



DRI Women in the Law Tool Kit

A Resource for State and Local Defense Organizations

By the DRI Women in the Law Committee



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About DRI

DRI is the leading organization of defense attorneys and in-house counsel. Membership in DRI provides access to resources and tools for attorneys who strive to provide high quality, balanced, and excellent service to their clients and corporations. DRI hosts nearly 30 substantive committees whose focus is to develop ongoing and critical dialogue about various areas of legal practice. DRI provides access to resources and tools to grow your practice—members can search a database of more than 65,000 experts, attend renowned CLE seminars, conferences and webcasts, network with more than 22,000 like-minded defense practitioners, and more. DRI has served the defense bar for more than 50 years and focuses on five main goals:

Education: To teach, educate, and improve the skills of the defense law practitioner;

Justice: To strive for improvement in the civil justice system;

Balance: To be a counterpoint to the plaintiff's bar and seek balance in the justice system, in the minds of potential jurors, and on all fields where disputes are resolved;

Economics: To assist members in dealing with the economic realities of the defense law practice, including the competitive legal marketplace; and

Professionalism and Service: To urge members to practice ethically and responsibly, keeping in mind the lawyer's responsibilities that go beyond the interest of the client to the good of American society as a whole.

DRI Mission, Diversity Statements

DRI is the international membership organization of all lawyers involved in the defense of civil litigation. DRI is committed to: enhancing the skills, effectiveness, and professionalism of defense lawyers; anticipating and addressing issues germane to defense lawyers and the civil justice system; promoting appreciation of the role of the defense lawyer; and improving the civil justice system and preserving the civil jury.

DRI is the international membership organization of all lawyers involved in the defense of civil litigation. As such, DRI wishes to express its strong commitment to the goal of diversity in its membership. Our member attorneys conduct business throughout the United States and around the world, and DRI values highly the perspectives and varied experiences that are found only in a diverse membership. The promotion and retention of a diverse membership is essential to the success of our organization as a whole as well as our respective professional pursuits. Diversity brings to our organization a broader and richer environment, which produces creative thinking and solutions. As such, DRI embraces and encourages diversity in all aspects of its activities. DRI is committed to creating and maintaining a culture that supports and promotes diversity, which includes sexual orientation, in its organization.

A Note from the Chairs

We are thrilled to share the lessons learned and best practices of the DRI Women in the Law Committee (WITL) with our State and Local Defense Organizations (SLDOs) through this tool kit. The heart of any organization is its members, and WITL was created in 2010 to help advance and promote female members of DRI. With this tool kit, it is our goal to provide tools for your organization to create, develop, or expand its focus to further the success of your female members.

We live in a time of unprecedented opportunity for women. American society has transformed from one that barred women from voting in national elections, to one that witnessed a record number of women seek political office on the federal, state, and local level in 2018.

Yet, women continue to confront unique challenges in the workplace. And the national statistics concerning women in the legal profession remain grim, indicating that there is more work to be done. These statistics and the faces behind the numbers drove DRI to establish a women in the law committee and to enlist the energy and passion of members, ourselves included, to advance women in the law. These members and their energy and enthusiasm are discussed regularly throughout DRI. And we can tell you that during DRI's Women in the Law Seminars, attendees are often overheard making comments such as, "This group has changed my life," "When I attend this seminar, I feel excited about being a lawyer," "I have never felt more comfortable with a group of people before," and "This committee energizes me and my practice."

With such effusive support, WITL has been able to accomplish many objectives for our members and for DRI as a whole, including: 1) providing leadership opportunities for many women who may not have found such opportunities in other substantive law committees (SLCs) or their SLDOs; 2) serving as a pipeline to integrate new female DRI members into the organization and then distribute their talents in other areas of DRI; 3) allowing for many successful business referrals; 4) providing speaking and writing opportunities; 5) allowing many opportunities for both personal and professional development through webcasts, seminars, and related programs; 6) strengthening client relationships by involving clients within key WITL activities; and 7) expanding the network of our members nationally, regionally, and locally through annual meetings, the WITL seminar, and local and regional events. The goal of this tool kit is to share the details and lessons learned as we worked to accomplish these objectives since the inception of WITL in 2010.

While recognizing that each organization will have its own individual features, we have learned some lessons, which this tool kit draws on, and

we mention a few here, to consider as you review the tool kit, with your organization in mind.

- *Include male attorneys.* On a personal level, the most significant sponsors in our professional lives have been senior male attorneys. And the men that have been active in the DRI Women in the Law Committee have provided invaluable perspectives. At the end of the day, men must be in the room, at the table, and on your direct dial.
- *Collaborate with existing and developing diversity committees.* While there is value to having separate activities and separate committees for women lawyers, this should not replace broader diversity-related activities or all-encompassing diversity committees. Rather, the goal is to collaborate with existing and developing diversity and inclusion committees jointly in the areas that will help all diverse members regardless of gender succeed, while also providing specific activities, programs, and support for women to address the unique challenges that they face.
- *Remember in-house counsel and partner with your clients.* Forming partnerships with clients and supporting in-house counsel are the platforms for success, and the women in the law committees that do so will reap benefits for their organizations and all members.

If we want to foster the success of female lawyers, we need to invest in them and recognize that they may need separate support systems and forums. Pick your tools carefully to meet your organization's distinct characteristics and understand that flexibility is vital as your committee develops and as time progresses. Most significantly, though, know that you have over 1,500 champions in existing DRI Women in the Law Committee members, and we would happily offer insight and support. At the end of the day, we want to empower each other while providing the tools necessary for success.

We hope that this tool kit can help move the needle forward for your organization, and move the needle forward for all women in the profession.

Heidi B. Friedman, *Immediate Past Chair*

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The Benefits: Why Have a Women in the Law Committee?

The statistics regarding women in the legal profession confirm the value of women harnessing their experience, professional knowledge, and networks.

- In 2016, women made up the majority of law students for the first time, holding just over 50 percent of the seats at accredited law schools in the United States.
- In 2017, 24.8 percent of general counsel of Fortune 500 companies were women.
- In the law firms that were recognized as the Best Law Firms for Women in 2016 by Working Mother & Flex-Time Lawyers:
 - 20 percent of the equity partners were women;
 - 30 percent of the nonequity partners were women; and
 - The proportion of seats held by women on executive or management committees had steadily increased since 2012 from 21 percent to 25 percent.

So why should a state or local defense organization have a women in the law committee, section, or group, depending on your organizational structure? (Throughout this tool kit we will use the term “committee,” understanding that your organization’s nomenclature may differ.) Women are already welcome to become members of your organizations. They can participate in events, committees, and leadership. Is there really a need for a separate women in the law committee or group? The reality is that women still face unique challenges in the legal profession. Women’s careers benefit when they receive additional support from other women, and women in the law committees provide a means for harnessing that support. This does not mean that men do not play a major role in sponsoring, mentoring, and supporting women or that men are not a critical part of such committees. Instead, merely by creating a mechanism (through a women in the law committee) to bring women together, an organization can create another platform for the personal and professional development of women members and a new pipeline for leadership. In the end, an organization will benefit from such a committee through an increase in membership, participation, and leadership. This strengthens an organization at all levels, making it better for all members—male and female.

Increase in Membership

The demographics of the practice of law have changed in recent years. The American Bar Association Commission on Women in the Profession reported in 2016 that women make up 36 percent of the legal profession. Perhaps more significantly, for the first time, women make up the majority of first-year law students in the United States, coming in at 51 percent. These figures indicate that as the legal profession continues to evolve and become more diverse, an organization that can offer its female members professional value will continue to grow and remain relevant.

In sum, attracting more female members is good for the bottom line and the health of an organization.

Increased Participation in an Organization

Similarly, a women in the law committee can engage female members to become more involved and increase overall participation within an organization. Depending on how an organization chooses to set up a women in the law committee—the number of chairs, co-chairs, or subcommittees, for instance—there will be an immediate increase in members who are newly engaged and committed to the overall success and growth of the organization. For example, if a women in the law committee creates 17 new leadership positions, as well as liaisons to all other existing committees, and the organization has 28 such committees, that means, instantly, 45 bright, female attorneys become more engaged and more active in the organization.

In addition, if an organization has an annual meeting or yearly seminar, adding women in the law activities, meetings, and networking opportunities to the agenda can immediately attract new attendees who otherwise may have never attended. As your women in the law committee grows, it can host its own networking events, leadership training sessions, and programs specific to the female membership and new female attorneys, all to the global benefit of an organization.

Advantageous Path to Leadership

A women in the law committee can likewise encourage leadership within an organization, providing its female attorneys with a starting point to become active in governance. Studies show that women are talented leaders, due to their innate communication skills, empathy, emotional intelligence, and preference for teamwork. See Kellee M. Franklin, *Innate Leadership: How Women Are Designed to Lead in a Webbed-World*



(LinkedIn, Mar. 19, 2016). Training programs developed and hosted by a women in the law committee geared specifically toward these strengths not only benefit the female attorneys attending the programs, but they also benefit your organization by promoting strong women leaders to serve. Several of the female attorneys who served in the first 17 leadership positions of the DRI Women in the Law Committee in 2010 later advanced to higher leadership positions within the organization, including the DRI Board of Directors. Beyond those original DRI committee leaders, new women have continued to fill committee leadership positions and those women have similarly continued “up the ladder” within DRI. It is clear that a women in the law committee provides female attorneys with a path to leadership. A women in the law committee offers opportunities to women to gain experience, confidence, and the skills to rise up through the ranks, among a supportive group of peers. In the process, an organization as a whole reaps the benefits.

Beneficial Increase in Board Involvement

Studies show that diversity improves an organization. For instance, a Gallup study published in 2014 shows that hiring a demographically diverse workforce can improve a company’s financial performance. See “Resources and References,” p. 50. Gallup studied more than 800

business units in two companies representing two different industries—retail and hospitality. The study showed that gender-diverse business units have better financial outcomes than those dominated by one gender. The gender-diverse business units in the retail company had 14 percent higher-average comparable revenue than less-diverse business units, and the gender-diverse business units in the hospitality company had a 19 percent higher-average quarterly net profit compared with less-diverse business units. Moreover, if the gender-diverse business units were also highly engaged, financial performance improved dramatically. Retail units that were diverse *and* engaged had a 46 percent higher increase in comparable revenue. Similarly, diverse and engaged units in the hospitality company had 58 percent higher net profit compared with single-gender and less-engaged units. These results show the benefits of gender diversity and engagement to a company’s bottom line.

Additionally, the *Harvard Business Review* published an article in 2013 recognizing the benefits of gender diversity. See Resources and References, p. 50. Relying on research, which consisted of a nationally representative survey of 1,800 professionals, 40 case studies, and numerous focus groups and interviews, the article explained that companies with leaders that had gender diversity, among other types of diversity, were 45 percent likelier to report that their market share grew over the previous year, and they were 70 percent likelier to report that their companies captured a new market.

There are multiple reasons why gender diversity in an organization is beneficial. The 2014 Gallop study points out that men and women have different viewpoints, ideas, and market insights, which enables better problem solving, which leads to superior performance in an organization. Moreover, women make up 50 percent of the workforce. An organization cannot afford to ignore the talent of half the workforce and remain competitive. Additionally, the Harvard Business Review article explains that diversity establishes a culture in which all employees feel free to contribute ideas, which, in turn, unlocks innovation.

This real-world, business research translates into the argument that gender diversity at the board level of an organization will also improve the “bottom line” of the organization. Having women serve on an organization’s board will increase viewpoints, ideas, and membership insights. It will also unlock innovation for an organization by making sure that the voice of *all* members—both male and female—are heard and represented at the highest leadership levels. Organizations that ignore 50 percent of their membership, or potential membership, run the risk of failing to innovate and stay relevant to their membership base.

