



# Women in the Courtroom

## *Best Practices Guide*



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# EXECUTIVE SUMMARY

Three years ago, the DRI Task Force on Women Who Try Cases was formed to address the question of why female litigators are leaving outside litigation. The result was the white paper: *A Career in the Courtroom: A Different Model for the Success of Women Who Try Cases*. This paper was so well received that it became the cornerstone for seminars across the country. DRI demonstrated its commitment to diversity in the legal profession by turning the Task Force into a standing committee, Women in the Courtroom. For the last three years, this committee has provided programs on women in the law to state and local defense organizations, national seminars and individual law firms.

However, now that DRI had addressed why women were leaving, could DRI assist firms in retaining their top female litigators? The white paper established the financial need to do so because firms were losing hundreds of thousands of dollars in training new associates just to see them leave, and clients were increasingly demanding a female presence on matters from the simplest of tasks to the ultimate task, trial. In addition, there was the morale issue. Firms were seeing some of their best and brightest leaving for firms with dedicated programs for women, for in-house counsel positions, for public sector jobs and, sometimes, leaving the law altogether.

The committee endeavored to answer this question by providing a *Best Practices Guide*. Over the past year, committee members researched hundreds of articles on the subject and gathered information on dozens of firms attempting to address the issue. Members then interviewed managing partners and leaders of women's forums in firms ranging in scope from local to international. The interview results were kept anonymous so that firms could detail both their successes and failures in this endeavor. The committee also interviewed heads of corporations to obtain their perspectives on the importance of women in litigation firms. From this research the Committee determined that there were four key areas firms needed to address in order to keep their top female litigators: Professional Development, Mentoring, Marketing and Work/Life Assistance.

Although women have made up almost half of law school graduates for decades, only 18 percent hold leadership positions in firms. Women attorneys will continue to leave in record numbers unless there is a conscious effort by firms to send female associates and junior level partners to trial (whether that be on *pro bono* cases, trial training programs with the public sector or paid matters within the firm); guide female attorneys through the marketing process (including introduction to contacts, turning over business and holding female specific marketing seminars and programs); actively mentor female attorneys on issues important to women and ensure that mentors are the correct mentors for each mentee; and establish and fol-

low through with specific policies to address work/life balance issues faced predominantly by women.

Research has demonstrated that many firms merely paid lip service to these issues only to discover that despite their “best efforts” women were still leaving. Those firms that developed a method for measuring the success, or lack thereof, of their efforts were far more successful in ultimately retaining their top female litigators.

Law school enrollment for women is dropping; more women attorneys are choosing roles as general counsel, faculty or judges over a partner position in law firms and women are now earning even less compared to men than they did in the past. The message appears to be clear—if law firms don’t take action soon, they will lose the few top female litigators they have.

Experience  
RETAIN  
*advancement*  
CHALLENGES  
KNOWLEDGE



# INTRODUCTION



In 2004, DRI was pleased to publish the results of work of the DRI Task Force on Women Who Try Cases. That work, “A Career in the Courtroom: A Different Model for the Success of Women Who Try Cases,” identified a number of challenges women face who have chosen careers as trial lawyers.<sup>1</sup> Among the challenges identified were a lack of fair treatment in the courtroom by judges, clients and other attorneys; gender stereotyping of women who undertake aggressive advocacy on behalf of their clients; a failure of effective mentoring for females at all levels in law firms; and a lack of experience and opportunity for client development, which in turn

creates an impediment to law firm career advancement. Of course, the greatest challenge to women trial lawyers continues to be work/life balance as women continue to bear primary responsibility for family obligations and maintenance of the home. However, women who want to become equity partners will generally be required to have a solid book of business that will contribute to the profits of the law firm.

