



A NEWSLETTER FROM THE PENNSYLVANIA BAR ASSOCIATION COMMISSION ON WOMEN IN THE PROFESSION

Women in the Profession 18th Annual Conference: 'Essentials for Exceptional Client Service'

By Phyllis Horn Epstein, co-editor

The Annual Conference for the Commission on Women in the Profession will be held in Philadelphia on Thursday, May 5. The Annual Luncheon keynote speaker is Fawn Germer, the Pulitzer-nominated, best-selling author and global speaker who has interviewed the most accomplished women of our time – everyone from Hillary Clinton to legends like Susan Sarandon, Jane Goodall, Martina Navratilova and Carly Fiorina. Her most recent book, *The Ah-Hah! Moment*, shows how to rewrite the negative scripts that have been keeping us from succeeding at work and in life. Germer is a veteran investigative reporter who wrote for *The Washington Post*, *U.S.*



Fawn Germer will be the keynote speaker at the Annual Luncheon on May 5.

News and World Report and *The Miami Herald*.

The morning CLE session, "Essentials for Exceptional Client Service," will be led by Laura Meherg, of Wicker Parker Group. Meherg will provide a presentation of the drivers that lead clients to hire and fire outside counsel, what differentiating characteristics are key to successfully serving the internal and external client, and what pitfalls to avoid in providing extraordinary client service while maintaining the highest level of professionalism. This interactive program will introduce the five critical areas required to deliver exceptional client service in the client/law firm relationship. Topics to be covered range from risk sharing and communication styles to alternative fees and billing best practices. Real comments and practical solutions will be shared with participants as well as an exploration of best practices in implementing services and strategies most beneficial to clients and the attorneys and firms that serve them. The Rules of Professional Conduct and the Code of Civility will provide a context for this discussion.

In the afternoon, the CLE session "Exceptional Client Service – A Client's Perspective" will focus on increasing competition and rising client demands that have stepped up the pressure on lawyers to provide exceptional service and offer unprecedented value to their clients. Germer will serve as



Jacobs-Meadway



Field

moderator and distinguished panelists include Justice Cynthia A. Baldwin, vice president and general counsel, The Pennsylvania State University; Alexis Berg, associate general

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Upcoming PBA events

Family Law Section Summer Meeting

July 7-10: The Sagamore, Bolton Landing, N.Y.

Young Lawyers Division Summer Meeting/ New Admittee Conference

July 28-30: Rocky Gap Lodge & Golf Resort,
Flintstone, Md.

PBA Committee/Section Day

Nov. 17: Holiday Inn East, Harrisburg

PBA House of Delegates Meeting

Nov. 18: Sheraton Harrisburg Hershey Hotel,
Harrisburg

The editors of *Voices and Views* encourage our membership to contribute articles and announcements, including articles on your area of practice, topics relating to women and the law, book reviews, save the date notices, members in the news and photos of members at events.

Submission deadline:

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Farewell from the editor

By Phyllis Horn Epstein, co-editor

This is my final column as editor of *Voices and Views*. Serving as your editor for nearly eight years has been immensely rewarding and enjoyable. But now, before I overstay my welcome, it is time for me to hand over the editorial reins to others who are talented and deserving of the position of editor. *Voices and Views* should be a living, vibrant extension of our Commission, and it is time to bring in new ideas and new leaders.

I take a parent's pride in our newsletter, so I am grateful to all who have contributed during my tenure. A newsletter reflects the interest and enthusiasm of its readers, and in this respect, *Voices and Views* has flourished. I hope that you will continue to find *Voices and Views* a great resource and continue to contribute your articles and news about your careers.

Nearly 50 years ago, President Kennedy commissioned a study on the "Status of Women in America." That report, presented in October 1963, inspired a distinguished legislative legacy: Title VII of the Civil Rights Act of 1964, The Equal Pay Act of 1963,



the Economic Opportunity Act of 1964 and the tax deduction for child care. In March 2011, a second report was published. "Women in America, Indicators of Social and Economic Well-Being" ([http://www.whitehouse.gov/sites/default/files/rss_viewer/](http://www.whitehouse.gov/sites/default/files/rss_viewer/Women_in_America.pdf)

[Women in America.pdf](http://www.whitehouse.gov/sites/default/files/rss_viewer/Women_in_America.pdf)) was prepared by the U.S. Department of Commerce and the Executive Office of the President Office of Management and Budget for the White House Council on Women and Girls. In a great understatement, chairwoman Valerie Jarrett is quoted as saying, "[This report] is long overdue." While women have made great strides in education and employment, their compensation, at all levels of education, remains at 75 percent of what their male counterparts earn. Because women are primary caregivers, women, particularly divorced or unmarried women, are more likely to live in poverty.

Some interesting social changes have occurred in the past 50 years and are noted in the new report. Women are marrying later and having children later. "The likelihood of a woman having her first child at age 30 or older increased roughly six-fold from about 4 percent of all first-time mothers in

the 1970s to 24 percent in 2007." The report continues: "Women in their late twenties with more education are dramatically less likely to have had a child than their less-educated counterparts." It may come as no surprise that the report found that women are more likely than men to work part time and that "employed wives spent about 40 minutes more time (per day) than did their male counterparts doing household activities such as cooking, housework, and household management."

What will be the legacy of the 2011 "Women in America" report? That is for us to determine. And I hope I will read your thoughts about it in future issues of *Voices and Views*.