Increase in Business, Increase in Value of an Organization to Members

In a profession where marketing funds are constantly under scrutiny, and where CLE credits can be obtained online with the click of a button, perhaps the most compelling proof of an organization's value is that it helps its members generate business. Creating a women in the law committee provides a forum for female attorneys within an organization to network, learn about each other's specialties and abilities, support one another professionally, and yes, refer business. A women in the law committee can be a valuable resource for referrals, which, in turn, increases the value and marketability of an organization. Likewise, since nearly half of in-house counsel in the United States are women (See 2015 ACC Global Census: A Global Profile of In-House Counsel), a women in the law committee can promote and foster relationships between female lawyers in the private sector and those in-house.

Increased Retention and Promotion of Female Lawyers in Firms and Organizations

Disparity in the legal profession still exists. In 2016, in its report, "A Current Glance at Women in the Law," the American Bar Association reported that in private practice, women make up 44.7 percent of associates in law firms, but only 21.5 percent of partners, and only 18 percent of equity partners. Women are going "in-house," where 24.8 percent of general counsel of Fortune 500 companies are women. Women leave private practice in far greater numbers than their male counterparts. While the reasons are multifaceted and numerous, law firms pay the price, not only by losing valuable talent, but also by losing the financial investment in these attorneys. A women in the law committee provides strength in numbers and support for women to accomplish their professional goals. It focuses on tangible ways to educate, train, and increase opportunities for women to help them succeed in their firms and reduce attrition. The law firms, which often will pay professional membership dues for these women, retain valuable talent and realize the return on their investment.

Women's Issues Are Separate from Diversity Issues

If your organization already has a diversity committee, it may think that a women's committee would be redundant. Although there is admittedly some overlap, a diversity committee and a women in the law committee

serve different purposes and are intended, instead, to complement each other, advancing distinct missions and goals in some areas, and working together collaboratively in others to advance common missions and goals.

First, many outside law firms and business organizations view diversity and equality for women as separate issues. Substantively, the diversity issues involved in racial or ethnic diversity, gender diversity, and sexual orientation diversity are so broad, encompassing, and historically complicated that a separate effort specific to women is required. Women face different advancement issues than racial or ethnic minorities, while women who are racially or ethnically diverse face especially difficult challenges. Perhaps most notably, women deal with the “family effect,” *i.e.*, they face different issues related to having children, taking parental leave, working part time, and having flex time. By far, more women with children, rather than men with children, still grapple with child-rearing responsibilities and balancing those with a demanding career. And by far more, women still take on caregiving roles for elderly parents than do men. These factors make a diversity committee and a women in the law committee different, although both are equally necessary to address the challenges of pursuing a legal profession.

Summary—Benefits of a Women in the Law Committee

To summarize, the benefits to having a women in the law committee are that it can

- Increase membership;
- Increase participation in your organization;
- Establish another path to leadership;
- Foster greater board involvement;
- Add to the value of your organization to members;
- Lead to retention and promotion of female lawyers within their firms and other organizations, creating value for them; and
- Address the issues that are unique to women lawyers, when appropriate, separately from diversity issues.

DRI Is Here to Help

Advancing women in the law helps organizations prosper internally; it helps them effectively serve their members. Because DRI and DRI's Women in the Law Committee continue to commit to advancing women in the profession, we also are committed to assisting state and local defense organizations create and develop women in the law committees and programs.



How Do I Get a Women in the Law Committee Started?

Now that you have seen the tremendous benefits that a women in the law committee generates, how do you get started?

Establish Purpose and Goals: What Do You Want to Accomplish?

As a preliminary step, the founding members of your women in the law committee and any other important stakeholders (*i.e.*, board members, members of an existing diversity committee, or others) need to convene to decide the purpose and goals of the committee.

Here are some options to consider when articulating the goals of the committee:

- Networking;
- Increasing leadership opportunities;
- Raising members' profiles through speaking opportunities, such as CLE programs;
- Providing other professional development programs;
- Serving the community through community service projects; or
- Some combination of all of the above.

Additionally, you may have goals that are unique to your organization, your state, or your specific legal markets. As you brainstorm your committee's goal, make a list and prioritize, keeping in mind that you may need to have both short- and long-term goals for your committee. Also, be sure to include important male stakeholders: men play a critical role in the development and success of women and need to be part of the process from the beginning.

Write Your Mission Statement

Very early in the formation of your committee, you should determine and write your mission statement. It is crucial to know what your group is and what it is not. A mission statement is a formal summary of the aims and values of your committee. It should clearly communicate what your committee does in present tense language from *the member's perspective*. Some have advised that mission statements should be clear, concise, useful, and begin with a "tag line." One famous example includes the following:

Our Mission: Spread ideas

TED is a global community, welcoming people from every discipline and culture who seek a deeper understanding of the

world. We believe passionately in the power of ideas to change attitudes, lives and, ultimately, the world. On TED.com, we're building a clearinghouse of free knowledge from the world's most inspired thinkers—and a community of curious souls to engage with ideas and each other, both online and at TED and TEDx events around the world, all year long.

In fact, everything we do—from our Conferences to our TED Talks to the projects sparked by the TED Prize, from the global TEDx community to the TED-Ed lesson series—is driven by this goal: How can we best spread great ideas?

TED's tag line is "spread ideas." Another famous tag line is this, from the Humane Society: "celebrating animals, confronting cruelty."

The New York Public Library has a short, pithy mission statement: "The mission of the New York Public Library is to inspire lifelong learning, advance knowledge, and strengthen our communities."

Others emphasize that a mission statement should describe what you do and who, or what, benefits from this work. In the business world, some recommend that a mission statement define a company's goals in at least three ways: (1) what the company does for its customers; (2) what the company does for its employees; and (3) what it does for its owners. For your organization's women in the law committee, consider covering (1) what the committee will do for your members; (2) what the committee will do for those involved in the committee and its leaders; and (3) what the committee will do for your organization as a whole.

Others recommend including a "how" component so that a mission statement answers these questions: what do we do, how do we do it, and for whom do we do it? More specifically, your mission statement might consider taking this approach, answering these questions:

- **What do we do?** This is a question that should not look for answers in terms of tangible projects, events, or seminars. Instead, this question is about why do women lawyers join this group? What purpose does the group fulfill for its members? This is an important distinction, and answering this question from the need-fulfilled perspective will help you answer the other two questions effectively.
- **How do we do it?** This question captures the more technical elements of the committee. Your answer should encompass the physical resources and how it is delivered to your members, and it should fit with the needs that the members expect to see fulfilled by relying on these resources.

- **For whom do we do it?** Your committee's members will encompass various demographic characteristics (age, ethnicity, mental or physical abilities, race, sexual orientations), as well as other metrics, including, among others, work experience, in-house, sole, or multi-member firm practices, and geography. They are likely to have different reasons to look to benefit from a group. For this reason, drafting your mission statement for various categories of members can prove beneficial to ensure that resources are structured to meet the needs of a diverse and inclusive membership.

In short, there are different mission statement models and approaches to them. We recommend that in crafting your statement that you also consider your organization's mission statement and how your mission statement will fit within the overall organization.

Also consider developing a tag line or slogan for your committee. In 2017, for example, the DRI Women in the Law Committee created a slogan to express its focus in a quick, direct manner: "where success is shared and leaders are made."

For more information about mission statements, including sample mission statements from other women in the law committees, See "Sample Mission Statements," p. 50.

Research Your Potential Membership Base

In starting a women in the law committee you will also need to consider your potential membership base. You should consider where they are located and their areas of practice. What is likely to draw them to your committee? Continuing legal education? Networking events? What kind of law firms do they work for? How many in-house lawyers are members? What is it about your committee that will appeal to these women and their respective "partners in charge" or general counsel? Also consider the number of years that your potential membership base has been practicing law. Is it a mix of experience, or is there a concentration of older lawyers or younger lawyers? Considering your "audience" for your women in the law committee is an important consideration as you define the parameters of the committee.

Choose the Committee Enrollment Method

Another decision that your committee needs to make is whether you want all women members of your organization to become members of your women in the law committee automatically, or whether you want

them to choose to be a member of your committee actively by opting in. You will have to weigh the pros and cons of each, given the facts and circumstances of your organization. For instance, if you want to make it easy for the women in your organization to join your committee, you may want to make enrollment automatic. If you want to identify people who truly want to be members, then active enrollment would be better.

Select a Core Leadership Team and Develop a Committee Structure

When starting a women in the law committee, you should fill key leadership positions at the outset—even before your organization approves your committee. Filling these positions will show your organization that there are leaders in place who are truly committed to your women in the law committee. Moreover, these leaders will be critical in seeking and obtaining approval of the committee from your organization. Your committee will also have the leaders necessary to “hit the ground running” once your organization approves your committee. The types of positions that you may need to fill include chair, vice chair, membership chair, marketing chair, publications chair, social media chair, and possibly a proposed liaison to your executive committee or board. Of course, the key positions will depend on the needs of your group.

It is also a good idea to begin identifying various subcommittees that your women in the law committee will have once the committee is approved. Again, the types of subcommittees will depend on your mission statement, the goals for your committee, and your membership base. You will likely need a membership subcommittee, to be chaired by a membership chair, a publications subcommittee, to be chaired by a publications chair, and so on. Recruiting subcommittee members can be one of the priorities after your women in the law committee is officially approved. The DRI WITL Committee, for example, employs the following subcommittees:

- Annual Meeting Program
- PR, Communications, and Research
- Diversity
- Expert Witness Database
- Membership
- Networking
- Promotion and Leadership
- Public Service
- Publications/Newsletter

- Seminar/Marketing
- Substantive Law Committee Liaisons
- Social Media
- Webcast

We also suggest preparing job descriptions for each of your subcommittees. See “Leadership and Subcommittee Descriptions,” p. 52.

Explore Local Resources

When forming your women in the law committee, you may also want to consider local resources such as other established women in the law committees, formed by local bar associations or other professional associations. Contacting such organizations may provide ideas, support, or additional resources for getting your committee started.

Set Short-Term and Long-Term Goals

Even after you select the overall goals of your women in the law committee, it is important to engage your subcommittee chairs and vice chairs and continue to formulate a list of both short-term and long-term goals. You will want to set goals at least as far out as five years. Every year, your committee should analyze the progress. As your committee matures, you may wish to have a meeting or retreat to develop a strategic plan and a new set of five-year goals. We recommend that your goals be somewhat specific and tangible. For example, a goal of increasing membership is vague and without specific direction. On the other hand, a goal of implementing a strategic membership initiative within six months that increases membership by 10 percent within one year is likely to be more productive.

Partner with Others to Establish and Grow Your Committee

Consider partnering with others to develop your women in the law committee. If feasible and beneficial, consider partnering with in-house counsel or claim adjusters, female judges, business leaders, or community leaders. Partnering opportunities will likely depend on whether your founding committee members have contacts with individuals who can strategically assist your committee. As your women in the law committee grows in size, continue to consider strategic partnerships that can benefit your committee and your organization.

Determine Funding Needs and Sources

You will also need to consider the important issue of funding for your women in the law committee and any programming, events, or projects that you hope to accomplish. Consider whether your committee will be self-sustaining, be funded by your organization as part of its budget, or both. You may need to request funding from your organization directly, and if so, you will need to research that process. Is there a separate finance committee that submits budgets for board approval? Is there another process? Should you charge a reasonable extra fee to become a member of the women in the law committee (e.g., \$40)? Once this is determined, you will need to devise a strategy that will enable you to get the funding that you request. Separate from your organization's overall financing, also consider whether sponsorships for events will be a possibility. You should research potential sponsors and vendors, being mindful of your organization's existing vendor relationships. You may need to form a sponsorship subcommittee to focus on this work.