In examining these challenges, the Task Force identified a number of recommended practices ranging from finding opportunities for actual courtroom experience to taking advantage of opportunities that demonstrate competence and expertise, which will clearly show clients and potential clients that a woman is worthy of being their lawyer of choice.<sup>2</sup> The Task Force also recommended that law firms adopt more flexible and user-friendly



<sup>1</sup> DRI Task Force on Women Who Try Cases, *A Career in the Courtroom: A Different Model for the Success of Women Who Try Cases*, DRI (2004).

<sup>2</sup> *Id.* at 20.



rules to assist women who wish to ascend to partner, firm governance and leadership. Law firms were urged to incorporate internal programs that focused on inclusion of women if for no other reason than the substantial investments made by law firms in recruiting and retaining women lawyers.

Despite identifying challenges and making recommendations, the Task Force recognized that its work was not and perhaps never would be complete. Accordingly, the Task Force embarked on the second phase of evaluation. The focus of this phase was practical. Once again, Task Force members conducted interviews with both in-house and outside counsel. These interviews addressed specific practices that positively contribute to the successful recruitment, development, and retention of female lawyers.

These practices were often as simple as a mentor taking a female clerk, associate, and equity partner to lunch on a regular basis to explore not only the legal issues of a specific case, but also other aspects of the practice of law that lead to professional success. Additional concrete suggestions included ensuring that females participate in client development, actually perform client work, and receive appropriate remuneration and credit for that work. Each participant in the process agreed that accountability with respect to issues of recruitment and retention was necessary because relying on people to “do the right thing” may not be a sufficient motivator.

What follows is a guide that serves to help all concerned achieve the utmost success for both the women who join law firms and the law firms themselves.



# PROFESSIONAL DEVELOPMENT



A common concern raised throughout the interviews conducted was the professional development of female attorneys in law firms and, specifically, the fact that women are not adequately represented at the management level of law firms.

In addition to the need for young female attorneys to receive guidance through mentoring and female-dedicated marketing initiatives, our committee learned that female attorneys face other unique professional development issues that firms have been working to address through a variety of efforts.

One issue is the promotion of female attorneys to law firm leadership positions. Although many firms hire approximately equal numbers of female and male associates, women are not represented in leadership roles to the same extent. Of the firms interviewed, the number of female attorneys in leadership positions ranged from one percent to fifty percent. Although a number of firms have female managing partners or co-chairs, numerous interviewees acknowledged that the percentage of female attorneys in leadership positions has not reached optimal levels. They also collectively

expressed a desire for firms to focus efforts on increasing female participation in firm management.

A second issue facing female attorneys is an increasing lack of “courtroom experience” and the limited opportunities for women to act as lead trial counsel. A number of factors account for the decrease in courtroom experience for all attorneys including the advancement of alternative dispute resolution programs and the cost of litigation. However, some factors also appear to be unique to women. Namely, interviewees acknowledged that many clients still specifically request that senior male partners try cases even where a female partner has performed substantial work on the file. To address this concern, some firms have begun tracking professional development for attorneys to ensure that trial experience is provided at the appropriate level of an attorney’s career.

Finally, a concern regarding the professional development of women in private practice arises in the context of the decrease in the number of female senior associ-



ates and non-equity partners who advance to equity partnership status. The range of female equity partners within the firms interviewed ranged from one percent to forty-eight percent. Although there are many reasons why women leave firms before becoming an equity partner, as addressed in the work/life balance section of this manual, a number of firms recognize that the percentage of female equity partners can and should increase through the adoption of certain initiatives that prepare women to become equity partners and support them in their efforts to balance partnership responsibilities with home and family obligations.