I want to extend a thank you to my predecessor in this position, Lila Roomberg, who has always been most generous with her time and friendship. I want to thank Shelley Goldner, Melinda Ghilardi, Bernie Munley, Kelly Stapleton, Kathleen Wilkinson and Rhoda Neft, former Commission Chairs, who allowed me the opportunity to continue as editor. I want to thank my co-editors and all of the writers who have worked with me to produce a first-class newsletter. I wish the best of luck to your new editors and intend to remain a frequent contributor in future issues.



WIP member directory

The directory of the members of the Commission on Women in the Profession is available on the PBA Web site, www.pabar.org. You can reach the directory from the home page by entering your PBA membership number to log in to the members-only area, clicking on "Committees/Commissions" at the upper left and then clicking on the "Women in the Profession Commission" button. On the WIP page, click on the "Membership" button. The online WIP directory lists everything that appeared in the hard copy, including indices by county and area of concentration.

If you are not yet in the directory, you can simply fill out the form online. The button for the form is on the same Web page as the WIP directory. If possible, also send your photograph in digital format to patricia.graybill@pabar.org.

The directory is a great source for referrals to hundreds of women lawyers skilled in every area of the law. These women are also available to answer questions you might have about practice in other areas of the commonwealth. This network of friends can be of immeasurable help in enhancing your satisfaction with and success in the law.

2011 Anne X. Alpern Award Recipient: Roberta Jacobs-Meadway, Esq.

The Pennsylvania Bar Association Commission on Women in the Profession will present its annual Anne X. Alpern Award to Roberta Jacobs-Meadway, Esq., of Eckert Seamans Cherin & Mellott L.L.C., Philadelphia.

The Alpern Award is presented annually to a female lawyer or judge who demonstrates excellence in the legal profession and who makes a significant professional impact on women in the law. Established in 1994, the award was named for Anne X. Alpern, Pennsylvania's attorney general in 1959 and the first woman state attorney general in the nation.

Jacobs-Meadway joined Eckert Seamans in 2008, and she currently serves on the firm's Board of Directors and as head of the Intellectual Property Group in Philadelphia. Prior to joining Eckert Seamans, Jacobs-Meadway was a partner with Ballard Spahr for seven years, was partner and head of



the trademark practice at Akin Gump Strauss Hauer & Feld L.L.P. and was a founding partner of Panitch Schwarze Jacobs & Nadel L.L.P.

Jacobs-Meadway serves on the Board of Directors of the American Civil Liberties Union, Greater Philadelphia Chapter. She is a past president and current member of the Board of Directors for the InterAct Theatre Company. She is a past president of the Society Hill Synagogue and chair of its Social Action Committee.

A breast cancer survivor, Jacobs-Meadway is president of the Board of Directors for Hope Afloat, USA, the state's first breast cancer survivor dragon boat racing team. Team members, who are breast cancer survivors from Pennsylvania, New Jersey and Delaware, practice along the Schuylkill River two to three times each week.

Jacobs-Meadway has served on the

executive council of the PBAC Commission on Women in the Profession, served as co-chair of the commission's retreat and the commission's Public Service Task Force, and served as a member of its Promotion of Women Subcommittee and Awards Subcommittee. She also is a member of the PBA's Intellectual Property Law Section.

Jacobs-Meadway is a regular contributor to the *Commercial Damages Reporter* and the *World Copyright Reporter*. She authored a chapter in the book, *Inside the Minds: Understanding Trademark and Copyrights Developments for Online Content*. She is a frequent lecturer in the field of intellectual property on subjects such as ethics in licensing negotiations, the use of surveys in trademark litigation and use of alternative dispute resolution in intellectual property disputes.

Jacobs-Meadway holds degrees from Bryn Mawr College and Rutgers University School of Law.



2011 Lynette Norton Award Recipient: Ann Thornton Field, Esq.

Ann Thornton Field, Esq., of Cozen O'Connor, Philadelphia, will be presented with the Pennsylvania Bar Association Commission on Women in the Profession's Lynette Norton Award.

The Norton Award was created in memory of Lynette Norton, a founding member of the PBA Commission on Women in the Profession who died in 2002. Norton was an advocate for young women in the legal profession and worked to promote literacy and women's rights. The award is designed to recognize and encourage female attorneys who excel in litigation skills and who are devoted to mentoring female lawyers.

Field is chair of the General Litigation Department, a member of the Management Committee and a member of the Board of Directors for Cozen O'Connor. She has been involved with



the defense claims resulting from the bombing and crash of Pan Am Flight 103 in Lockerbie, Scotland, the defense of claims arising from the U.S. Naval Experimental V-22 Osprey Tilt Rotor Aircraft, the 1996 ValuJet accident and the 1996 TWA Flight 800 accident.

Field is co-founder of the Women's Initiative of Cozen O'Connor, which is the firm's mentoring program. She also encourages Cozen O'Connor attorneys and staff members to coordinate and present the Positive Images program for young girls at the Cozen Police Athletic Center.

Field is a member and former Board of Directors member of the International Association of Women in the Aviation Industry dedication to education and mentoring of other women in the field.

Currently, Field is serving as

chairwoman of the Girl Scouts of Eastern Pennsylvania Board of Directors and as a member of the Board for the Philadelphia Police Foundation. She is a former member of the Board of Directors for the Philadelphia Chamber of Commerce's Arts and Business Council, the Freedom Valley Girl Scouts and the Literacy Action Project.