Prepare to Pitch Your Women in the Law Committee

After determining the mission statement, goals, leadership, structure of your women in the law committee, and possible funding, the next step to forming your committee is seeking and obtaining your organization's approval of your committee. You may be required to make a formal presentation to the leadership of your organization. In that event, you will need to select someone from among your founding members to be the presenter. Ideally, your organization's leadership will already know and respect this presenter. This person must be well prepared and be ready to anticipate tough questions, such as, "Why do we need a separate committee for women? We do not have a separate committee for men." The best way to address questions about forming a women in the law committee is to be armed with talking points from the facts described in the "The Benefits of a Women in the Law Committee to an Organization" section, above. These facts will enable a presenter to make the case that your women in the law committee will benefit the organization and its members in ways that other committees cannot.

As mentioned previously, your women in the law committee can help your organization increase membership, increase retention, and increase the value of the organization to a large number of members. Research success stories, as well. You might mention the successes achieved by similar peer groups. Has your organization already planned and held a

women’s event, program, or seminar? If attendance was high, include that information in your presentation.

In addition to preparing a solid presentation, your leaders should contact your organization’s decision makers in advance of the presentation to gauge support and earn support. This step in preparing for the presentation is critical. Think strategically regarding who should reach out to which decision makers. To the extent that anyone is “on the fence,” such outreach may mean the difference between approval and rejection of your committee. Persuading those “on the fence” people who are willing to discuss your committee may lead to the persuasion of others. Such outreach may also flag previously unidentified potential obstacles for you to address.

It may be useful for your presenter to rely on a PowerPoint presentation to make her points. To aid in that effort, we have provided a sample PowerPoint with information that you may be able to use. Of course, you may have additional information that will be unique and persuasive in your particular situation. However, this PowerPoint may be a useful starting point. See “Sample PowerPoint Presentation for Approval of WITL Committee,” p. 56. Additionally, we have also provided a checklist to aid you in forming your new women in the law committee. See “Checklist for Starting a Women in the Law Committee,” p. 70.

Summary—Starting a Women in the Law Committee

To summarize, you will want to complete the following tasks when starting a women in the law committee:

- Establish what you want to accomplish: what is your purpose, and what are your goals?
- Write your mission statement.
- Research your potential membership base.
- Choose a committee enrollment method: will you automatically enroll members, or ask them to enroll actively?
- Select a core leadership team.
- Develop a committee structure.
- Explore local resources.
- Develop short-term and long-term goals.
- Consider and research partnerships with others.
- Consider and research funding for your committee and its potential events.
- Prepare for the pitch to your organization’s board for approval to create your committee.

Expanding and Improving a Newly Formed Committee or an Inactive One

If your organization has a newly formed women in the law committee, or a women in the law committee that has been inactive, you may be considering how to grow the membership and profile of that committee. You may also hope to increase the activities of your women in the law committee so that you are getting more “bang for your buck.” Perhaps you would like to see more networking functions, more legal education, more direct benefits to your members’ legal careers.

Create or Reevaluate Your Mission Statement

If your committee did not draft a written mission statement, do it. See the “Write Your Mission Statement” section above for more information on getting started. If you do have a mission statement, have you reviewed your mission statement recently? If not, take a look. Is the mission statement still relevant? Does it need to be rewritten? Does it need to be revised to align with the practice of the committee or the current needs of its members? Your mission statement is meant to help guide your committee. It is not meant to lock you into a particular direction. As a committee grows or becomes reinvigorated, the mission may require change to accommodate additional or different needs, find different resources, or respond to niche interests. Revisiting a mission statement is an integral part of nurturing a committee’s resources to ensure that it consistently supports the overall goals and objectives of the committee. Reviewing and evaluating the mission statement will also build a deeper connection between its members and committee growth by encouraging reflection. Just make sure to obtain input and buy in from all stakeholders for any revisions or changes.

Evaluate the Structure of Your Committee

Consider the structure of your women in the law committee and whether it is meeting existing needs, needs to be revised, or needs to be enhanced. The structure of a committee will set the foundation for its culture, namely how the values, shared objectives, and interactions are governed and nurtured, both externally and internally. To that end, reviewing a committee’s structure develops the committee’s governance protocols. Depending on the size of the membership, the regional distribution of its members, and the variations in demographics, this review may lead to different answers about how many members are necessary to govern. As part of this inquiry, you should ask whether a single committee would suffice, or whether an executive committee and subcommittees are necessary. Also consider how long leadership terms should last.



As part of this process, whether for a new committee or for reinvigorating an existing one, decide which stakeholders need to be represented on your committee. Do you have the right mix of individuals who are passionate about the mission? Does the committee include leaders who have credibility and influence in your organization and community to effect change?

Select Leadership and Subcommittee Members

Determine how to select leadership and subcommittee members. Will you use an election or nomination process? Get buy in and recommendations from other leaders and organization members at large about participation. Make sure that your selection process is equitable.

The success of any women in the law committee will depend on whether or not its stakeholders are engaged sincerely. Review your committee members to ensure that each one is committed and engaged in delivering results. Committee members must participate in the implementation of the committee's strategies and goals. If they are not participating, why not? Too busy? Simply not interested? Determine the metrics by which each committee member will be measured on delivering those strategies and goals. Keep in mind throughout this process that waiting for someone to volunteer to chair a subcommittee or participate in a subcommittee may not be as successful as inviting someone to join, lead, or take on a specific task. People are more likely to agree to get involved this way.

Further, they are more likely to be more engaged or complete a task because they affirmatively agreed to do what was requested.

Always remember to send thank you letters to your leaders' respective firm's management to recognize your leaders' time and contributions to your women in the law committee. This benefits your active members and encourages participation in your committee.

Also, while encouraging members to fulfill the commitments that they take on, be understanding if someone cannot complete a task or can no longer serve on a committee. If someone falls behind, ask her if she needs help. Or depending on the situation, ask if she needs to step aside for the moment, due to a heavy workload or family crisis, leaving the door open for her to return. Again, women in the law committees are designed to support women—not make them feel that they are failing at something (else), creating hard feelings or bitterness. Of course, if a person truly is not committed to your women in the law committee, tactfully remove her from her position to make way for people who are committed.

Reevaluate the Objectives of Your Committee

Review the overall objectives of your women in the law committee on a regular basis. You may need to consider offering other services or resources to meet the members' needs. Facilitate communication among your committee members to evaluate events or programming, among other things. This process is integral to a committee's structure, ensuring that it remains nimble and flexible to meet the demands and needs of reaching its vision.

Committee Membership and Member Needs

Membership is the “lifeblood” of every committee. Thus, it is critical to evaluate your membership, determine the status of your membership, and know whether your committee is fulfilling the needs of your membership.

Lawyers join professional membership organizations for a number of reasons:

- They appreciate what you do. Often lawyers join a committee to engage in advancing a vision by writing, speaking, organizing events, and networking. (It is a voice that they care about.)
- They rely on your committee to inform and deliver resources and networks that they deem to be relevant and important to their ongoing professional development and professional health. (It is an important resource.)

- Joining is a way for them to feel part of a specific community. (They have a specific interest in supporting the advancement of women professional lawyers, or they are looking for another like-minded network of professionals.)
- Most people who join committees want to develop and enhance certain skills as well as expand their own professional brand. They may also have ambitions to grow within the organization at large and will be looking to see whether the stakeholders have a role to play in advancing leaders. (It provides an opportunity for them to expand their skills and take part in the law in larger arenas.)

When you ask people to join, or when you ask why people are not joining, focus on the benefits that your committee is seeking to provide. Do they match the needs that people express? Do the benefits need to be changed? Improved? Increased? Avoid simply telling someone or a target group what your committee does. Instead, tell people about the value that your committee provides, and how it can make a difference in their professional lives as individuals and in the interconnectedness of the legal profession.

Research your membership and decide if there are particular target groups that you wish to increase in your committee. When you decide which groups you want to reach, (law students, in-house counsel, lawyers in certain practice areas, lawyers in certain geographical areas, lawyers with certain experience levels), consider the needs of these target groups and how best to explain the reasons why your women in the law committee meets their particular needs. This targeted effort will diversify the membership demographics and engage different voices.

Additionally, survey the members of your committee to determine how your committee is doing. Ask members to identify additional services, functions, activities, or programs that they would like. Ask whether certain things that you offer are no longer serving their needs. You will likely have to work hard to get responses to a survey. Consider incentives to get people to complete your survey. Use free survey internet sites to minimize the cost. And then, most importantly, use the information from the survey to shape your committee and what it does.

Also, look to different sources for potential partners who will enhance the membership—other members who belong to your organization, leaders in other committees within this organization, other organizations that would enhance your committee, other organizations that align with the committee's vision, and law schools are just some places to look.

In evaluating your new or inactive women in the law committee, it is important to consider whether your objectives match the needs of your

membership. Are your goals generating activities and programs that your membership needs or wants? Is it time to create new one- and five-year goals to keep your committee growing?

See “Programs and Activities, p. 72, for program and activity ideas; “Planning a Women in the Law Seminar,” p. 72 for pointers about that subject; p.42-46, for tips about publications and social media; and p. 46-48, for a list of DRI resources and materials.

Summary—Expanding and Improving a Newly Formed Committee or an Inactive One

To summarize, tasks that you will want to complete when expanding a newly formed women in the law committee or improving an inactive one include the following:

- Create or reevaluate your mission statement.
- Evaluate the structure of your committee.
- Determine the process for selecting leadership and subcommittee members.
- Reassess the objectives of your committee.
- Find out who belongs to your committee and devise recruitment strategies.
- Explore ideas for programs, activities, publications, and social media.



Planning a Women in the Law Seminar

Once your committee is up and running, consider planning a seminar-type event that will bring together your women in the law committee members and demonstrate the value of membership in the committee and your organization. We recommend that you start small and grow. While we have titled this section, “Planning a Women in the Law Seminar,” do not become overwhelmed by the word “seminar.” We use the word “seminar” in the general sense. Such events can be labeled with other names, such as “summit” or simply “program.” Additionally, such “seminars” can be short, half-day programs. For smaller organizations, developing a breakout session to present during an existing seminar may be a good way to start. You can even just start with a webcast, podcast, or telephonic program.

Determining the Purpose of Your Seminar

A successful seminar will align with the goals and interests of your women in the law committee, and on a broader level, with the goals that your organization sought to achieve by creating the committee. It is therefore critical at the outset to determine the purpose of your seminar and to make sure that the purpose fulfills the goals of both your committee and your organization. What does your organization hope to achieve through its women in the law seminar? Is the primary goal to increase networking opportunities? Foster professional development? Or will the purpose be geared more toward offering CLE credit? Attendees will almost certainly want and need to receive CLE credit, regardless of the content, but your seminar does not have to be 100 percent focused on substantive law to be approved for CLE credit.

Perhaps your organization already provides in-depth, continuing legal education on substantive topics each year. Then the women in your organization likely joined your women in the law committee because they wanted something more than substantive law programming, so in addition to, or in lieu of, traditional CLE, consider whether your seminar can be used to satisfy other requirements. For example, your seminar might provide:

- Diversity credit
- Other unique credits such as
 - Technology credit
 - Substance abuse credit
 - Mental health credit
- Health and wellness training

Your women in the law committee may determine that the purpose of a seminar geared toward women should be career building, through a blend of topics designed specifically for women. Consider these potential purposes, any of which individually, or in combination with substantive CLE, could result in an enjoyable and enriching seminar.