Initiatives utilized by different firms to promote and foster the professional development of female attorneys include

- Encouraging and sponsoring senior female associates to attend various “Women in Leadership” conferences that are held by any number of organizations
- Conducting breakout sessions for female partners at annual firm partnership meetings that discuss women’s issues which are later presented to firm management
- Creating leadership programs for female attorneys designed for senior associates and non-equity partners that meet one to two weekends per year with assignments focused on marketing, client development and participation in management issues
- Promoting active firm involvement in women’s bar associations and research and advisory organizations dedicated to advancing women in business
- Incorporating active female participation on every key firm management committee
  - Management
  - Compensation
  - Hiring
  - Professional Development
- Developing women’s partnership groups, which focus on business development opportunities for women
- Advertising/highlighting women rainmakers within the firm and having them present seminars to female associates on how to succeed in marketing
- Hosting women’s conferences with clients to address business issues facing both female attorneys and females in business management positions
- Assigning a partner to review female attorneys participation on client matters and ensuring that trial experience is being provided and encouraged
- Utilizing women presently in leadership roles to prepare and mentor future female leaders of the firm
- Developing business plans focused on senior female associates and their internal advancement within the firm
- Creating a committee to monitor the progress and professional development of female attorneys at different stages of their careers

*Although a number of firms have female managing partners or co-chairs, numerous interviewees acknowledged that the percentage of female attorneys in leadership positions has not reached optimal levels.*

# MENTORING



Mentors are key ingredients to any successful law firm. They guide those new to the law as well as those new to the firm toward a successful practice. All of the participant law firms in our survey had formalized mentoring programs for associates. A few continued their mentoring programs past the associate level and others were considering that practice. Approximately forty percent had additional mentoring programs tailored specifically for women. Many of those who did not have such specifically tailored programs were considering adding mentoring programs for women.

Why should a firm modify its mentoring programs specifically to target female attorneys? Surveys relied upon by firms in addressing retention issues indicate that female attorneys are leaving the litigation practice in far greater numbers than men. More than fifty percent of those who leave go to corporate offices, government positions or non-profit organizations primarily as a result of flexibility in scheduling.<sup>3</sup> Interestingly, there is no difference in the demographics, *i.e.*, level of experi-

ence, law school ranking (often top five percent) when compared to men who stay.

Women also are changing firms for different reasons than men. Of female associates who have children, only one-third work more than fifty hours a week compared to three quarters of male associates who have children. Approximately one-third of female attorneys take advantage of flexible work schedules compared to less than five percent of men.<sup>4</sup> Consequently, those who leave are looking for firms that offer such schedules without “stigma.” In exit interviews with female litigators who leave law firms, the oft-cited reason is that although firms claim to provide flexible schedules, the stigma, both spoken and unspoken, is too great to bear. The perception is that those women who leave have difficulty assimilating themselves back into the law firm’s culture or the law practice in general and their salaries are approximately twenty percent lower than those who do not take a leave to bear/raise a child or

<sup>3</sup> Sacha Pfeiffer, *Many Female Lawyers Dropping Off Path to Partnership*, BOSTON GLOBE, May 2, 2007.

<sup>4</sup> Mona Harrington and Helen Hsi, *Women Lawyers and Obstacles to Leadership*, MIT WORKPLACE CENTER, Spring 2007, at 7.

other family-related reasons. Additionally, nearly sixty percent of younger employees indicated they would change jobs if they were allowed to telecommute. More importantly, they reported that had they felt they had someone to speak with about the firm's culture on these types of issues, they may not have left.

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Because mentoring is really about recruitment, development, and retention, those firms interviewed discovered that a firm can never begin too early. The mentoring program should be part of the recruiting process for law clerks as well as first-year associates. Female law students are being encouraged by their law school programs to ask questions of prospective employers regarding mentoring and how the firm aids new female attorneys in achieving a work/life balance while learning the ropes as an attorney. By choosing interviewers from your firm who possess demonstrated mentoring skills and assigning mentors to summer and first-year associates, a firm can demonstrate an interest in the ultimate success of the woman lawyer, which can guide the woman's development as a lawyer and litigator. This practice can also foster the allegiance of the person who is mentored to the mentor and to the firm.

