

## JULIE MEDER

Julie W. Meder also had another career prior to the law. She is a former polymer research and development engineer and biotechnology technical sales representative with E.I. du Pont de Nemours &



MEDER

Co. Inc., located in Wilmington, Del.

Meder was formerly a research fellow at the Agricultural University of Wageningen in the Netherlands.

She now serves as the director and vice president of intellectual property boutique The Webb Law Firm, and she currently works on a customized schedule to manage both her professional and family life.

She is a registered patent attorney with experience in law, business and technical fields such as chemical engineering, physics and biotechnology. Meder is involved, among other areas, with patent protection for plant varieties.

## DENISE MROZ

Denise I. Mroz came to Woodcock Washburn from the Recording Industry Association of America, where she served as vice president and anti-piracy counsel. She recently became a partner in 2006.

She uses her copy and trademark experience in her representation of candy manufacturers and vineyards, as well as software

manufacturers and artists.

She routinely provides consulting services to the Philadelphia Volunteer Lawyers for the Arts.

On the transaction side of her practice, Mroz represents clients on business deals that include trademarked products and the creation of software licensing agreements, user guidelines and general assignments and licenses.

Mroz has been the chairwoman of the local chapters committee of the Copyright Society of the United States.

She has several published articles on copyright issues and has been a speaker on trademark and copyright matters.

## VALERIE MUNSON

Valerie J. Munson is head of the religious and law practice group at Pittsburgh-based Eckert Seamans Cherin & Mellott's Philadelphia office.

She has more than 20 years of experience in advising and representing religious organizations and other nonprofit organizations in employment, corporate governance, real estate, land use and sexual misconduct matters. She also advises and represents for-profit and public-entity clients in preventing, resolving and litigating religious discrimination.

She has represented clients in international, civil and ecclesiastical tribunals.

In 2003 and 2004, Munson was a fellow at the Center of Theological Inquiry in Princeton, N.J. Munson is an elder in the Presbyterian Church.

She is also a trained religious conflict mediator and interfaith dialog facilitator.

## JOHANNA O'LOUGHLIN

Johanna O'Loughlin was promoted to senior vice president, general counsel and corporate secretary of Equitable Resources in 2002. She had joined the Pittsburgh-based company in 1996 after leaving Fisher Scientific Company, where she was also senior vice president and general counsel.

Prior to going to law school, O'Loughlin spent two years as a securities analyst for Wall Street investment advisory firm Argus Research. She began her legal career at Reed Smith, where she specialized in commercial litigation.

Currently she is a council member of the American Bar Association public utility, communications and transportation section and a member of the American Gas Association legal committee. She



MROZ



MUNSON



O'LOUGHLIN

has previously chaired the Pennsylvania Business Roundtable legal affairs subcommittee.

In addition to her legal positions at Equitable Resources, O'Loughlin handles the company's government affairs and communications.

## ALKA PATEL

Alka A. Patel is an associate with Pepper Hamilton's Pittsburgh office, where she practices intellectual property law as a registered patent attorney. Her technology practice includes materials science, chemical, medical, mechanical and business method fields.

From 1996 to 1999, Patel worked as a process engineer at Timken Latrobe Steel Company. She then worked as a sales engineer assistant with GE Industrial Systems from 1999 to 2001. After graduating from Duquesne University School of Law, Patel spent more than two years at The Webb Law Firm.

Patel is a past president of the Pittsburgh chapter of the Society of Women Engineers and serves on a number of non-profit boards, including the YWCA of Greater Pittsburgh and the Girl Scouts Trillium Council.

Patel is a graduate of the CORO Center of Civic Leadership's Women in Leadership Program.

## SUSAN SMITH

Susan J. Smith is Fox Rothschild's first female office managing partner and works out of the firm's Bucks County office. She is a member of the firm's executive committee and the head of its family law practice.

Smith's practice focuses on divorce and child custody matters.

A member of the Pennsylvania Bar Association, Smith was selected for the 1997-1999 term as the youngest member of the governing council for the family law section.

Smith currently serves on the board of directors of Planned Parenthood of Bucks County and previously served on the board of Friends of Peace Valley Nature Center.

She has been asked by state Sen. Joe Conti to serve on his finance committee.

Smith is a former adjunct professor at Gwynedd-Mercy College, where she taught courses on marriage and family and the psychology of women.

## BONNIE STEIN

Bonnie S. Stein is co-chairwoman of the litigation department at Bucks County-based Curtin & Heefner. She is the section head of the firm's property damage and bad faith practice.