- **Networking.** Effective networking is a skill—and not one with which everyone is born. Networking looks different for different types of people. Some lawyers effectively network by meeting people. Others use their writing and research abilities. Most use some combination of the two. Regardless, both new and seasoned lawyers can benefit from learning how to network effectively, from working a room, to conquering a cocktail party, to cultivating real relationships with referring attorneys and potential clients, to managing business cards gathered during a seminar, to using LinkedIn and other social media tools effectively. Consider including networking workshops, interactive exercises, team-building events, and social activities to improve the networking abilities of your members while allowing them to build a network of peers in your organization.
- **Build Membership.** A seminar is a critical tool to expand a women in the law committee. Such a seminar allows women to come together in a comfortable setting. In this setting, the women collectively become a sort of think tank that not only fosters great ideas for law practice, law practice management, work-life balance, and the issues affecting women and the profession, but it also generates great friendships, mentoring, and leadership opportunities. Increased membership naturally flows from these benefits. These seminars are also a great way to market your women in the law committee and encourage nonmembers to dip their toe in the water to see if your committee and your organization is a good fit. The DRI Women in the Law Committee has recruited many of its new members each year through its annual seminar. We believe that your seminar can surpass your expectations.
- **Client Development.** While the number of practicing lawyers continues to rise, as mentioned, women remain underrepresented in partnership ranks. Although it is by no means the sole cause, one reason for this underrepresentation is the challenge that women face developing a book of business. Women in the law seminars that devote time to rainmaking and business development, including how to make a pitch, are generally well received because they provide valuable training that women are unlikely to receive in other

settings. This is also a great way to include in-house members and nonmembers in the programming and obtain insightful guidance to help women struggling to make rain. When that training is conducted by successful female rainmakers and in-house attorneys, it is also inspirational.

- **Leadership.** One of the greatest benefits that a women in the law seminar can provide is the purposeful development of outstanding female leaders. Leadership can be cultivated through the curriculum of the seminar: presentations by successful women, mentoring training, and leadership training play an important role. But leadership is also nurtured through hands-on channels such as speaking opportunities, seminar planning, and subcommittee and task force chair positions. All of these activities play a critical role in the success of a women in the law seminar, and by extension, the achievements of your women in the law committee. Participating in these activities can help potential leaders to grow, and by providing such activities, a successful women in the law committee ultimately will create a leadership pipeline for your entire organization. That pipeline will, in turn, benefit your organization's overall diversity efforts and promote leadership opportunities for women in your organization and in other professional organizations.
- **Public Service.** No large-scale seminar is complete without a public service component. Lawyers render services, and women lawyers often particularly enjoy supporting a cause to help those in need. Consider adopting a charitable cause with a mission that is widely supported by your women in the law committee members. Involve that cause in your committee's efforts by raising funds or providing in-kind assistance as part of your seminar. For example, the DRI Women in the Law Committee partners with Dress for Success during its seminar each year. Members bring (or ship) suits and other business attire to the seminar location and donate it to the local Dress for Success branch, so that low-income women in search of a job will be able to obtain professional attire for interviews and ultimately, for employment. A Dress for Success employee typically attends a portion of the meeting to describe the difference the organization is making in the lives of the women it helps. The committee membership rallies behind this effort, making it highly successful and rewarding for the group.

It is likely that the overarching purpose of your seminar will be professional development, involving a variety of programming, to bring together women who want to network, share ideas, commiserate on what is working and

what is not, explore solutions for the issues that women face in the practice of law, and collectively discover ways to improve the balance of our practices with our daily lives. That purpose can be accomplished several different ways, but a mix of topics covering substantive law, women's issues, diversity, technology, and ethics will have broad appeal.

Once you establish the purpose and choose the topics for your seminar, a central theme will likely emerge. A theme is an excellent way to tie together various topics in a way that generates interest in a seminar and provides potential attendees with information about the anticipated benefits of the seminar. A cohesive and interesting theme will be a huge benefit in marketing your seminar, and in making sure that it meets its defined purpose, previously mentioned above.

Length of Seminar

The format and programming of your seminar will be dictated, in part, by its length. One size does not fit all when it comes to determining the length. Generally, a program somewhere between one-half day and two full days will work best. Considerations in determining the length of your seminar should include cost, number of attendees, and feasibility.

- **Cost.** The longer the event, the more costly it will be, both in terms of cost to your committee and cost to attendees. Therefore, in addition to considering your women in the law committee's budget, you should plan a seminar that will be reasonably affordable to a wide number of your members.
- **Number of Attendees.** On the one hand, a two-day event in a nice location may generate attendance; on the other hand, a two-day event may be too long for some potential attendees. Therefore, in determining how long your seminar will last, it is important to consider your audience and the likely number of attendees. If you can reasonably expect only a handful of attendees, perhaps a drive-in or fly-in meeting, with an opening dinner, followed by a half-day or one-day program, would be best.
- **Feasibility.** To be successful, a seminar must ultimately be feasible for your women in the law committee. For example, is it feasible for your women in the law committee to have a meeting separate from your organization's annual meeting, or should those two events be combined? By planning a seminar length that is workable for the size and strength of your organization, you will control costs, generate good attendance, and provide a foundation for growth for your committee's seminars in the future.

Date

Another consideration in planning a seminar is the date. The best date for your women in the law seminar will depend on your organization. One option, as mentioned, is to hold a seminar at the same time as, or as part of, your organization's annual meeting. This could be accomplished as a break-out session or on the frontend or backend of an annual meeting. You might find that holding it on another date will generate greater interest because it will allow a longer, more detailed seminar, attended only by women, while another organization might not. Regardless, whether you choose a date that is separate from or tied to your organization's annual meeting, make sure to permit a sufficient amount of time for planning to make your event a success.

Venue

Finally, it is important to choose a venue that will be conducive to a productive seminar and that will generate interest for potential attendees. If you are planning a statewide event, choose a central location. This will help increase participation from among a larger cross-section of members. There are a number of possibilities for meeting spaces that may be attractive to your women in the law committee. For a meeting that will last one day or less, consider the following possible venues.

- **Local Law Firms.** Not only is using a local law firm for your women in the law seminar cost-effective, but it often will incentivize the women at the host firm to become more involved in your committee through planning, organizing, and attending the seminar.
- **Other Organizations.** Another cost-effective option is to make use of the facilities of organizations such as your state or local defense organization office, state bar headquarters, or local city or county bar headquarters. Nonprofit organizations also often have available meeting space, and using this space, particularly if your committee is partnering in some way with the nonprofit, can combine the benefit of having a comfortable meeting space with offering a chance to your members to learn more about working with this partner. Many cities also have interesting venues such as ball parks, innovation districts, and historic buildings that generate interest by potential attendees and offer a reasonably priced alternative to more traditional meeting space.
- **University Clubs.** Many cities have university clubs with space that alumnae can use for events. Their facilities often have amenities such as catering or several rooms so that you can separate CLE

locations from meals or a cocktail hour. Thus, university clubs are often an ideal location for local women in the law events.

- **Other Clubs.** Members of your women in the law committee may belong to social clubs in their cities. While using such a space may increase the costs, social clubs typically provide a one-stop shop for everything that is required to make your meeting a success, from catering to audio-visual technology.
- **Experts.** Consider whether there are experts or vendors in your area that might provide meeting space. Often court-reporting firms, forensic-accounting firms, or engineering firms have conference facilities that you can use for meetings. These firms may be willing to host your group if you permit them to meet with your members and inform them of their services.

Seminar Planning Committee

While a relatively small subcommittee can likely determine the purpose of your event, the length, location, and date, a larger committee will be needed to take the program from concept to reality. Depending on the length of your program, a five- to six-person seminar planning committee could work. For longer programs, a much larger group (maybe as many as 15-20) is recommended. For most seminars, a planning committee will be made up of volunteers, and many hands make light work. Plus the more people available to help, the more topic and speaker ideas can be generated and vetted.

Consider having weekly conference calls or short meetings (always with a specific agenda) to make sure that program planning stays on track. For smaller seminars, the lead time for planning might only be five or six months. For larger programs, nine to 12 months is more likely. For most DRI seminars, planning begins 11-12 months in advance, just for frame of reference. It always seems that it should not take that long, but it almost always does. In addition, venues (especially hotels) often book many months to a year (or more) in advance.

Finding Speakers

There are several schools of thought on outlining program or seminar content. Some people prefer to choose speakers first and then ask them to speak on specific topics. Others prefer to choose the topic first and then find a speaker to present it. Sometimes, a mixture of both approaches work. So what are some good sources for speakers?

The first place to look would be within your women in the law committee. Often times there are terrific speakers right within the existing ranks of an organization, and using these folks really will build support for your committee, and those speakers then become instant ambassadors for it. They'll be out talking about how they are getting ready to speak at this great upcoming seminar and encouraging folks to go and maybe join your organization, too. It is also nice to reward hard-working committee members with a speaking slot to give them a chance to raise their profile.

Managing partners, practice group leaders, or prominent partners from local firms are also a great choice. Many times, these folks will agree to speak for free and are an excellent source of ideas for content and potentially other great speakers, too. They also tend to be a good draw for local attendees. Choosing someone from a large firm can help attract a bunch of attendees for the program from that firm.

Obviously in-house counsel are another great attendance draw for a program. Everyone wants a chance to meet prospective clients, and everyone wants to learn a little more about the client perspective on a wide range of issues. In-house speakers can be great speakers on topics such as industry trends, billing, what in-house clients are looking for, how to prepare corporate witnesses, budgets, and many more.

Another good source of potential speakers would be local women's affinity groups such as women's chamber groups and women in business groups. These groups often have very good speakers on topics of common interest: women in business, law, or other areas. Teaming up with a women's group similar to your committee can provide great common ground for discussing women in the workplace, advancing women, and the importance of diversity and inclusion initiatives.

And of course, DRI resources mentioned in this tool kit can help you find "sister" DRI women speakers. See *DRI Resources and Materials*, p. 46-48.

Choosing Topics

Sometimes there is a topic that is a "must have" on your program. But topics can vary widely, depending on the audience sought. Two of the most common topics in seminars for women are networking and rainmaking. Sometimes, a simple "how to" or "best practices" approach can work very well. Other times the goal might be to try truly to connect people with more facilitated networking sessions. Building and growing a book of business is also a very popular topic either on a basic or on an advanced level, such as succession planning or handing off clients to junior lawyers in a firm.

Women also tend to appreciate topics related to origination credit and promotions and how to advocate for both. These can be touchy subjects in any environment, so take some care in determining the approach and formulating the topic. Other topics might include implicit bias, which can be a very big issue in performance reviews and work assignments, and also women in leadership and how to advance to a law firm committee chair position.

Another important topic to consider would be the difference between mentorship and sponsorship and choosing a sponsor or mentor. Some people think that this should be the same person. Other people feel strongly that they should be different people. A related topic is mentor-mentee programs in law firms, or how to develop or revive such a program. The DRI Women in the Law Committee once convened a panel of men who talked about the importance of men sponsoring women, and how it is great for both sides. Male buy-in for women's initiatives and women's programs at firms also makes a good topic since so much of firm executive management still tends to be men. It can be hard to talk about mentoring programs, sponsorship, or any kind of women's initiative without having the buy-in of male partners. Thus, topics related to this can be an important driver of change.

Finally, and most importantly, make sure to have some substantive topics. Topics with broad appeal typically work best since they will not focus on any particular area of law. Topics related to case investigation and work up, persuasive writing techniques, use of technology, appellate tips and tricks, oral advocacy, mediation/arbitration/other ADR topics, deposition skills, working with experts and trial techniques are among just a few suggestions. As mentioned above, panel topics that can incorporate in-house counsel can also be a draw as are topics presented by judges. Judges tend to like (or need) to cover ethics topics, rules topics, or just general tips for appearing before a court. Similar to in-house counsel, judges can be a big attendance draw. Everyone values face time with a judge before whom they regularly practice.

Budget—Costs, Expenses, and Revenue

Having a feel for the overall budget for a program is critical to holding a financially successful seminar. Among the major factors to consider on the expense side would be venue (see above), food and beverage expense, any audio or video fees, speaker fees, and travel and hotel costs for speakers. Without funding or a budget for speakers, it will be necessary to make it clear that the benefit to a speaker is having the opportunity to meet the great women in attendance and hopefully be inspired by their enthusiasm.