- In a large firm, a suggested beginning is to match everyone from senior associates to senior partners with summer and first-year associates who graduated from the same law school. In this way, the new associate sees that someone who chose the same education as she has succeeded and can assist her in achieving similar success.
- Work with local women's lawyer organizations to obtain mentors from outside the firm.
- Partner with clients. Clients who mentored firm associates indicated those associates developed a stronger bond to the firm.

Understanding these steps will help a firm achieve the ultimate goal and objective that the associates hired will become excellent lawyers, outstanding litigators and equity partners.

## When to Start

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The selection of mentors is a fundamental issue that participating firms find they must address. Excellent mentors need not be women, nor do they always have to be lawyers. In selecting potential mentors firms should consider the whole individual and evaluate all the skills in each individual's repertoire.

- Firms should evaluate not only the technical skills such as how well the person writes a motion, takes a deposition, or cross-examines a trial witness, but also determine whether the potential mentor communicates well, is a good teacher, and has the time and willingness necessary to mentor a younger lawyer.
- Consideration should be given to assigning more than one mentor.
- When establishing mentor/mentee relationships, mentors can and should come from all experience levels within the firm and come from a variety of practice groups.

## Who Should Serve

## How Often to Meet

There was no consensus as to the optimum frequency of these meetings. However, there was agreement that there could not be too many.

- Most of the responding firms had formal meetings between mentors and mentees at least monthly. Some had formal meetings more frequently; but all encouraged frequent, informal meetings.
- One common factor among all of the mentoring programs was the existence of social activities at least twice a year.
- Topics discussed during these meetings ranged from the technical aspects of the job to work-life balance. Other topics included:
  - Opportunities for growth
  - Exposure to practice areas and clients
  - Marketing
  - Types of legal assignments
  - Access to upper management
  - Availability of part-time employment
  - Ramping back or opting in after a leave of absence following childbirth or care for a family member
  - Partner track status.

Participating firms also suggested other avenues for collegiality such as teleconference book clubs that discuss professional issues, skill building workshops with mock trials where mentors serve as advisors, and business development coaching.

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## Follow-up

No program will succeed without follow-up. Mentors should meet to discuss common issues arising with mentees to make sure that they are offering consistent advice, creating new programs, and ensuring equity in assignments.

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# MARKETING

The success of any program to develop female attorneys as rainmakers requires a long-term commitment from the firm management committee so that all members of the firm endorse the commitment and ensure that firm resources are committed. This point is true regardless of the size of the firm. Two common elements found in all firms, from small to large, which have successful women's initiative programs are a formal committee responsible for overseeing the implementation of the program and accountability for the success of the program to the firm management committee.

A firm's investment in developing female attorneys into rainmakers translates into higher retention rates for senior women and women partners. A lack of senior women and women partners can harm a firm's recruiting efforts and even result in the loss of prospective and existing clients. Today many clients require diversity in gender and ethnicity in their outside counsel. Some clients have even ended relationships with firms that do not show a commitment to diversity or meet the diversity requirements of the client.

Some of the initiatives and programs for developing female rainmakers that have been successful include

- Having a formal training program supervised by a women's initiative committee or diversity committee
- Tracking the success of formal training programs through firm management, a women's advisory committee, or a diversity committee
- Holding monthly women's breakfasts or luncheons where female attorneys can share business opportunity leads, ideas or concerns and talk about career paths
- Inviting business development trainers such as consultants, authors, professors, and others to talk to women attorneys—both associates and partners—about how to market, develop opportunities for business, and adapt to different client styles
- Forming or joining executive women's networking groups where each female attorney brings a client whom she can introduce to other female attorney attendees
- Having female attorneys submit business plans with benchmarks, a list of the resources and guidance to accomplish the plan, metrics to measure success against benchmarks and an outline for assisting or retooling if necessary
- Hosting alumni events where current female attorneys can network with attorneys (both male and female) who now practice with other firms or who have gone in-house, become judges, or assumed governmental positions

*A firm's investment in developing female attorneys into rainmakers translates into higher retention rates for senior women and women partners.*