Field is a member of the Aviation Litigation Committee of the American Bar Association's Litigation Section and is co-chair of the Aviation and Space Law Committee of the ABA's Tort Insurance Practice Section. She is a member of the Pennsylvania Bar Association's Aeronautical & Space Law Section and the Civil Litigation Law Section.

Field holds degrees from Samford University and the University of Houston Law Center. Last year, she received Samford's Alumnus of the Year Award.



Pennsylvania Bar Association
WOMEN IN THE PROFESSION 18th ANNUAL CONFERENCE
Schedule of events

Thursday, May 5

8:15 a.m. – 9:15 a.m.

WIP Business & Breakfast Meeting

Commission Co-Chairs:

Bernadine J. Munley and Melinda C. Ghilardi

9:15 a.m. – 9:30 a.m.

Break

9:30 a.m. – 11:30 a.m.

“Essentials for Exceptional Client Service” CLE 316

This session will be led by Laura Meherg, of Wicker Parker Group. Ms. Meherg is a former director of client services and marketing with Burr & Forman. Over the last 13 years, Laura has conducted hundreds of client interviews and in 2004 was named “Marketing Director of the Year” by The Elite Excellence in Legal Marketing Awards. She will provide a presentation of the drivers that lead clients to hire and fire outside counsel, what differentiating characteristics are key to successfully serving the internal and external client, and what pitfalls to avoid in providing extraordinary client service while maintaining the highest level of professionalism. This interactive program will introduce the five critical areas required to deliver exceptional client service in the client/law firm relationship. Topics to be covered range from risk sharing and communication styles to alternative fees and billing best practices. Real comments and practical solutions will be shared with participants as well as an exploration of best practices in implementing services and strategies most beneficial to clients and the attorneys and firms that serve them. The Rules of Professional Conduct and the Code of Civility will provide a context for this discussion.

Speaker:

Laura A. Meherg, Partner, Wicker Parker Group

CLE Credit: 1.0 Substantive Hour & 1.0 Ethics Hour

11:30 a.m. – 12:00 noon

Break

12:00 noon – 2:00 p.m.

Annual Luncheon

Keynote Speaker: Fawn Germer

Fawn Germer is the Pulitzer-nominated, best-selling author of six books. She is a global speaker who has interviewed the most accomplished women of our times – everyone from Hillary Clinton to legends like Susan Sarandon, Jane Goodall, Martina Navratilova, Carly Fiorina, Nobel Peace Prize winners, Academy Award winners, Olympic athletes, CEOs, prime ministers and world presidents. Her most recent book, *The Ah-Hah! Moment*, shows how to rewrite the negative scripts that have been keeping us from succeeding at work and in life. Last year, *Finding the UP in the Downturn*, showed how to turn the economic crisis into a moment of leadership and opportunity. That book is now in its sixth printing. Fawn is a veteran investigative reporter who wrote for *The Washington Post*, *U.S. News and World Report* and *The Miami Herald*. When she went into management as an editor, she struggled mightily as a female manager in a male-dominated environment. She sought the mentoring wisdom that led to her first book, *Hard Won Wisdom*. That

book was rejected 15 times, but perseverance pushed it to best-seller lists and onto *Oprah*, where Oprah Winfrey told the world how “very inspiring” Fawn’s book was. Fawn’s second book, *Mustang Sallies*, hit best-seller lists within two weeks of its release. Fawn is an international speaker on leadership and performance issues and this year has presented in China, Taiwan, Spain and throughout corporate America.

AWARDS PRESENTATION

The Women in the Profession will be awarding the prestigious Anne X. Alpern Award to **Roberta Jacobs-Meadway** of Eckert Seamans Cherin & Mellott L.L.C., Philadelphia, and the Lynette Norton Award to **Ann Thornton Field** of Cozen O’Connor, Philadelphia.

2:00 p.m. – 2:15 p.m.

Break

2:15 p.m. – 4:30 p.m.

“Exceptional Client Service – A Client’s Perspective” CLE 317

Increasing competition and rising client demands have stepped up the pressure on lawyers to provide exceptional service and offer unprecedented value to their clients. Savvy law firms have long understood that a commitment to exceptional client service is one of the most significant, distinguishing factors in maintaining a successful, thriving practice. Raising the bar on exceptional service is a trend that is growing — and everyone should want a piece of the action.

Join panelists as they share their perspectives on extraordinary and not-so-extraordinary client service and offer their proven strategies for implementing a proactive program at your office.

Moderator:

Fawn Germer

Panelists:

Justice Cynthia A. Baldwin, Vice President and General Counsel,

The Pennsylvania State University

Alexis Berg, Associate General Counsel,

Colonial Penn Life Insurance Company

Marilyn Heffley, Assistant General Counsel and Chief Litigation Counsel, Sunoco Inc.

Shelley R. Smith, City Solicitor, City of Philadelphia Law Department

Andrew K. Worek, Associate General Counsel – Senior Litigation Counsel, The Children’s Hospital of Philadelphia.