Smaller but equally important expenses might include printing costs for brochures or on-site materials, marketing materials (printing and mailing), small gifts for speakers, or freebies for attendees. Knowing what the expenses may be, coupled with expected attendance, will help determine the registration fee for attendees. If registration fees do not seem likely to cover the expenses and lead to some measured profit, expenses could also be covered by sponsorships.

Sponsorships

Depending on the budget for a program, sponsorships can be the difference between a program barely breaking even and a program being quite profitable. Depending on the overall goal of the program, profit may or may not be an important issue. But even if profit is not the main goal of a program (and it usually isn't), sponsors can still really be important to a seminar.

First, sponsorships give folks in the community the chance to be associated with your program and recognized for it. It may be considered prestigious to some sponsors, or it may be seen as important philanthropic exposure to others. For others, the chance to be a sponsor for a program represents a chance to work on name recognition and marketing. (Think “new court-reporting firm in town.”) For still others, there may be competitive reasons to sponsor your program. (If firm A is sponsoring, firm B may feel pressure to sponsor, too, lest firm A gets the only exposure.)

There are lots of reasons to welcome sponsorships for a program. Some suggestions for sponsors would include local firms that may be sending lawyers to the program (it can really increase the marketing and networking exposure for those attending), court reporters in the area, and vendors (copy shops, e-discovery folks, private investigators, expert consulting services). Remember to consult with your organization regarding its existing sponsor agreements.

Sponsors can just be general sponsors, and a list of all the sponsors may appear at the end of the program, or projected on PowerPoint slides during the program, for example. Sponsors can be asked to “sponsor” specific events such a morning continental breakfast, a refreshment break, an evening cocktail reception, or even an off-site social event. They can offset speaker costs by sponsoring a specific speaker or session. Really, there is no limit to what sponsors can fund, and the amounts that might be charged for a sponsorship depend entirely on the program planning committee’s goals for revenue.

Marketing

Once a venue is booked, topics are selected, speakers have accepted their invitations to speak, a final written program is complete, and a budget is well in hand, it is time to market your seminar. People need to register to make all of your seminar planning worth the effort. Ideally, a marketing subcommittee should be established to take your program into the marketing stage. Again, the more the merrier on a marketing subcommittee.

These days email is one of the most common ways to market a seminar. It is relatively easy (get a distribution list for your organization's membership) and typically free. Beware of over use of this easy method. If the marketing is not targeted and interesting to a recipient, it will be tuned out quickly.

Social media marketing is also a great tool to reach a lot of people quickly and easily. Social media can build some excitement and interest in a program. For example, creating a Facebook event and then sharing it with members of your organization at-large can build a lot of excitement when a bunch of people share the event on their pages and also mark that they are "going." This also creates a ready-made page on social media where marketing committee members can write small posts about the featured speakers, the topics that will be covered, and networking opportunities, and then followers can comment and reply. Sometimes really great discussions will start in these event groups and carry over into a seminar. Twitter, LinkedIn, and Instagram can also be used for social



media postings. One marketing committee member can be assigned to each social media site to keep things simple and streamlined.

Slightly more labor intensive, but definitely good for establishing buy in and increasing registrations, is a phone tree. You get a list of all potential registrants' phone numbers (maybe all the women in your organization), and then divide the list up so that each marketing committee member personally calls each potential attendee to invite them to attend. A large marketing committee will guarantee that each member only has to make a couple dozen calls (hopefully).

A mass mailing of a paper program brochure is another good strategy, though it can be costly. It used to be that mailings such as this went straight to "junk mail," but today more people get junk email than regular mail, so a hard copy mailing might actually make it to an addressee's desk. An added bonus to mailing your program is that if a recipient cannot attend, he or she is more likely to hand the program off to someone else who might be interested and able to attend. However, having the ability to register electronically is a good option, if it is available to you.

If your organization has a newsletter, writing a short article about the upcoming program is a great marketing tool (and also typically free), as long as it explains substantively why attendees should register and what they can hope to learn or gain from the experience. Make sure to know the publication dates of the newsletter so that your article is submitted before, not after, the seminar will take place. (Another reason that lots of lead time can be required for seminars.)



Your seminar can be marketed on your organization’s website, and speakers should be asked to consider posting the seminar information on their firms’ websites, too. If there are in-house speakers on the program, they could be encouraged to invite their outside counsel to the program to hear their talk, particularly if the talk is something along the lines of “meeting the expectations of your clients.”

If your program is being presented jointly with another affinity group, that group may also allow you to use its mailing lists, or it may promote the program to its members in its own marketing efforts. Even if a program is not a joint program, consider asking some related groups to help market the program to its members. Crucial to making this work is making sure that it is obvious what the other groups’ members stand to gain by the joint marketing efforts.

Ideally, 50 percent of the planning timeline should be devoted to marketing. So if your total timeline for program planning is 12 months, the first six months should be devoted to planning and the last six months to marketing. At a minimum, no matter how long or short a program is, and no matter how short the total timeline is, at least eight to 12 weeks should be spent marketing, to give people adequate time to mark their calendars and get internal approval and funding to attend and register.

A seminar planning checklist is provided in the Resources and References section of this tool kit on p. 72.

Summary—Planning a Women in the Law Seminar

To summarize, tasks that you will want to complete when planning a women in the law seminar include the following:

- Determine the purpose of the seminar.
- Determine the length of the seminar.
- Select an appropriate date.
- Evaluate and choose the venue.
- Establish a seminar planning committee.
- Find and approach potential speakers.
- Create list of potential presentation topics.
- Determine your budget—costs, expenses, and revenue.
- Market, market, market your seminar.

Offering Additional Value to Your Organization: Social Media, Webinars, and Publications

In addition to planning a seminar, your women in the law committee can offer additional value to your committee and organization through social media, webinars or webcasts, and publications. Social media allows members to remain in contact even though members are located throughout a state. Publications enable members to provide valuable resources to members and to receive recognition in return. Articles can be published in multiple publications and on various social media platforms, enabling members to get the most out of their time investment.

Social Media

Using technology and social media outlets is an effective tool to promote organizations and provide content to members. An increasing number of membership organizations are embracing social media and cultivating an active presence on various platforms including Twitter, Facebook, and LinkedIn. Social media can be extremely beneficial to these organizations because it helps them thrive, connect, and engage with new and existing members. Social media offers recruitment benefits but can also serve as a way to foster relationships with existing members. Members can use social media outlets to engage in conversations, answer questions, and share helpful and relevant content. Social media provides an organization a cost effective way to build meaningful member connections and encourages long-term loyalty. Further, an organization with an active and exciting social media presence inspires people to take action and get involved. Consider the suggestions below to implement or expand your women in the law committee, and by extension, your organization's social media presence.

- **Develop a strategy for consistent communication.** Your social media presence is a social representation of your committee. Social media pages should be customized to reflect what your committee is about and information such as mission statements, guiding principles, and contact information should be readily accessible. You should also consider which platform best suits your needs and will reach its target audience. Finally, consider what type of information to share on each platform. While the posts should project a consistent image, different social media sites may be better suited for different purposes. For example, it may be effective to set up event pages on a specific platform and use another site to post images and videos during the event. Some platforms may be better suited for sharing articles or other content relating to specific practice area or law practice management.

- **Have a leader and a social media team.** Responsibility for social media can be a difficult and time-consuming task; therefore, it is important to have a specific subcommittee oversee your social media. The subcommittee chair should work with the women in the law committee's leadership to develop the overall strategy and then work with subcommittee members to implement the strategies. To ensure timely posts, it will be helpful to assign primary responsibility for individual social media accounts to specific subcommittee members. The social media subcommittee should also establish the timing and frequency for posts. Subcommittee members should also consider live coverage of organization events for social media and the best avenue to provide that content to members.
- **Engage with members.** To build relationships with members and foster loyalty, engage with your committee members on a regular basis through social media. For example, tag them in event photos to share their content when applicable, thank them for attending past events, and invite them to future events. These activities will engage current members and will demonstrate that your committee is an active and exciting group to prospective members.
- **Share content.** You can maintain member involvement by sharing content that will lead to interaction. Social media can be used for short surveys to gather information on your members or their interests and to plan activities and events. This will demonstrate that your committee values member's opinions and ensure that you meet their expectations. You can also share original content, such as videos, blogs, and articles about topics that your members will find interesting and helpful about anything from networking opportunities, to content related to specific practice areas or work-life balance.
- **Analyze results.** It's great to share content and see interaction, but it is also important to track and analyze the results of your social media activity. Your committee should evaluate audience interactions and adjust social media activity accordingly. This includes evaluating the effectiveness of each social media platform to discover if it will reach your members with the type of content that is most valuable to them.

Webcasts and Webinars

Given how many women lawyers specialize in a variety of practice areas, it's important to offer valuable educational tools or programs that support

women in the law. An easy way to add educational value is to present webinars, podcasts, or telephone conference calls on subjects of interest to your group. For example, you could hold webinars on strengthening persuasion skills or what lawyers need to know about company inspections conducted by government agencies. If this approach will further your goals, you will want to form a webcast and teleconference subcommittee to research areas of interest to current and potential committee members and to develop your webinars.

Publications and Newsletters

If your organization has written publications, your women in the law committee members should take advantage of the opportunity to write articles for publication. Co-writing an article with a client is a terrific way to build a relationship with that client. Co-authoring with another women in the law committee member would help share the workload and build that relationship as well. Articles can focus on substantive law issues or issues confronting women lawyers.

In addition, founding a women in the law committee newsletter can be a great benefit to your committee members. Communicating with your members regularly is essential. A newsletter is an excellent way to communicate and promote your committee. First, establish a subcommittee to develop, draft, and distribute the newsletter. The subcommittee would determine the method of delivery (newsletter or hard copy) and distribution frequency, in accordance with your organization's publication guidelines. Your organization may already have a means of publishing newsletters and may have vendors that have agreed to sponsor newsletters. Communicating with your organizational leadership and staff will be important.

Your subcommittee would also identify your audience and learn what information would interest them and entice them to read the newsletter. Limiting the newsletter to your women in the law committee would enable you to focus more narrowly on issues confronting women lawyers. However, if your organization needs newsletters for the entire membership, your committee newsletter could offer an opportunity to impress the entire membership.

Once you have determined the format, frequency, and audience, begin creating the content by soliciting it from your members. Subcommittee members can assist with editing members' work. Below are general suggestions for content. These may be customized based on the chosen audience:

- State law issues;
- Local/state rules;
- Trial tactics;
- Deposition tactics;
- Data security;
- Various practice areas;
- Diversity issues;
- Work-life balance;
- Business development strategies; and
- Law firm management.

In addition to content on specific legal issues, consider featuring member spotlights, interviews with in-house counsel or judges, and other creative sections such as “the best advice that I ever received,” “my favorite trial moment,” or book recommendations.

Once you have published your newsletter, it is important to have feedback about the content. This input is invaluable for future planning and the continued success of the newsletter and should guide decisions about the content to include in the future and whether to make adjustments to the newsletter.

Summary—Offering Additional Value to Your Organization: Social Media, Webinars, and Publications

To summarize, a women in the law committee can provide valuable content to its members by

- Developing an effective social media plan;
- Presenting webinars or webcasts;
- Hosting podcasts;
- Conducting group educational programming teleconferences for members; and
- Providing publication opportunities to members.

DRI Resources and Materials

DRI hopes that you find the resources in this section helpful. We are eager to assist everyone working to create women in the law committees in their organizations. We are here to help with ideas, lessons learned, resources, and making the case for adding a women in law committee to your organization's structure. The DRI Women in the Law Committee was formed recently, in 2010. Thus, we have gone through a process at least similar to the process that you face. We are passionate about helping other women lawyers in their careers and about supporting your committee formation efforts. In today's world, women in the law committees make sense. Here are some areas where we can assist your committee formation efforts.