- Holding luncheons where successful rainmakers (male and female) within the firm share proven skills and ideas in obtaining, developing and retaining business
- Having break out meetings at firm partnership retreats where female partners can discuss women's issues and business development
- Requiring female attorney participation in client presentations
- Including female attorneys in client events such panel counsel meetings, annual reviews, client visits and client dinners
- Enrolling first-year female associates and new lateral hires in a one-time intensive leadership program (lasting six months to one year) that includes personal coaching, mentoring, reading assignments and marketing skill development to compliment existing and ongoing firm programs
- Ensuring client contact by female attorneys for each file on which the female associate is handling client communications and is responsible for development of the client relationship

## WORK/LIFE ASSISTANCE

Many lawyers today assume full-time family responsibilities in addition to the significant obligations inherent in their careers. In addition to parental responsibilities, many attorneys have obligations to elderly or infirm parents as the average life span continues to increase. Added to this dynamic is a growing demand from younger lawyers for work/life balance and a desire to opt out of law firms' escalating billable hour requirements that are often related to increasing associate salaries due to the law firm economic model based on billable hours. Parallel with these life balance issues is the need of law firms to attract and retain the best and the brightest, to have legal talent that is reflective of clients, and to address the impending worker shortage with the imminent retirement of the baby boomers. Firms that successfully address these issues have a common attribute: flexibility—both in stated policy and in reality. This flexibility takes on many shapes and sizes, but the end result is the same: loyalty, job satisfaction, and the ability to meet client needs with a high caliber and seasoned work force. Some practices that demonstrate flexibility by successful firms include the following:

- Being receptive to flexible work schedules, reduced hours, telecommuting and job sharing
- Having a written policy that is openly communicated and adhering to it while periodically examining the policy to evaluate its effectiveness
- Making the program available to all attorneys, regardless of gender, religious belief or tenure with the firm (*e.g.*, childcare, eldercare, wanting reduced hours for lifestyle reasons)
- Involve practice leaders/management in evaluating individual requests for alternate arrangements to determine feasibility and how to accommodate the request while maintaining client demands
- Entering into an agreement with the participating attorney that sets forth both parties' expectations; the agreement should cover hours, compensation, benefits, eligibility for bonus, compensation in the event the attorney exceeds the agreed upon hours, and status on returning to full-time
- Keeping the participants on a partnership track—to the extent desired—commensurate with the hours worked by the attorney and to the extent that participants meet other criteria for partnership
- Monitoring those attorneys on reduced hour arrangements to discuss scheduling, whether “schedule creep” is occurring, and whether the attorney is still



receiving appropriate assignments and having appropriate opportunities in the courtroom and with clients

- Offering alternative tracks for attorneys with different career goals; *i.e.*, some firms offer reduced hour arrangements to associates and partners and also have an alternate of counsel or staff attorney position. The former programs are structured with the notion that those attorneys will ultimately continue to

progress in their career and may eventually choose to return to full-time status; the latter programs are structured for those attorneys who choose to work a certain number of billable hours without making the commitment to other non-billable activities. These flexible arrangements are desirable because the law firms retain top talent without the same level of overhead, and thus can charge a lower billable rate.

- Offering other arrangements that provide flexibility, such as the ability to work at home as appropriate, based on demands, sabbaticals, or the opportunity to take time off without pay with the option to return to the firm at a later date. Law firms are starting to follow other industries in the “opt back in” movement by retaining spots

for those attorneys who, for whatever reason, have opted out of the private practice of law for a period of time. When these lawyers are ready to re-intensify their legal careers, the opt-in arrangement permits them to either update their skills and/or re-enter the private practice or simply increase their workload.

Firms that are successful in assisting their attorneys with work/life balance issues recognize that the needs surrounding work/family balance shift over the course of one’s career. Taking a long-range approach with flexibility at the centerpiece will lead to the retention of a talented and diverse attorney base, which ultimately will lead to client and firm success.