Stein mentors young lawyers in the firm

and oversees administrative needs.

She was the chairwoman of the Pennsylvania Bar Association's report card committee for six years.

Stein was a member of Temple University School of Law's first LLM in trial advocacy class and now teaches a class in the program. She also coaches the Villa Joseph Marie High School team in the Pennsylvania Young Lawyers High School Mock Trial competition.

Stein graduated from law school at the age of 30 with three children at home. She said that the law helped give her direction after the death of her husband and son in 1991. She has focused on the role of women in the legal profession since that time and is a member of the PBA commission on women in the profession.

## ALISON STRONG

Since joining Cozen O'Connor as an associate in 2004, Alison Strong has launched a networking group for junior women in commercial real estate law. She is one of only two attorneys to practice real estate transactional work at the firm.

Strong has been involved in closing a \$100 million-plus portfolio deal with a regional hotel chain and acquiring a million-square-foot industrial plant in New York with an investment of \$300 to \$400 million in the project.

In addition, Strong is heavily involved in the firm's firmwide Women's Initiative, responsible for the budgets and 12-month agendas for all 24 offices.

Last year, she contributed more than 60 hours of real estate-related pro bono work, handling acquisitions of property and lease negotiations for the YMCA and the disposition of the headquarters for Dignity Housing.

## SHERRY SWIRSKY

Sherry A. Swirsky is the chairwoman of Schnader Harrison Segal & Lewis' antitrust and trade regulation practice and has more than 25 years of experience in trial and appellate litigation.

She concentrates her practice in matters involving antitrust, class actions, corporate governance, directors' and officers' liability, election and campaign finance law, health care, insurance, nonprofit corporations and securities. She also conducts corporate internal investigations and provides governmental affairs counseling.

In addition to her professional duties,



STEIN



STRONG



SWIRSKY





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# Verge

continued from WIP27

Swirsky serves on the board of directors for the Free Library of Philadelphia Foundation, having been appointed by Mayor John Street in 2005, and is also a member of the Board of Trustees for the Free Library, a position she was appointed to in 2004.

She was Pennsylvania co-chairwoman of Women for Clinton/Gore '96. Swirsky authored the national election law manuals for the Democratic presidential campaigns in 1988, 1992, 1996 and 2000.

## JAIME TUITE

Jaime S. Tuite is an associate in the Pittsburgh office of Buchanan Ingersoll and

practices in the firm's labor and employment law group.

Tuite concentrates her practice in a variety of issues arising out of the employer-employee relationship, including employment policies, employment contracts, unemployment compensation matters and discrimination litigation.

She counsels employers on the hiring, discipline and firing of employees, and she also provides sensitivity and management training.

From April 2003 to September 2004, Tuite clerked for the Judge Joy Flowers



TUITE

Conti in the Western District of Pennsylvania.

In 2001, she started an initiative mentoring high school students and continues to volunteer as a mentor at Peabody High School.

Tuite serves on the volunteer boards for Pittsburgh Habitat for Humanity and Neighborhood Legal Services Association.

## KAREN JACKSON VAUGHN

Karen Jackson Vaughn is the leader of diversity initiatives at Saul Ewing, where she was hired specifically to develop its diversity program. According to the firm, she is one of 32 in the country with her position.

Prior to joining the firm, Vaughn was assistant dean for career planning at

Temple University's Beasley School of Law.

For a decade, Vaughn worked at the Community Legal Services in Philadelphia, where she rose to the position of managing attorney.

In that capacity, Vaughn engaged in a variety of activities, primarily through the minorities in the profession committee of the Philadelphia Bar Association, designed to address diversity issues within Philadelphia law firms and corporate legal departments. At one point, she served as co-chairwoman of the committee.



VAUGHN

# Roundtable

continued from WIP24

so that they know what they're headed for early on. ...

**Watson:** ... I think mentorship ... is important, of female attorneys in particular ... [and] education of associates and partners about the importance of inclusiveness. ...

**Goodman:** I think part of it is just investing. When you see a very bright young attorney coming in, [you say], "How am I going to keep this person here in 10 years," ... trying to encourage them to do other things, whether it's bar association or being out there in different groups. ... Encourage young associates like you would anybody else, so that they have a reason to want to be there.

...  
**Samaras:** I think it's fairness and commitment. Be fair to women. ... Why would you waste your time or their time? ... If you don't see the value that a female attorney — and the emphasis is on "attorney" — brings to your firm, your practice and your clients, ... it really shouldn't be affecting your life and the resources of your firm.