Speakers Bureau

If you seek a dynamic speaker for one of your women in the law committee programs, please feel free contact DRI staff, listed below, for speaker recommendations from among the DRI Women in the Law Committee members. We are eager to serve your needs as you see fit.

- Jennifer Cout, DRI Director of Education
(312) 698-6205, jcout@dri.org.
- Cheryl Palombizio, DRI Director of SLDO Relations
(312) 698.6207, cpalombizio@dri.org.
- Denise Eichhorn, DRI Director of Committees
(312) 698-6222, deichhorn@dri.org.
- Maria Berg-Stark, DRI Director of Membership Strategy
(312) 698-6237, mberg-stark@dri.org.

In addition, the DRI Women in the Law Committee maintains a database of previous program topics and speakers from past seminars. Please contact the committee's current program chair for more information. See www.dri.org (navigate to menu; select "Committees").

Membership

Building a strong foundation for your women in the law committee is no small task. The DRI Women in the Law Committee membership subcommittee chair would be happy to speak with you about ways to encourage your current members to recruit new members and to build membership. Please contact the current DRI Women in the Law

Committee membership chair. See www.dri.org (navigate to menu; select “Committees”).

Expert Witness Database

The DRI Women in the Law Committee has a female expert witness database, collecting witnesses who have been used by committee members, with success in multiple practice areas, as a way to share insight and advance other women. We make an ongoing effort to update this database as we receive additional recommendations. This database may be helpful to your women in the law committee members seeking female experts. Additionally, experts can also be big supporters of women in the law committees. Please reach out to the current DRI Women in the Law Committee Expert Witness Database chair or vice chair. See www.dri.org (navigate to menu; select “Committees”).

Database of Prior DRI WITL Programs

The DRI WITL Committee has been presenting seminars since its formation in 2010. Each seminar had at least 12 presentations. These programs have addressed legal skills, substantive legal issues, and professional growth strategies, such as making a formal pitch, developing a referral network, developing leadership skills, and overcoming hurdles unique to women lawyers. The DRI WITL Committee is happy to share its list of prior program topics and speakers from past seminars. Please contact the program chair for more information. The current program chair can be found at <http://www.dri.org/committees/leadership/0450>.

Local and Regional Networking Events

We have found that stand-alone local and regional networking events at local restaurants, law firms, and other venues for women lawyers can be very successful. These events are a great way for people to meet conveniently and inexpensively. If your organization does not host many local events, or if your women in the law committee is just getting off the ground, hosting local women in the law networking events could be very beneficial. Please feel free to reach out to the DRI Women in the Law Committee networking chair or vice chairs for assistance. See www.dri.org (navigate to menu; select “Committees”). Additionally, examples of promotional materials for events that the DRI Women in the Law Committee’s Networking Subcommittee has planned are included the Resources and References section. See p. 75.

Lessons Learned and Shoring Up Your Efforts as You See Fit

As mentioned above, we have learned a lot since 2010, when DRI launched its Women in the Law Committee. With the support of DRI leaders, we transformed a small “Women in the Courtroom Committee,” whose members were appointed, into a formal, substantive committee, open to all women belonging to DRI. We are happy to share what we have learned. We want to shore up your efforts as you see fit. We invite you to look at the DRI Women in the Law Committee’s leadership web page to locate women who may be leading activities similar to those you wish to plan and contact us. If you do not see exactly what you’re looking for, feel welcome to reach out to the DRI Women in the Law Committee chair for some direction. See www.dri.org (navigate to menu; select “Committees”).

Summary—DRI Resources and Materials

To summarize, DRI can support your efforts by

- Serving as speakers or helping you locate them;
- Offering membership building ideas or assistance or lending an ear to yours;
- Connecting you to women experts, the names of which are maintained in an expert witness database;
- Locating information in a program database capturing topics and speakers from previous DRI Women in the Law Committee’s seminars;
- Sharing ideas and resources for regional networking events; and
- Relaying lessons learned from the DRI WITL Committee.

Use Your Voice—We Want to Hear from You

Another valuable resource for this tool kit is *you*. In fact, we want to hear from you. We want to know what works and what does not in your efforts to start, maintain, or grow your women in the law committee. We also want to know how DRI can improve this tool kit. To offer this feedback, please reach out to the DRI Women in the Law Committee chair or vice chair. See www.dri.org (navigate to menu; select “Committees”).



Resources and References

The Benefits of Women in the Law Committees to Organizations

Sangeeta Bharadwaj Badal, *The Business Benefits of Gender Diversity*, Gallup Business Journal (Jan. 20, 2014), <http://www.gallup.com/businessjournal/166220/business-benefits-gender-diversity.aspx>.

Sylvia Ann Hewlett, Melinda Marshall, & Laura Sherbin, How Diversity Can Drive Innovation., Harvard Business Rev., Dec. 2013, <https://hbr.org/2013/12/how-diversity-can-drive-innovation>.

Katherine W. Phillips, *How Diversity Makes Us Smarter*, Scientific American, Oct. 1, 2014. <https://www.scientificamerican.com/article/how-diversity-makes-us-smarter/>.

How Do I Get a Women in the Law Committee Started?

Sample Mission Statements

DRI Women in the Law

To provide a forum for female lawyers to work together to develop and advance their careers and to promote the status of women involved in defending the interests of business and individuals in civil litigation.

ABA Commission on Women in the Profession

To secure full and equal participation of women in the ABA, the profession and the justice system.

North Carolina Association of Defense Attorneys

The North Carolina Association of Defense Attorneys brings together civil trial attorneys to promote the administration of justice, the exchange of information, ideas, and litigation techniques, and to strengthen the practice, improve the skills, and enhance the knowledge of lawyers who defend individuals and represent businesses in civil cases in North Carolina.

Women Lawyers Association of Los Angeles

The Women Lawyers Association of Los Angeles (WLALA) is dedicated to promoting the full participation of women lawyers and judges in the legal profession, maintaining the integrity of our legal system by advocating principles of fairness and equality, improving the status of women in our society including their exercise of equal

rights and reproductive choice, and actively working towards the furtherance of these goals through WLALA's committees, sections and activities.

State Bar of Texas, Women and the Law Section

The mission of the Women and the Law Section is to encourage and facilitate the active and effective participation of women in the legal profession and in the community, and to address women's current needs and the issues affecting them.

West Chester Women's Bar Association, a chapter of the Women's Bar Association of the State of New York

The mission of the WWBA is to promote justice for all, regardless of sex; to advance the social, economic and legal status for women through the law; to expand opportunities for women and to raise the level of competence and integrity in the legal profession.

National Women's Law Center

To protect and advance the progress of women and girls at work, in school, and in virtually every aspect of their lives, including retirement.

State Bar of Arizona Committee on Minorities and Women in the Law

It is the mission of the Committee on Minorities and Women in the Law (CMWL):

- To educate the legal community and general public on issues relating to minorities and women in the practice of law;
- To support and serve minority and women practicing attorneys and students, by advocating the retention and advancement of minority and women lawyers;
- To develop strategies to broaden the legal opportunities for minority and women attorneys; and
- To promote the "Commitment to Inclusion Goals for Increasing Minority and Woman Representation and Retention."

Additional Mission Statement Resources

Guide to Creating Vision & Mission Statements, Top Nonprofits (Sept. 24, 2012), <https://topnonprofits.com/vision-mission/>. Provides example mission statements and a guide to creating mission statements.

A Step-by-Step Exercise for Creating a Mission Statement, Nonprofit Hub, <http://nonprofithub.org/wp-content/themes/nonprofithub/img/landing-pages/mission/nonprofithub-missionstatement.pdf>.

Joanne Fritz, *How to Write an Amazing Nonprofit Mission Statement*, The Balance (updated Dec. 28, 2017), <https://www.thebalance.com/how-to-write-the-ultimate-nonprofit-mission-statement-2502262>.

Marc Koenig, Nonprofit Mission Statements—Good and Bad Examples, Nonprofit Hub, <https://nonprofithub.org/starting-a-nonprofit/nonprofit-mission-statements-good-and-bad-examples/>.

Leadership and Subcommittee Descriptions

This section contains committee descriptions examples, which the DRI Women in the Law Committee has used.

Articles and Research Assessment Subcommittee

The Articles and Research Assessment Subcommittee conducts ongoing searches for articles, books, web postings, and other publications that relate to women in the practice of law for the purpose of assessing the current state of women in the profession. This subcommittee will compile a collection of important articles for reference by committee members. This subcommittee will also coordinate with the Webpage and Publications Subcommittees to use and build upon specific pieces. The subcommittee will also continue to assess prior DRI White Papers and Best Practices Guides and suggest when it may be timely to begin another study and paper.

Annual Meeting Subcommittee

The chair of the Annual Meeting Subcommittee serves as the Women in the Law liaison to the DRI Annual Meeting Steering Committee. The chair and vice chair coordinate Women in the Law activities at the annual meeting, including contributing substantive ideas and speakers for the annual meeting program. The Annual Meeting Subcommittee also plans the Women in the Law Committee's business meeting at the DRI annual meeting. The business meeting has a CLE component on a topic of interest to women lawyers. This subcommittee also organizes networking events for women lawyers so that they can connect, develop referral networks, and socialize during the annual meeting.

Corporate Counsel Subcommittee

The Corporate Counsel Subcommittee is open to in-house counsel only and serves as a unique resource to women lawyers serving in

corporate counsel positions. Members of this subcommittee publish in an electronic newsletter, *The Corporate Counsel Law Update*, which is distributed to all of DRI's corporate members, with a goal of providing in-house attorneys with recent legal developments. This subcommittee also assists with marketing the DRI annual meeting and the Women in the Law Seminar.

Diversity Subcommittee

The Diversity Subcommittee assists with DRI's overall goal of maximizing ethnic, gender, geographical, and practice area diversity in the committee's membership and leadership. The chair of this subcommittee serves as a liaison to DRI's Diversity Committee. This subcommittee will focus on leadership skills, education, speaking and writing opportunities, as well as the fostering of legal and business relationships for diverse attorneys.

Marketing Subcommittee

The Marketing Subcommittee is responsible for developing and executing marketing strategies to maintain and increase participation in the activities of the Women in the Law Committee. Our primary focus is marketing the committee and the Sharing Success Seminar, but we also help market committee webconferences, the annual meeting, and the promotion and sale of substantive materials produced by the committee. The Marketing Subcommittee is always looking for new members and presents a great opportunity to get your name out there and associated with the committee.

Membership Subcommittee

The Membership Subcommittee works on getting new DRI members involved in the committee and also works hard to recruit new members to DRI and the committee. We reach out to all new members who join the Women in the Law Committee, all committee members who have dropped their membership, and all new women members of DRI. The Subcommittee chair contacts each new member and invites them to get involved in the committee. Anyone expressing an interest in joining a subcommittee receives a follow-up email and/or telephone call to facilitate her involvement.

Mentoring

The Mentoring Subcommittee is charged with bringing women lawyers of different backgrounds together for mentoring opportunities. Some examples would include young women lawyers being paired with more senior women, new working moms paired with working mothers of older children, or new in-house counsel paired with senior or general

counsel. Plans for the mentoring program are still in their early stages and all ideas are certainly welcome. In addition, the subcommittee will work hard to provide additional mentoring opportunities for interested women, both at our seminar and throughout the year. Subcommittee members are needed to help plan mentoring luncheons and/or conference calls and promote attendance of women at the Sharing Success seminar and the Annual Meeting, for purposes of furthering the mentoring program. This subcommittee needs both potential mentors and mentees.