CLE Credit: 1.0 Substantive Hour & 1.0 Ethics Hour

Closing Remarks:

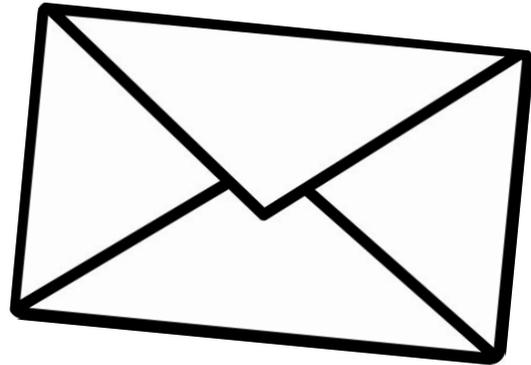
Laura A. Meherg, Partner, Wicker Parker Group

4:30 p.m. – 6:00 p.m.

WIP Reception

'Dear Voices & Views...'

Editor's note: Voices & Views recently introduced a new column, "Dear Voices & Views...," in which we will attempt to address questions you may have about the unique issues facing women attorneys throughout Pennsylvania. One or two questions will be selected for each newsletter and may address everything from dressing appropriately for different office functions to finding a mentor in the workplace to dealing with an office bully. Questions should be submitted to km@oprllaw.com and should contain the subject line "Dear Voices & Views." Voices & Views looks forward to hearing from you!

**Dear Voices & Views:**

After about five years at home with my children, I am planning to return to work on a full-time basis. I had only worked for about a year before starting my family, so I feel like I'm starting from scratch in my job search. Any tips for how to find a job in this economy?

- Headed Back to Work in Bellefonte

Dear Headed Back:

Re-entering the job market after a few years away can be an intimidating experience. Kudos on your effort! Here are a few tips:

1. Update your résumé. It probably has been some time since you have updated this document. Include any bar memberships, licenses and community and professional organizations with which you have been involved since your last résumé update.
2. Network, network, network! Reach out to everyone you know. Join your local and state bar associations, and let it be known that you are looking for work. Attend bar functions. Reconnect with any past mentors or supervisors to discuss your job search.
3. Update your skill set and knowledge base. Make sure you are up-to-date with your computer skills, including not only basic word processing and calendaring, but also online legal research. Also make sure that your continuing legal education requirements are up-to-date, and take this time to take some basic CLEs that cover broad areas of law, such as an auto law or civil litigation update.
4. Be open to all possibilities. While I understand that you are looking for a full-time position, consider being open to part-time work or contract work. This type of work will not only ease you back into the job market, but it will increase your contacts (see #2 above) and potentially lead to a full-time job. Likewise, be open to all areas of law. Although you may not think you are interested in municipal law, taking that work now will again lead to more contacts, experience for your résumé, and hopefully, more job opportunities.

Good luck with your job search!

- Voices & Views

READERS: Any other helpful hints or tips for Headed Back? Send them to km@oprllaw.com with the subject line "Headed Back," and we may include your thoughts in the next column as well.

Under the microscope: studies on careers of men, women

By Phyllis Horn Epstein, co-editor

Studies abound. As usual, they provoke more questions than they answer....

I was taken by a recent article in *The Philadelphia Inquirer* (Wednesday, Jan. 12, 2011, Page C8) that read: "Study: Skinny women, brawny men get better pay." As if we women needed another excuse for self hatred over a little excess bodyweight. Like a voyeur drawn to a scene of carnage, I had to read more.

Was this a cruel joke? No. A study published in the *Journal of Applied Psychology* in the fall of 2010 posed this question: "When it comes to Pay, Do the Thin Win? The Effect of Weight on Pay for Men and Women." Alas, researchers Timothy Judge and Daniel Cable concluded that thin women earn \$16,000 more per year than other women.

To add insult to injury, men were given the green light to indulge in pizza, dessert and burgers with extra cheese. Thin men, it turns out, earn \$8,000 less than their heavier counterparts. According to the authors, the "ideal male body is chunky and muscular." Personal qualities that are associated with "thinness" for women are self-discipline, hard work and positivity. Conversely, personal qualities for overweight women include "undisciplined, dishonest and less likely to do productive work."

Once again, another study reminds us how much appearances count and that there is a tangible, demonstrable impact on compensation. As I reach for my bagel, my one question is this: How thin is "thin"? The full study is available at: Judge, T. A., & Cable, D. M. (2010, September 20). When It Comes to Pay, Do the Thin Win? The Effect of Weight on Pay for Men and Women. *Journal of Applied Psychology*. Advance online publication. doi: 10.1037/a0020860. <http://scipsy.files.wordpress.com/2010/10/apl-2010-19524-001.pdf>

A study from Boston College (2010)

is titled "The New Dad, Exploring Fatherhood within a Career Context." The authors set out to "view and understand" through the eyes of working dads "the experience of today's working fathers in their roles both as worker and parent." Reflecting on the evolving role of fathers as caregivers, the authors delve into areas of conflict all too familiar to women.

A study recently published in the Journal of Applied Psychology posed this question: "When it comes to Pay, Do the Thin Win? The Effect of Weight on Pay for Men and Women."

The authors – Professor Brad Harrington, Professor Jamie Ladge and Fred Van Deusen – conducted interviews with new dads to see how or whether they felt pulled in opposite directions by children and work. These new fathers were smitten by their newborns, enjoyed a new purpose in life, regretted leaving for work and yet vocalized the fatigue of parenthood well known to mothers. They complained about the lack of free time, lack of time for self and fatigue from lack of sleep.