**Fox:** ... This is the most difficult one, the one we struggle with the most, is really to value the professional development of all attorneys in the firm ... valuing human capital as well.

**TLI:** Thank you.  
*To listen to the full roundtable discussion, visit thelegalintelligencer.com and click on the links to the Women in the Profession podcast. Once you see the links for the different audio files, you can either click on the file and listen,*



SHIRA GOODMAN AND JENNIFER HORN

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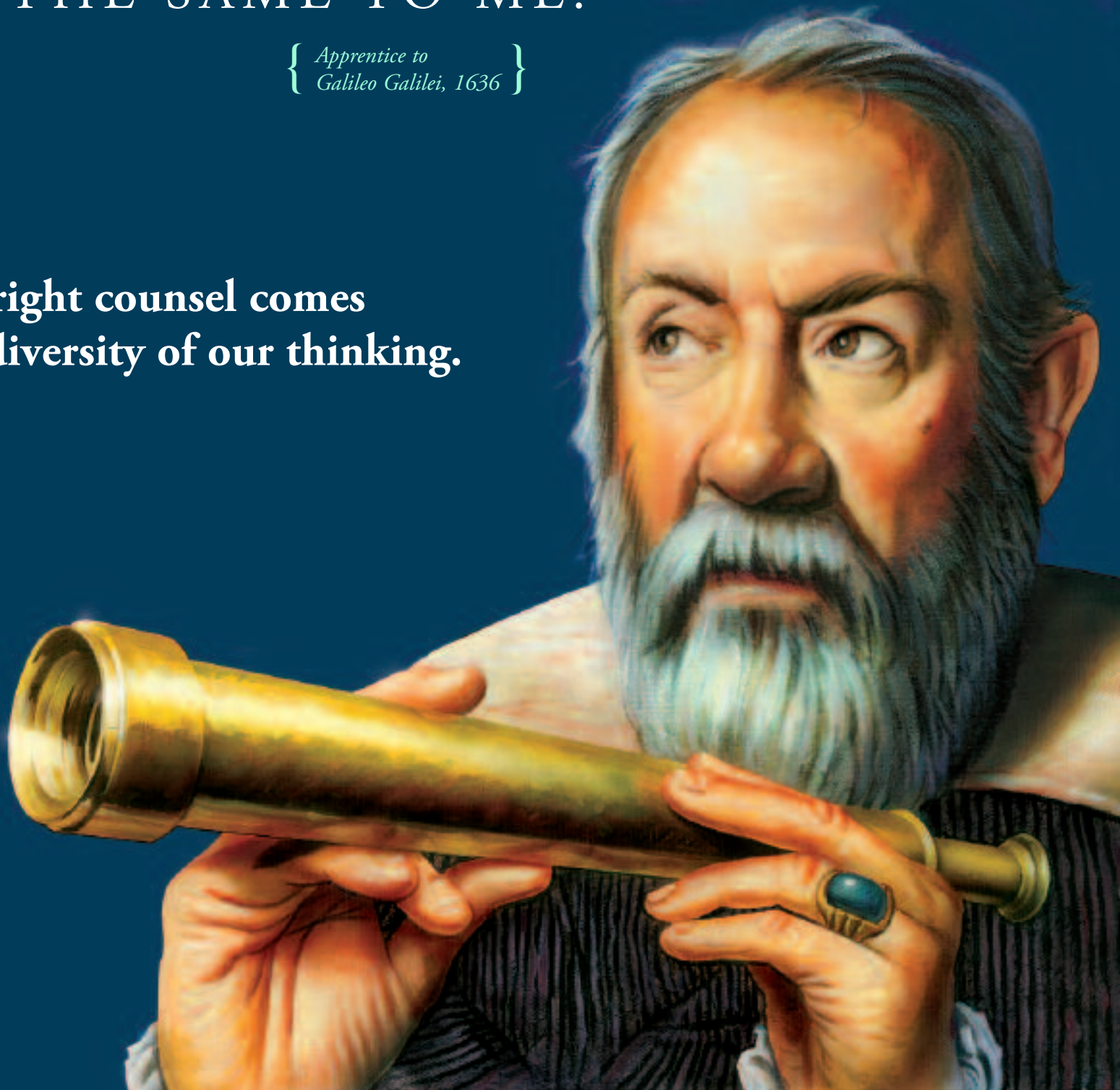
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“WHY STUDY THE STARS?  
They all look  
THE SAME TO ME.”

{ *Apprentice to  
Galileo Galilei, 1636* }

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from the diversity of our thinking.**



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