Publications and Newsletter

The Publications Subcommittee provides an opportunity for members to publish articles in a national forum on topics affecting the practice of women defense lawyers. These articles range from substantive areas of law and tactics and techniques, to personal practice tips and lifestyle issues. Articles can be featured in DRI's e-newsletter, *The Voice*, and also in *For The Defense*, DRI's monthly magazine. Authors are also needed from time to time for chapters in DRI's Defense Library Series publications. This subcommittee is also working toward establishing an electronic newsletter for the committee.

Seminar

The Seminar Subcommittee puts together the annual Sharing Success Seminar, which occurs each spring. This includes speaker selection, topic selection, venue, organization of social events, solicitation of sponsorship dollars, and marketing of the seminar, and it relies on the entire Women in the Law Committee and virtually every subcommittee chair, vice chair, and their members to accomplish this task. We begin planning the seminar in February or March each year, just weeks after the seminar from the previous year. Speakers, topics, and an initial program outline are due to DRI nine months in advance, so we have the program already in place before the annual meeting each year, but continue to handle logistics and coordinate the efforts of the other subcommittee related to the seminar all the way up until the seminar begins.

SLDO

The State and Local Defense Organization (SLDO) Subcommittee is looking for liaisons to our committee for every state. We are particularly interested in coordinating with women who are active in their state or local women's initiatives. The SLDO Subcommittee chair serves as a liaison between the Women in the Law Committee and state/local defense bar associations. The main functions of the SLDO liaisons are to encourage women in their state/local defense

bar organizations to become involved in the DRI Women in the Law Committee through participating in our events, working to establish women's initiatives for their state/local defense bar organizations, where one does not exist, and generally relay any important information/ideas between the Women in the Law Committee and their state/local defense bar organizations. Serving as an SLDO liaison is a great way to get involved with DRI and to meet people both nationally and in your local bar.

Webpage

The Webpage Subcommittee is working on establishing innovative methods for promoting women lawyers and Women in the Law Committee events through announcements and posting on the internet. Some methods being considered include the DRI website, the DRI blog, Facebook, and Linked-In. Through these forums, the subcommittee provides assistance with marketing for events planned by DRI and/or the Women in the Law Committee and provides general networking opportunities for all members.

Webcast

This subcommittee develops and hosts webconference and webcast presentations geared toward topics of interest for women. We hope to host two webconferences a year, one in the spring and one in the fall. The speakers and authors on these conferences will generally be women, but the programs will be marketed to DRI at large. This subcommittee runs programs from beginning to end, selecting topics and speakers and assisting with promotion and marketing.

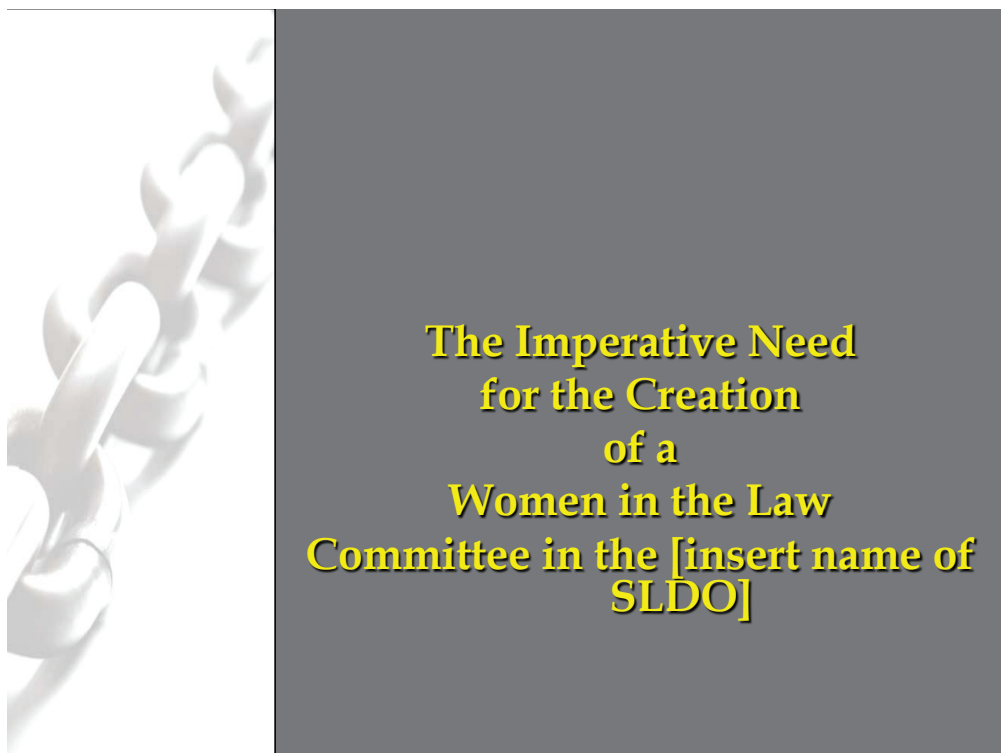
Young Lawyers

This subcommittee is a parallel to the Young Lawyer Committee's Women's Mentoring Subcommittee. This subcommittee is designed for lawyers in practice for 10 years or less who are interested in women's issues in the practice of law and/or mentoring. This subcommittee is charged with assisting young women lawyers in handling issues that are unique to women in law. The Young Lawyer's Women's Mentoring Subcommittee holds a women's mentoring luncheon every year at the Young Lawyers seminar and is actively involved in planning the women's mentoring event, usually held at DRI's annual meeting. In addition, the subcommittee works hard at providing additional opportunities for interested women both at our seminar and throughout the year. Subcommittee members are needed to help plan the luncheons, promote attendance of young women at the seminar and the luncheon, and develop ideas to promote networking among women lawyers.

Successful Women’s Events

After the South Carolina Defense Trial Attorneys’ Association formed a women in the law committee, the committee presented a “stand-alone” CLE that was divided into two parts. The first panel was comprised of four seasoned, well-known female attorneys, who spoke about their experience coming up in the bar and their advice for building a book of business. The second was a panel of female judges, both state and federal, who spoke of moving into the judiciary, what their perceptions were of the female attorneys appearing in their courts, what they have seen that worked and didn’t work, and other advice. The CLE was closed, with a reception for our then-chief justice, a female, who was retiring. Over 60 female attorneys attended, as did many of the female judges in the state. According to Amy Harmon Geddes, of Nexsen Pruet in Columbia, South Carolina, the program has “honestly been the best success of our committee so far.” “What we’ve learned,” she said, “is that the female members of the judiciary love to be a part of our programs.”

Sample PowerPoint Presentation for Approval of WITL Committee





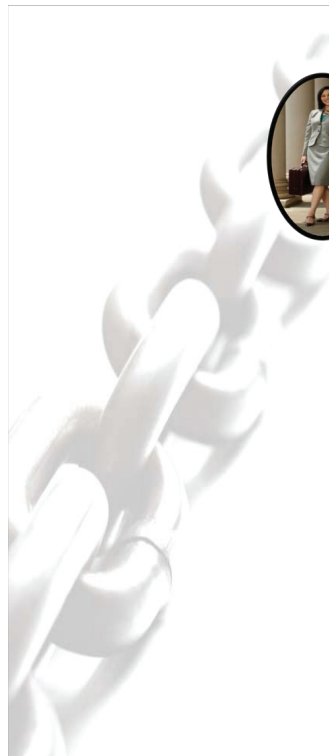
[SLDO's] Commitment

- [SLDO] is committed to the overall diversity of the organization and the development of women lawyers
- The proposed women in the law committee fits squarely into the SLDO core goals of [insert goals as applicable such as education, justice, balance, economics, professionalism and service]



Times Continue to Change

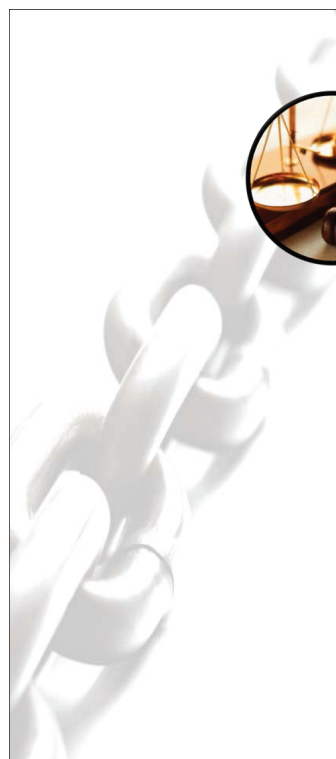
- As of December 2016, 51% of law students are women (NY Times)
- 40% of in-house counsel are women; 24% of GCs of Fortune 500 companies are women (ACC Survey; Above the Law)
- The demographics of law practice are changing



[SLDO] and Women

- ___% of current [SLDO] members are women ([insert no.] women)
- ___% increase in membership since _____
- [insert any other helpful statistic re increase

Consider inserting graph here, visually depicting increase in women; and a decline in male members if there is such a decline



What Do These Numbers Tell Us?

- [SLDO] has and should continue to play a critical role in the recruitment and advancement of women lawyers
- [SLDO] has the opportunity to be innovative by creating this committee



What's Going on With Women in the Law Generally?

- According to a recent study, the number of women equity partners are not projected to achieve parity with male equity partners until 2086.
- Women earn 77 to 80 cents of every dollar earned by men (2017)



DRI WIC White Paper (2004)

- Ground-breaking research on challenges facing female defense litigators
- Challenges identified:
 - Advancing in firms
 - Disparity in ability to be “aggressive” or “confrontational” like male counterparts
 - Rainmaking
 - Lack of courtroom opportunities
 - Balancing demands of work and family

These challenges still exist



[Success of any SLDO Women's Event)



Demand for More Women Centric Career Support

[Insert testimonial(s) of female SLDO member(s) who want(s) a WITL committee; why there is a need; why this would benefit her career; why her firm would support; discuss any previously successful women's event sponsored by SLDO]; add photo of this person.





New Opportunity for [SLDO]

- We could provide a group of new leaders that may assist other organizations with diversification
 - DRI
 - FDCC
 - IADC
 - ADTA
- Other groups have had success with women's committees:
 - DRI
 - NAWL
 - ABA
 - ALFA



[SLDO] Women's Committee Mission Statement

Insert mission statement here; also consider inserting slide of SLDO mission statement first and then WITL committee mission statement to show that they dovetail



[SLDO] Women's Committee Mission Statement

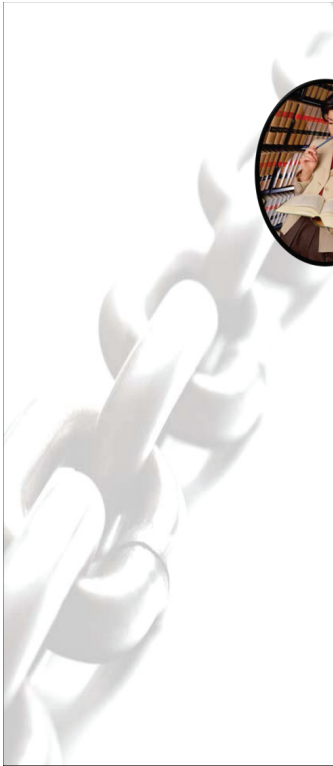
The [SLDO] Women's Committee is focused on achieving the following goals:

- providing opportunities to develop and strengthen personal and professional relationships to facilitate business growth and development;
- assisting in the career advancement of female attorneys through education, training and mentoring;
- retaining and promoting female [SLDO] members by offering a forum for leadership and professional development that will be the foundation for further involvement in [SLDO] generally;
- attracting new members to [SLDO] by providing an inclusive environment;
- partnering with other [SLDO] committees and task forces to strengthen the programming, education and development of all members of [SLDO];
- furthering [SLDO's] commitment to diversity.



Why Separate From Diversity Committee?

- Seen as separate by most outside law firms and other organizations
- The need is there
- Although there is some overlap in core goals and constituents, the women's committee would serve a different purpose than the diversity initiative.