*Firms that successfully address these issues have a common attribute: flexibility—both in stated policy and in reality.*

# MEASURING SUCCESS

So now that you have invested significant energy and resources into creating a women's initiative program that offers mentoring, marketing and professional development training, how do you measure its success? How do you know that next year, or five years from now, you will not see the same attrition numbers that you experienced last year? That is the million-dollar question. Indeed, many respondents observed that their firms had no means of measuring the success of their efforts, and others similarly expressed doubt as to whether a satisfactory measurement method exists.

As lawyers we have come to recognize that “success” is subjective. But attrition rates are not. Therefore, firms must find some way to take stock of their efforts to retain valuable attorneys before it is too late.

A firm's retention program can be measured on both qualitative and quantitative levels. Attendance at events designed for the firm's women attorneys—along with surveys following the events—can provide some evidence of the level of interest in and support for the firm's programs and long-term goals. An increase in the number of women attorneys seeking leadership positions and committee appointments also reflects a commitment on behalf of women attorneys to stay and impact the firm's future. But more and more, the firms that are successful in lowering their attrition rates are those that have established targets and benchmarks directed to female retention and involvement in the firm; those firms have also tracked progress at an executive level rather than simply observing trends after the fact. These firms incorporate set targets into their strategic plans and appoint at least one committee chair who is held accountable for the implementation of these goals; the chair then reports to the executive committee or managing partner on progress. Many firms have signed onto their local or state bar association's objectives related to women attorneys' professional development. These can be useful benchmarks, but every firm should undergo a self-evaluation to determine whether their clients or their own attorneys support or demand even higher standards.

Finally, it is important to keep in mind that a firm's retention efforts need not stop when women attorneys leave the firm. It is commonplace for firms to perform



exit interviews for outgoing attorneys; more recently many firms have taken advantage of this process to learn more about the pros and cons of the firm's policies affecting women. To prevent history from repeating itself, this valuable feedback must be communicated to the diversity committee or women's forum committee that is responsible for the firm's future programming activities, to office managers who can address concerns that might be regional in scope and to the executive or management committee for use in the firm's annual reviews. Indeed, informal meetings with past attorneys even years after their departure may provide important lessons for the future livelihood of the firm. Perhaps these attorneys would have remained at the firm if it had provided better mentoring, had a part-time policy, or created a contract attorney position—but firms will never know unless they ask.

No firm expects to maintain a zero attrition rate, and it would be foolish to presume that attrition is due solely to the firm's failure to effectuate its female retention policies properly. However, firms that establish concrete qualitative and quantitative goals and consistently evaluate their performance can expect to retain more women attorneys than those that sit idly by and lament the exodus of women attorneys.

The following are some suggested means of measuring the success of your firm's female retention policies.

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## Qualitative

- Informal survey responses following meetings or events
- Comments included in annual associate and partner evaluations
- Feedback from exit interviews
- Interest in the creation of new affinity groups
- Client feedback
- Informal comments from attorneys
- Increased respect and involvement at the management level
- Increase in national/local rank

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## Quantitative

- Increase in attendance at women's group meetings
- Increase in the number of women on firm committees
- Increase in the number of women in management positions
- Increase in the number of women serving on bar association committees
- Increase in the number of women participating in client development activities
- Increase in the number of women working for the firm's top billable clients
- Increase in the number of women who have served as first chair at trial
- Increase in the number of women who act as responsible or billing attorneys
- Increase in the number of women in each equity and non-equity partnership class
- Increase in the number of new and lateral female attorneys
- Increase in the budget designated for women's group meetings and sponsorships
- Decrease in female attrition rates



The bottom line is that despite the ambiguous nature of individual satisfaction, firms can and should measure the success of their retention efforts. While each firm is different, and the amount of time and revenue that each firm can spend will depend among other things on its size and need for improvement, it is noteworthy that firms that have been successful in this area have formed a committee designed to address women's issues with one or two chairs and a separate budget. Larger firms may find it helpful to have regional vice-chairs in each of the firm's major offices to identify and address local office concerns. Smaller firms may find it sufficient simply to appoint a single senior woman partner to monitor the firm's progress. For firms that have established a committee, chairs are encouraged to work with the firm's management committee to design goals specifically geared towards the retention of women attorneys based on the applicable qualitative and quantitative factors listed above, which in turn should be incorporated into the firm's strategic plan. Committee chairs may then review statistics on these goals at least annually and present progress reports at annual shareholder meetings and at the firm's annual all-attorney meetings. Feedback from exit interviews should be shared with the committee chairs to aid in designing future programs and policies, and all attorneys should be encouraged to comment on the program's progress and success as well. Only after statistics are communicated openly and are taken seriously by firm management can firms expect them to improve.

*Only after statistics are communicated openly and are taken seriously by firm management can firms expect them to improve.*

# WOMEN'S BAR ASSOCIATIONS

## *State Associations*

### **Arizona**

Arizona Women Lawyers Association—[www.awla-maricopa.org/](http://www.awla-maricopa.org/)

Cochise Chapter

Maricopa Chapter

Northern Arizona Chapter

Southern Arizona Chapter

### **California**

California Women Lawyers—[www.cwl.org](http://www.cwl.org)

Lawyers Club of San Diego—[www.lawyersclubsandiego.com](http://www.lawyersclubsandiego.com)

Women Lawyers Association of Los Angeles—[www.wlala.org](http://www.wlala.org)

Queens Bench Bar Association (San Francisco)—[www.queensbench.org](http://www.queensbench.org)

Women Lawyers of Sacramento—[www.womenlawyers-sacramento.org](http://www.womenlawyers-sacramento.org)

Women Lawyers of Santa Cruz Count—[www.wlscc.org](http://www.wlscc.org)

### **Colorado**

Colorado Women's Bar Association—[www.cwba.org](http://www.cwba.org)

### **District of Columbia**

Women's Bar Association of the District of Columbia—[www.wbadc.org](http://www.wbadc.org)

### **Florida**

Florida Association for Women Lawyers—[www.fawl.org](http://www.fawl.org)

Hillsborough Association for Women Lawyers—[www.hawl.org](http://www.hawl.org)

### **Georgia**

Georgia Association for Women Lawyers—[www.gawl.org](http://www.gawl.org)

Georgia Association for Black Women Attorneys—[www.gabwa.org](http://www.gabwa.org)

### **Illinois**

Women's Bar Association of Illinois—[www.wbaillinois.org](http://www.wbaillinois.org)

Black Women's Bar Association of Greater Chicago—[www.bwla.org](http://www.bwla.org)

### **Iowa**

Iowa Organization of Women Attorneys—[www.iowawomenattorneys.org](http://www.iowawomenattorneys.org)

## **Kansas**

Kansas Women Attorneys Association—[www.kswomenattorneys.com](http://www.kswomenattorneys.com)

## **Louisiana**

Association for Women Attorneys—New Orleans—[www.awanola.org](http://www.awanola.org)

## **Maryland**

Women's Law Center of Maryland—[www.wlcmd.org](http://www.wlcmd.org)

Women's Bar Association of Maryland—[www.wba-md.org](http://www.wba-md.org)

## **Massachusetts**

Women's Bar Association of Massachusetts—[www.womensbar.org](http://www.womensbar.org)

## **Michigan**

Women Lawyers Association of Michigan—[www.womenlawyers.org](http://www.womenlawyers.org)

## **Minnesota**

Minnesota Women Lawyers—[www.mwlawyers.org](http://www.mwlawyers.org)

## **Missouri**

Association of Women Lawyers of Greater Kansas City—[www.awl-kc.org](http://www.awl-kc.org)

Women Lawyers Association of Greater St. Louis—[www.wlastl.org](http://www.wlastl.org)

## **New Hampshire**

New Hampshire Women's Bar Association—[www.nhwba.org](http://www.nhwba.org)

## **New Mexico**

New Mexico Women's Bar Association—[http://www.nmbar.org/Content/NavigationMenu/Other\\_Bars\\_Legal\\_Groups/Womens\\_Bar\\_Association/Womens\\_Bar\\_Association.htm](http://www.nmbar.org/Content/NavigationMenu/Other_Bars_Legal_Groups/Womens_Bar_Association/Womens_Bar_Association.htm)

*E-mail:* [nmwba@msn.com](mailto:nmwba@msn.com)

## **New York**

New York Women's Bar Association—<http://www.nywba.org/>

Brooklyn Women's Bar Association—[www.brooklynwomensbar.org](http://www.brooklynwomensbar.org)

Women's Bar Association of the State of New York—[www.wbasny.bluestep.net](http://www.wbasny.bluestep.net)

## **North Carolina**

North Carolina Association of Women Attorneys—[www.ncawa.org](http://www.ncawa.org)

## **Ohio**

Ohio Women's Bar Association—[www.owba.org](http://www.owba.org)

## **Oregon**

Oregon Women Lawyers—[www.oregonwomenlawyers.com](http://www.oregonwomenlawyers.com)

## **South Carolina**

South Carolina Women Lawyers' Association—[www.scwla.org](http://www.scwla.org)

## **Tennessee**

Lawyers Association for Women—Marion Griffin Chapter  
(Tennessee)—[www.law-nashville.org](http://www.law-nashville.org)

## **Texas**

Texas Women Lawyers—[www.texaswomenlawyers.org](http://www.texaswomenlawyers.org)

Association of Women Attorneys—Houston—[www.awahouston.com](http://www.awahouston.com)

Dallas Women Lawyers Association—[www.dallaswomenlawyers.org](http://www.dallaswomenlawyers.org)

## **Utah**

Women Lawyers of Utah—[www.utahwomenlawyers.org](http://www.utahwomenlawyers.org)

## **Virginia**

Virginia—Metropolitan Richmond Women's Bar Association—[www.mrwba.org](http://www.mrwba.org)

## **Washington**

Washington Women Lawyers—[www.wwl.org](http://www.wwl.org)

## **Wisconsin**

Wisconsin—Association for Women Lawyers—[www.wisbar.org/AM/Template.cfm?Section=Association for Women Lawyers](http://www.wisbar.org/AM/Template.cfm?Section=Association_for_Women_Lawyers)

## *National Bar Associations*

National Conference of Women's Bar Associations—[www.ncwba.org](http://www.ncwba.org)

National Association for Women Lawyers [www.abanet.org/nawl/](http://www.abanet.org/nawl/)

Alliance of Black Women Attorneys—<http://www.msba.org/links/md/specialty/abwa/index.htm>

## RECOMMENDED READING: WOMEN IN THE COURTROOM

- Sacha Pfeffer, “Many Female Lawyers Dropping Off Path to Partnership,” *Boston Globe*, May 2, 2007
- DRI Task Force on Women Who Try Cases., “A Career in the Courtroom: A Different Model for the Success of Women Who Try Cases,” DRI, 2004
- Mona Harrington and Helen Hsi, “Women Lawyers and Obstacles to Leadership,” MIT Workplace Center, Spring 2007
- Fernando Cohen, “After Baby, Boss Comes Calling,” *New York Times*, May 17, 2007
- Sandhya Bathija, “Women lawyers find a relaxing way to network,” *The National Law Journal*, May 16, 2007
- Lynne Marek, “Large Firms Have Trouble Retaining Women,” *The National Law Journal*, June 18, 2007
- Gregory Gallopoulos , “How to Be a Full Partner on a Part-Time Schedule,” *The National Law Journal*, February 6, 2007
- Deborah L. Rhode , “Women in the Professions: Subtle Sexism Exists,” *The National Law Journal*, January 18, 2007



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