However ... the authors found that most of the men they interviewed strongly equated their careers with their identity and succumbed to gender stereotypes about being breadwinners. This means that as a result of social pressure, men are unlikely to be stay-at-home parents or contribute equally to childrearing. The authors conclude: "It is clear that after many years of struggle, women have earned legitimacy in both the home and work spheres. For the most part, moving from one sphere to another, or having a foot in each for some periods of time, is now considered both legitimate and commonplace. However, men have not experienced a similar revolution

in terms of their role in the home and family sphere. It seems that men who consider this are quick to put this option out of the realm of possibility, not only due to financial factors, but also because of the preconceived notions of what "real men do." Rather than stall a career, most men reported that having children enhanced their reputation in the workplace, affording them an "aura of credibility, maturity and responsibility" unchecked by actually taking time from those careers to care for children.

Comparing the author's study of men with earlier research of women by Professor Ladge, the authors reached the following conclusions: 1) "Women face the prospect of taking leaves [from work] and then the challenge of re-entering the workplace, [however] men do not; 2) Women often ask for some type of formal flexible work arrangement when returning to work [while] most men do not; and 3) Many women experience mixed or negative messages in returning to the workplace [while] none of the men did." None of this is surprising.

And yet, the authors conclude that there is a "profound shift" under way with today's dads. While career oriented, dads are more "dual-centric" – that is, focused on career and family equally. They care. Dads are doing more caregiving and questioning the old assumption that to be a good father is to solely be a good provider. But as we know, social change is glacially slow. The authors are hopeful that employers will embrace the new role of fatherhood so that more fathers will contemplate taking advantage of flexible work schedules and part-time opportunities without the fear of negative social and career repercussions. The full report can be found at <http://www.thefamilywatch.org/doc/doc-0137-es.pdf>. 

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MIT, celebrating 150 years, reports on the status of women faculty

By Phyllis Horn Epstein, co-editor

In time for the 150-year celebration of the founding of the Massachusetts Institute of Technology, MIT has issued "A Report on the Status of Women Faculty in the Schools of Science and Engineering at MIT, 2011." The status of women faculty in each school was examined through interviews and data and then compared with prior studies conducted in 1999 and 2002. The results reflect positive change as a result of proactive efforts to address the inequalities for women faculty that were exposed in those earlier reports. Many of the concerns expressed by women of science at MIT mirror those expressed by women lawyers.

Earlier studies culminating in the 1999 MIT report revealed that women's representation on the faculty in the Schools of Science and Engineering had remained stagnant for 10 years at about 6-8 percent. In 1995 the School of Science faculty was composed of 252 men, 22 women (8 percent). Of tenured faculty, there were 199 men and 15 women (7 percent). In the School of Engineering in 1995, there were 321 men and 24 women (7 percent). Of tenured faculty, there were 259 men, 9 women (3 percent). These numbers had remained fairly consistent for 10 years, if not longer. The data and interviews of these earlier reports revealed "differences in salary, space, awards, resources, and response to outside offers between men and women faculty with women receiving less despite professional accomplishments equal to those of their male colleagues. An important finding was that this pattern repeats itself in successive generations of women faculty." The 1996 report from the School of Science noted that "[p]roblems appear to increase progressively as women approach the same age as their administrators. The Committee believes that problems flourish in departments where non-

democratic practices, including administrative procedures whose basis is known only to a few, lead inevitably to cronyism and unequal access to the substantial resources of MIT." For more junior faculty, family and career balance was of paramount importance.

The contributors to these earlier studies were prompted to action in the interest of academic excellence and competitiveness: "To remain at the top academically we must seek out and nurture the best talent available, and half of that is female, much of it in underrepresented minorities." If they failed to take charge to alter the current situation, the authors concluded that there would be no change "in the foreseeable future."

The results reflect positive change as a result of proactive efforts to address the inequalities for women faculty that were exposed in those earlier reports.

"Even if we continue to hire women at the current increased rate in Science, it will be 40 years before 40% of the faculty in the School of Science could be women!" These predictions bring to mind the 2010 report of the National Association of Women Lawyers in which statistics show that the number of women equity partners in law firms has stagnated for the past five years at 15 percent.

As a result, MIT has taken steps in the past 10 years to increase the number of women faculty, to address the work-life balance issues of younger faculty and senior faculty caring for aging parents and to address inequities in work conditions for all women faculty. The results have been dramatic. In the both the School of Engineering and School of Science, the number of women faculty has nearly doubled

with more women faculty appearing in senior administrative positions. The number of women faculty in the School of Science in 2011 is 52 (up from 22 in 1995), for an increase from 8 percent in 1995 to 19 percent in 2011. The number of women faculty in the School of Engineering in 2011 is 60 (up from 24 in 1995), for an increase from 7 percent in 1995 to 16 percent in 2011. Currently the president of MIT, two of five academic deans of MIT, an associate dean of science, and two of six department heads of science are women.

MIT's plan of action over the past decade had included standardized university mentoring, increased awareness of unconscious bias in hiring and promoting, awareness of marginalization of women faculty, inclusion of deans and department heads in addressing these issues and "(n)ew policies to address issues of work and family: parental release of one term following the birth or adoption of a child, extension of the tenure clock by one year for women who bear a child, access to "parents in a pinch," and financial assistance for travel expenses related to child care while on professional business."

In addition to the increased number of women faculty and deans, the 2011 report claims progress in changing attitudes toward women, more equitable distribution of academic resources and increased acceptance of work-life balance demands, and the use of family leave by both men and women, and locating a day care center in the first floor of one centrally-located academic building.

As one woman was quoted as saying, this report was not without its "caveats."

1) Initiatives from 10 years ago compelled at least one woman on each university committee. For some women, this has meant multiple

(Continued on Page 9)

MIT reports on the status of women faculty

(Continued from Page 8)

committee demands to meet the compulsory requirement. Said one woman: "All of the committees are supposed to have a woman, but there are not enough women to go around. It is crazy."

2) The women of science faculty are acutely sensitive to accusations that their hiring and promotion are gender-related as opposed to qualification-based. One faculty member was quoted: "In discussions I hear others saying 'oh, she'll get tenure ... because we need to have women.' Makes it sound like the standards of excellence are not the same for men and women." This seems improbable to an outsider upon reading the description of honors, fellowships and awards bestowed upon the School of Engineering faculty of women. Nevertheless, the concern is real.

3) The science faculty and women lawyers have in common the constraints of child care, senior parent care, and the sense that such matters are gender specific. The women faculty at MIT expressed familiar concerns over the adequacy and cost of child care. The advantages and limited amount of on-site day care were raised many times: "Daycare on site was crucial to my survival" and the corollary, "There are not enough daycare slots." Women expressed hearing others say that being a successful MIT scientist is inconsistent with being a parent. Other women without parenting responsibilities expressed frustration over additional burdens placed upon them: "I am hugely resentful that people feel I can pick up everything because I have no kids."

4) Women scientists share with women lawyers the same gender stereotypes regarding their behavior

and demeanor. What may be acceptable behavior in men is unacceptable in women. For example, an assertive male is a pushy female. Faculty commented that the "acceptable personality range is narrower for women than men" and that "at a retreat, a male colleague commented on a top woman giving a talk 'she's awfully aggressive, isn't she?' " The report continued: "Associated with these expectations is the corollary that assertive behavior may be judged as inappropriately aggressive in a woman, but applauded in a man. These expectations require that women have to consider carefully how to present themselves, neither too aggressive, nor too soft. This is a burden unique to women, and defines the "narrow road" on which professional women have to travel." These comments sound all too familiar to women in the law.

A further complaint from one MIT faculty member: "There is an expectation of niceness, sweetness. It's everywhere. Students, collaborators all make this mistake." Another: "But I am not patient and understanding. I am busy and ambitious." And another: "I am uncomfortable on work/life balance panels. There is an expectation that as a female faculty member you will talk about personal issues. But it's perfectly normal for men to keep work and life separate. I would like to do my best by being the best possible scientist rather than by talking about myself... Just being a great scientist is role-modeling."

5) When I wrote *Women at Law* (ABA 2004) one law professor expressed her frustration over students who failed to recognize her as the professor or double-checked her advice with other male professors. Women lawyers often expressed frustration, especially in earlier years, over being mistaken for the clerk, secretary, assistant but never the lawyer. In a similar way, some junior MIT faculty members have these same experiences: "Students come to my

office and ask where the Professor is." One woman added: "I will say something and my postdocs will go and ask a male faculty member's opinion. I try to laugh it off, but wonder why they joined my lab if they were not going to take my advice."

Conclusion. The MIT report exemplifies one institution's pro-active effort to successfully address the status of women. The recommendations offered by The Report of the Schools of Science and Engineering are specific as to every aspect of employment including additional monitoring; gathering of statistics on employment, compensation and retirement; extending child care resources; safeguarding against the overburdening of women with committee assignments; and educating the faculty and administration to identify and report harassment, unconscious bias and resulting inequities.

Women are concerned that their accomplishments will be diminished by such actions; however, the consensus at this time is that without continued effort, the number of women faculty in the Schools of Science and engineering will again decline and that progress will be undone. The mutual goal of the university and its women is the academic excellence of MIT. Said one woman: "I feel like I am taken seriously here and outside, because I am at MIT." Law firms could benefit from these lessons and accept that the result would not only promote their women attorneys but also enhance their own organizations.



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Midyear Meetings explore influence, power and strategic communication

By Allison J. Levy

Influence, power and strategic communication: What do they mean? Where do they come from? How do we use them? These and other questions were explored at the March 16 Midyear Meeting of the Commission on Women in the Profession in Philadelphia.

The program, "*Influence, Power, and Strategic Communication in Negotiations, the Courtroom, the Office, and Beyond*," opened with a panel discussion moderated by Susan Letterman White of Letterman White Consulting. The impressive group of panelists included Nancy Conrad, partner and chair of the Labor and Employment Practice at White and Williams; Diane Elderkin, partner at Akin Gump Strauss Hauer & Feld; Professor Joanne Epps, dean of Temple Law School; and Nikki Johnson-Huston, assistant city solicitor for the City of Philadelphia Law Department.

The panelists discussed the meaning and nuances of power and influence and how gender and generational differences bear on their perceptions of these concepts. They considered how physical appearance, personality, charisma and reputation affect power. The panelists related personal situations in which they had to assert control or risk being undermined in their work, whether in the courtroom, depositions, negotiations or the office, and each told how she had handled the challenge. Conrad suggested that female attorneys find a style that works for them to assert power and control. The panelists considered the importance of goal-setting in attaining success. Each of the panelists had her own unique path to success. Johnson-Huston suggested that achieving success is about having the confidence to seize moments when they are presented.

The panelists peppered the discus-

sion with anecdotes from their own careers, and the attendees offered their own stories and raised additional topics of discussion. Letterman White then led a workshop in which the attendees engaged in mock negotiations, applying what they learned about power and influence. Lively discussions continued more informally during a networking reception that followed the workshop.



Allison J. Levy is a member of the PBA Commission on Women in the Profession and of the Corporate Department at Duane Morris L.L.P. Levy focuses her practice on commercial and municipal finance, community development and affordable housing and general corporate work. She is also a member of the board of directors of the Adam Taliaferro Foundation and of the executive board of the Young Friends of the Penn Museum.

Pennsylvania Bar Association Commission on Women in the Profession

COMMUNICATIONS COMMITTEE EDITORIAL POLICY

Voices & Views is a publication of the Pennsylvania Bar Association (PBA) Commission on Women in the Profession and is published by the Communications Committee three times per year. The purpose of the publication is to facilitate communication among the membership of the Commission on topics and events of general interest to women lawyers. The editors of *Voices & Views* reserve the right to accept or reject any submission and to edit any submission to ensure its suitability for publication, its adherence to the Mission Statement of the Communications Committee and its furtherance of the objectives of the Commission on Women in the Profession.

The articles and reports contained in *Voices & Views* reflect the views of the writer and do not necessarily represent the position of the Commission, the editors of *Voices & Views*, or the Pennsylvania Bar Association.

MISSION STATEMENT

It is the mission of the PBA WIP Communications Committee to foster improved communication among its members in the furtherance of the goals of the Commission. To this end, the publication, *Voices & Views*, provides a forum for professional and open exchange among the WIP membership on all issues related to women and the law. *Voices & Views* shall be utilized for the following purposes:

- To publicize opportunities and events that may be of interest to the WIP membership;
- To provide information to the membership on topics that may be of general interest to women lawyers;
- To reach a wider audience and increase the visibility of the Commission;
- To inform the WIP membership of the projects and goals of the Commission; and
- To share information with the WIP membership regarding accomplishments of the members, other women lawyers and public figures.

Book review

By Mary Kate Coleman

Water for Elephants

By Sara Gruen

Algonquin Books, 2006

The author's research on circuses is so good that you can almost see the big top, taste the cotton candy and hear the circus music while reading this book. Sara Gruen's story takes place during the Depression when Jacob, a veterinary student who drops out of school after his parents die unexpectedly, takes up with a traveling circus and eventually becomes its vet. The story of young Jacob's life in the circus is told in flashbacks from a much older Jacob who resides in a nursing home.

The other characters, including his love interest, Marlena, her cruel husband, the performers and the workers, are so colorful that they come to life on the pages. So do the animals, including Rosie, the elephant who has many human characteristics, and Queenie, the dog.

Gruen is a wonderful storyteller, and her book is cleverly written. It did not end the way I thought it would, but that just made the book even better.

The book has been made into a movie starring Robert Pattinson as Jacob and Reese Witherspoon as Marlena and is in theaters now. I can hardly wait to see it.

The Art of Racing in the Rain

By Garth Stein

Harper, 2008

In keeping with the animal theme of my book reviews this month, I thought I would review a book that has a dog as a narrator. While you do not need to own a dog to enjoy this book, it is especially fun to read this book if you do. In fact, you will look at your canine animal companion through new eyes after reading this book.

Enzo, the wise canine narrator, describes his life with his family, including his master, Denny, an aspiring race car driver, Denny's wife, Eve, and their daughter, Zoe (not named after Enzo). Enzo believes he will come back in his next life as a man. More than anything, he wants to have thumbs in his next life. He laments that he cannot adequately communicate with his languorous tongue and notes that all that he has are gestures. However, when tragedy strikes and events threaten to tear the family apart, Enzo's gesture is spot on, so to speak, and he comes to the rescue.

This is an enjoyable book that will touch your heart. The ending is delightful. Both Stein and Enzo are terrific storytellers and great teachers, not just about racing, but about life.



Mary Kate Coleman is a civil litigation attorney, mediator and arbitrator with Riley, Hewitt, Witte & Romano P.C. in Pittsburgh.

WANTED:

Women lawyers in search of a mentor relationship

PBA WIP presents the LINK MENTORING PROGRAM

We're looking to match women attorneys seeking advice about career development, leadership, networking and work-life balance with those who have wisdom to share. Please join the program as a mentor, a mentee, or both — we all can learn from each other.

For more information and to join the program, go to

www.pabar.org/public/committees/womenprf/Membership/mentoringprogram.asp

Commission members in the news

Phyllis Horn Epstein of Epstein, Shapiro & Epstein P.C., spoke on employment and equity issues facing women in the workplace at the 2011 Penn State Smeal College of Business Conference, "Powerful Women Paving the Way," on April 15. The conference is a professional development opportunity for students, teachers and alumni. For students, the conference is an opportunity to interact with other successful alumni and connect with the next generation of women leaders.

Mary Sue Ramsden, of Raphael Ramsden & Behers, has been elected president of Amen Corner, a prestigious organization of Pittsburgh tradition since 1870.

Kelly Beaudin Stapleton, a former co-chair of this Commission and former U.S. Bankruptcy trustee and assistant district attorney, has joined Alvarez & Marsal, a global professional services and restructuring firm, as managing director in New York.

Karen J. Vaughn has joined the Federal Reserve Bank of Philadelphia as associate director of the Office of Diversity and Inclusion.



Women in the Profession 18th Annual Conference

(Continued from Page 1)

counsel, Colonial Penn Life Insurance Company; Marilyn Heffley, assistant general counsel and chief litigation counsel, Sunoco Inc.; Shelley R. Smith, city solicitor, City of Philadelphia Law Department; and Andrew K. Worek, associate general counsel – senior litigation counsel, The Children's Hospital of Philadelphia.

The Women in the Profession will be awarding the prestigious Anne X. Alpern Award to Roberta Jacobs-Meadway of Eckert Seamans Cherin & Mellott L.L.C., Philadelphia. Jacobs-Meadway has been a trademark attorney in Philadelphia since 1975 when she became the first woman associate at Seidel Gonda and Goldhammer. She later became the first female partner at that firm and a founding partner in 1983 of Panitch Schwarze Jacobs & Nadel L.L.P. Since 2008, she has been a member

in the Philadelphia office of Eckert Seamans where she co-chairs the firm's intellectual property law practice and serves as a member of the Board and Executive Committee.

Jacobs-Meadway has been Chair at many ALI-ABA CLE programs and a regular contributor to the *Commercial Damages Reporter*. She has been recognized by *Chambers USA: America's Leading Lawyers for Business* as one of the "Leaders in Their Field" in the area of intellectual property law in the 2003 through 2010 editions. She is ranked in the top tier of intellectual property attorneys in Pennsylvania and is referred to as "the pre-eminent trademark attorney in Pennsylvania." She earned her J.D. from the Rutgers University of School of Law and her undergraduate degree from Bryn Mawr College. She is president of Hope Afloat USA, a breast cancer survivor dragon boat team celebrating its 10th anniversary this year. She is past president of Society Hill Synagogue and past president and current member of the Board of Directors for Interact

Theatre Company.

The Lynette Norton Award will be bestowed upon Ann Thornton Field of Cozen O'Connor, Philadelphia. Field is chair of Cozen O'Connor's General Litigation Department and a member of the Board of Directors for Cozen O'Connor. Her practice is focused on general litigation, aviation and products liability. Field has defended claims resulting from plane crashes across the world, including crashes in Scotland, Brazil and the United States. She has been named one of 25 Women on the Verge by the *Legal Intelligencer/PA Law Weekly*, a Pennsylvania Super Lawyer numerous times by *Law & Politics*, and a Woman of Distinction by the *Philadelphia Business Journal* and the National Association of Women Business Owners.

A reception for the commission follows the annual conference.



Phyllis Horn Epstein is an attorney with Epstein, Shapiro & Epstein P.C. She is former co-chair of the PBA Commission on Women in the Profession.

Join a committee or task force

We have more than 750 attorneys as members of the Commission on Women in the Profession (WIP), and welcome the involvement of each member in the committees and task forces of the WIP. The committees and task forces are as varied as the women who populate the Commission. Please study the list of committees and task forces and contact either the Membership chairs, or the individual co-chairs listed.

See below for a synopsis of what each committee/task force does, and find your niche. Participation is generally by conference call, with face-to-face meetings as needed.

Thank you for your involvement in the Commission. Involvement in the committees and task forces are critical in order to make a difference in the PBA and in our legal community.

Annual Conference Committee:

Plans the Annual Conference, which is held on one day in May or June, as part of the three-day PBA Annual Meeting. Helps plan the conference programs and select the luncheon keynote speaker.

Awards Committee:

WIP confers two awards at the PBA Annual Meeting: one for leadership/mentoring of women; the other for a woman litigator. This committee considers nominees and recommends recipients to the Executive Council for its consideration and approval.

Communications Committee:

Publishes our newsletter, *Voices and Views*, and plans and oversees the public relations activities of the Commission.

Governance Committee:

Makes recommendations related to governance, including the policies and operating procedures of the Commission.

Membership Committee:

How do we attract new members? With more than 750 WIP members, how can we serve them better? How do we encourage greater participation?

Nominating Committee:

Makes recommendations for the appointment of co-chairs and co-vice chairs of the Commission. Can also make recommendations for the appointment of secretary, treasurer and committee chairs.

Promotion of Women Committee:

Develops programs to promote and showcase women attorneys. Has helped plan the Midyear Meetings in Philadelphia, Harrisburg and Pittsburgh.

Quality of Life Committee:

Women together can identify the stressors and the solutions involved in the practice of law. WIP takes a leadership role to defend the right of lawyers to have balanced lives. This committee addresses issues relating to gender equity and flexibility within the workplace.

Report Card Committee:

Surveys the status of women in the legal profession in the commonwealth including law firms, government, judicial, legislative and political office, and prepares an annual report card as to how we are doing. Annually recognizes one firm for promoting women to leadership positions.

Retreat Committee:

Plans our annual Fall Retreat which is usually held in October or November. Helps develop the retreat's theme and programs.

Diversity Task Force:

Our legal community needs to reflect the diversity of our greater community – WIP seeks to identify opportunities for diverse women and encourage leadership.

Mentoring Task Force:

Helps seasoned and less experienced lawyers meet and provide support and guidance.

Public Service Task Force:

Identify service opportunities and provide support for causes that affect women.