Why Separate From Diversity Committee?

1. **Advancement Issues are Different.** Women are at a different place in the legal world regarding advancement in firms than racial/ethnic minorities. They face different issues.
2. **The Family Effect.** Women face different issues with respect to children, both in terms of having children, taking parental leave, working part-time and having flex time. By far, the vast majority of women rather than men must grapple with these issues and decide how to focus on both career and having children.
3. **Broad Issues, Better Focus.** The diversity issues involved in racial/ethnic diversity, gender diversity, sexual orientation diversity are so broad, encompassing and historically complicated that we need more efforts to focus on women, which a women's committee would bring.



Young Female Lawyers Want this Committee

● [If applicable, insert testimonial from a young female lawyer describing why they would like a WITL Committee, how it would benefit them, etc.]



More Senior Female Lawyers Want this Committee

If applicable, obtain testimonial from more senior female lawyer explaining why they want this committee.




What Will We Do?

- Recruit new members
- Provide an educational forum for communication between [SLDO] members (men AND women) to focus on issues related to women and the practice of law
- Offer leadership training and opportunity for advancement
- Educate and train female lawyers
- Focus on retention of women lawyers
- Supply unique networking and business development opportunities
- Promote [SLDO]
- Provide mentoring for female associates




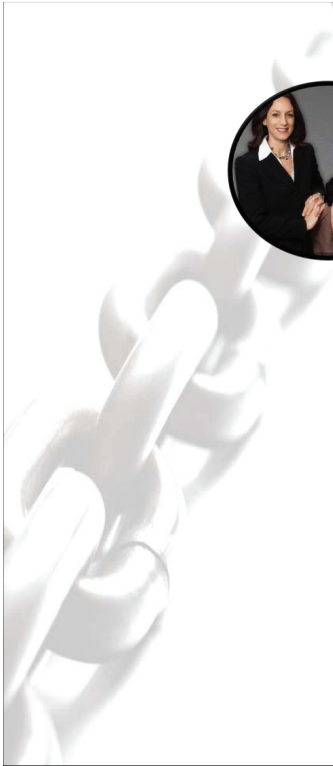
RECRUITMENT

- Committee will provide a recruitment tool for [SLDO] to attract more women into the organization (and increase membership dollars to [SLDO])





EDUCATION

Try to obtain testimonial from male managing partner type extolling the virtues of women's committee; rely on DRI WITL Committee as an example of how such committees can be a success if necessary



EDUCATION

Try to obtain another testimonial from male managing partner type or a male in-house lawyer extoling the virtues of women's committee; rely on DRI WITL Committee as an example of how such committees can be a success if necessary



LEADERSHIP

[try to obtain testimonial from SLDO board member, male or female, explaining the benefits of a WITL to the SLDO's leadership]



RETENTION

- 2007 Massachusetts Institute of Technology Workplace Center study found that 33% of women attorneys leave law firms altogether during their associate years, compared to 20% of male attorneys.
- Disparity is even larger among partners, with 15% of women partners leaving firm practice, compared to 1% of male partners.
- Activities of the Committee will provide a forum for training and leadership that will support the retention of women litigators
- Resources provided by the Committee will support a reduction in the disparity between the number of women that graduate from law school and those that become partners



NETWORKING

[Consider testimonial regarding effective networking among women lawyers]



A Women's Committee will benefit[SLDO]



[testimonial from experienced female on why a women's committee that supports women in the law will help SLDO] our organization."



Proposed Committee Structure



- Chair
- Vice Chair
- Membership Chair
- Membership Vice-Chair
- Marketing Chair
- Marketing Vice-Chair
- Publications Chair
- Program Chair
- Program Vice-Chair
- Corporate Counsel Liaison
- Diversity Liaison
- Mentoring Program Chair
- Web Page Chair
- Young Lawyer Liaisons
- Newsletter Editor
- Board Liaison
- Law Institute Liaison



Volunteers are Ready to Serve this Committee



- [include list of individuals ready to serve]



Proposed Committee Activities



- List proposed activities by the WITL committee

Checklist for Starting a Women in the Law Committee

Establish Committee Purpose and Goals

- What is the committee's purpose?
- What are the committee's goals?
- What do you want to accomplish?
- What types of programs and events do you want to be known for?

Write a Mission Statement or Vision Statement

- Research examples.
- What is your group?
- What is it not?
- What will your group do from a member's perspective?
- Will you have a short mission statement, or a longer one?

Research the Potential Membership Base

- Who are they?
- Where are they?
- In which areas do they practice?
- What interests does your base have?
 - Education
 - Networking
 - Meeting in-house counsel
 - Meeting claims people
 - Meeting judges
 - Community service
 - Other

Choose the Committee Enrollment Method

- Will you adopt automatic or active enrollment?

Select a Core Leadership Team

- How will you recruit leaders?
- Which leaders and positions will you need to start?
- Which leaders will likely succeed in making the pitch for your committee?

Develop a Committee Structure

- Which committees will you need to start?
- Who are the persons likely to chair committees?

Explore Local Resources

- Who may be able to help your committee with its objectives and its goals?
- Which areas of information can be obtained from local resources?

Set Short-Term and Long-Term Goals

- What are the long-term goals of the committee?
- What are the short-term goals of the committee?
- What frequency with which will you revisit goals?

Partner with Others

- Which persons or organizations can potentially assist with formation of the committee?
- In which areas can they assist?
- Who knows these persons or has connections to the organizations which may fund your efforts?

Determine Funding Needs and Sources

- How much funding will the committee need?
- Which sources may make funding available?
- Which sources of funding will the committee seek?

Prepare to Pitch and Make Your Pitch for Your Women in the Law Committee

- Must the committee meet certain approval requirements, and if so, what are they?
- Who will make the “pitch”?
- Will the committee present materials during the pitch, and if so, what?
- Does the committee need to conduct research for the pitch? If so, who will do it?
- Can the committee identify extra-organizational support for forming the committee? If so, where?

- Does the committee have intra-organizational and board support? If so, from whom?

Expanding and Improving a New Group or Inactive Group

Programs and Activities

Possible programs or activities for your women in the law committee include the following:

- Present an annual seminar for women lawyers (note that this can be a one-day or even half-day program).
- Provide speaking engagements for committee programs and your organization's programs.
- Provide publication opportunities, including an electronic newsletter.
- Address issues confronting women lawyers through programs and publication, webinars, or conference calls.
- Partner with your organization to strengthen its programming, education, and development of members.
- Provide committee and subcommittee leadership opportunities, which may lead to leadership opportunities in the larger organization.
- Host local and regional networking happy hours or receptions or speed networking events.
- Develop a leadership program designed to help women in the law committee members move up in the larger organization.
- Conduct a committee leadership meeting annually.
- Conduct business development workshops.
- Sponsor women lawyer-centric programs, dinners, afternoon activities, and business meetings during your organization's annual meeting.

Planning a Women in the Law Seminar

Seminar Planning Checklist

- Type/length
 - Full day or half day
 - Part of annual retreat or separate

- Worksheet/check list
 - Goal
 - Education
 - Networking within organization
 - Networking with other organizations
 - Increasing membership among women
 - Themes
 - Building membership
 - Rainmaking
 - Leadership
 - Civic/charity/public service
 - Topics
 - CLE/non-CLE
 - Diversity and inclusion
 - Technology
 - Substance abuse/mental health
 - Unconscious bias
 - Resources for business women
 - Women experts/professionals
 - Collaboration
 - Succession planning
 - Origination
 - Women's leadership initiative
 - Sponsorship/mentoring
 - Mixed audience/speakers
 - Foursome/golf networking
 - Networking ideas for women
 - Lists from prior WITL seminars
 - Speakers
 - Lists from prior seminar
 - Co-sponsors
 - Other women's local business/industry organizations
 - Local corporate counsel and Insurance groups
 - Budget
 - Food/drinks

- Dutch
 - Brown bag
- Venue
 - Law firm
 - Business clubs
 - Vendor
 - Nonprofits
 - Client spaces
 - Social clubs
 - Colleges
 - Performance venues
- Funding
 - Sponsors
 - Law firms
 - Vendors
 - Experts
 - Exhibitors
- Lessons Learned
 - Cancellation policy
- Marketing Strategy
 - Email
 - Phone tree
 - Mail
 - Other event advertising
 - Newsletter
 - LinkedIn
 - Firm advertising
- Timeline/Guidelines
 - Full day guidelines
 - Half day guidelines
 - Independent event guidelines
 - Part of annual retreat for SLDO
 - Combine with annual retreat timeline
- Public Service Activity
 - Local women's charity organizations
- Resources

Sample DRI WITL Networking Committee Flyers



DRI WOMEN IN THE LAW COMMITTEE & FDCC
invite you to join us for a
NETWORKING EVENT
to benefit Clara's House, a non-profit shelter for women
HOSTED BY LANER MUCHIN



October 14, 2014
5:30 - 7:30pm

at

CENTRO

6 W Hubbard Avenue
Chicago

wine and hors d'ouvres will be served



RSVP by October 1, 2014
to
LIZ CAMPOS
ecampos@lanermuchin.com
or 312.494.5344





DRI's Women in the Law & MassDLA
 In conjunction with
The Federation of Defense & Corporate Counsel

Invite You to a Greater Boston Networking Event

Come help us shake off the winter chill with an evening of warm company, drinks, and hors d'oeuvres as we reconnect, meet other women defense attorneys and clients, and look ahead to an exciting year to come!

Many thanks to our sponsors:



Please RSVP to Marie E. Chafe at MChafe@cornellgolub.com by June 6th

WHEN:
 June 10, 2015
 5:30 - 7:30 PM

WHERE:
 TRADE
 540 Atlantic Ave.
 Boston, MA 02210

\$15 per person
 Includes one drink and appetizers.

Cash bar available.

Join us for a cocktail or two
and visit friends, old and new

DRI Women in the Law Committee
invites you to join us for drinks and
appetizers at a

MIX + MINGLE

JULY 16, 2015
5:30 - 7:30 p.m.

at

BLUE MESA
7700 W. Northwest Highway
Dallas, TX 75225

Hosted by:

Laurie Pierce
Cooper & Scully



Cheryl Diaz
Culhane Meadows

*cash bar and appetizers provided

RSVP:

Laurie Pierce
lauren.pierce@cooperscully.com
214.712.9539

Please feel free to invite others. You need not be a member to attend.



**DRI'S WOMEN IN THE LAW COMMITTEE INVITES YOU
FOR**

WINE, NETWORKING & a little WISDOM

**With Special Guest Paulette Brown, the first woman of color slated to lead the
American Bar Association!**

Wine & Cheese hosted by Wilson Turner Kosmo LLP



*Come join us on Friday, January 17, 2013 from 4 p.m. to 6 p.m. for wine,
networking with other DRI Women in the Law members, and hear a little wisdom
from Ms. Brown about how women lawyers can help each other to increase the
number of women with seats at the table!*

Venue: Wilson Turner Kosmo LLP

550 West C Street, Suite 1050

San Diego, CA 92101

Date & Time: Friday, January 17, 2014 from 4 p.m. to 6 p.m.

RSVP: Teresa Beck @ tbeck@lgclawoffice.com.

Or 619.233.1150



You're Invited!

Join fellow MN DRI Women and MDLA Women members for an evening of socializing, networking and an opportunity to hear about upcoming association events.

Cash bar and hors d'oeuvres provided.

When:

Wednesday, October 8, 2014, 5:00-7:00 p.m.

Where:

Marin Restaurant, "The Library Room," 901 Hennepin Avenue, Minneapolis



Hosted by Angela Browning of Litigation Management, Inc. and
Lauren Nuffort of Terhaar, Archibald, Pfefferle & Griebel, LLP

Please RSVP to Lauren Nuffort at LNuffort@tapg-law.com by October 3rd

Sponsors:



