

**University of Denver Sturm College of Law**  
**Masters' Program – April 5, 2011**  
“A Leak in the Pipeline: Retaining Women in the Legal Workplace”

Resources

*The links to materials from Catalyst are to summaries or abstracts; to read the full report, after opening the site, click the “download for free” icon in upper left.*

### Attrition of Women

- Catalyst, *Quick Takes: Women in Law in the U.S.* (2010), available at [http://www.catalyst.org/file/208/qt\\_women\\_in\\_law\\_in\\_us.pdf](http://www.catalyst.org/file/208/qt_women_in_law_in_us.pdf).
- Nat'l Ass'n for Law Placement Found. for Law Career Research and Educ. [NALP], *Toward More Effective Management of Associate Mobility: Associate Attrition Reports* (2010), available at <http://www.nalpfoundation.org/associatemobility>.
- Ronit Dinovitzer et al, American Bar Association and NALP, *After the JD II: Second Results from a National Study of Legal Careers* (2009).
- Nat'l Ass'n of Women Lawyers, *Report of the Fifth Annual National Survey on the Retention and Promotion of Women in Law Firms* (2010), available at [http://nawl.timberlakepublishing.com/files/NAWL%202010%20Final\(2\).pdf](http://nawl.timberlakepublishing.com/files/NAWL%202010%20Final(2).pdf).
- Ellen Ostrow, *How Advancing Women in Law Advances the Firm's Business*, (July 15, 2009), <http://www.slideshare.net/ellenostrow/how-advancing-women-in-law-advances-the-firms-final>.
- Catalyst, *Women of Color in U.S. Law Firms* (2009), available at [http://www.catalyst.org/file/304/woc\\_law-report.pdf](http://www.catalyst.org/file/304/woc_law-report.pdf).
- Catalyst, *Quick Takes: Statistical Overview of Women in the Workplace* (2011), available at [http://www.catalyst.org/file/446/qt\\_statistical\\_overview\\_of\\_women\\_in\\_the\\_workplace.pdf](http://www.catalyst.org/file/446/qt_statistical_overview_of_women_in_the_workplace.pdf).
- ABA Commission on Women in the Profession, <http://www.americanbar.org/groups/women.html> (last visited April 3, 2011).

### The Business Case

- Value of diversity:
  - SCOTT E. PAGE, *THE DIFFERENCE: HOW THE POWER OF DIVERSITY CREATES BETTER GROUPS, FIRMS, SCHOOLS, AND SOCIETIES* (2007).
  - Press Release, Catalyst, *Catalyst Study Reveals Financial Performance is Higher For Companies with More Women at the Top: Study of 353 Fortune 500 Companies Connects Corporate Performance and Gender*

- Diversity (Jan. 26, 2004), available at <http://www.catalyst.org/press-release/2/catalyst-study-reveals-financial-performance-is-higher-for-companies-with-more-women-at-the-top>.
- Nancy M. Carter & Harvey M. Wagner, Catalyst, *The Bottom Line: Corporate Performance and Women's Representation on Boards (2004-2008)* (2011), available at [http://www.catalyst.org/file/445/the\\_bottom\\_line\\_corporate\\_performance\\_and\\_women's\\_representation\\_on\\_boards\\_\(2004-2008\).pdf](http://www.catalyst.org/file/445/the_bottom_line_corporate_performance_and_women's_representation_on_boards_(2004-2008).pdf); see also, Lois Joy et al., *The Bottom Line: Corporate Performance and Women's Representation on Boards* (2007), available at [http://www.catalyst.org/file/139/bottom\\_line\\_2.pdf](http://www.catalyst.org/file/139/bottom_line_2.pdf) (study of financial performance of companies with more female board directorships in 2004).
  - Turnover costs:
    - Catalyst, *Quick Takes: Turnover and Retention* (2009), available at [http://www.catalyst.org/file/173/qt\\_turnover\\_and\\_retention.pdf](http://www.catalyst.org/file/173/qt_turnover_and_retention.pdf).
    - See, e.g., Tom Carroll, *Calculating the High Cost of Employee Turnover*, TAMM BLOG (Dec. 19, 2007), <http://www.tcicanada.com/blog/archives/38>.
    - Unifi Network, a Division of PricewaterhouseCoopers Unveils Link Between Employee Turnover and Customer Satisfaction, BUSINESS WIRE, Dec. 6, 2000, available at <http://www.allbusiness.com/labor-employment/human-resources-personnel-management/6586250-1.html> (shows the negative impact of turnover on customer service and satisfaction).
  - Women and higher education:
    - THE SHRIVER REPORT – A WOMAN'S NATION CHANGES EVERYTHING 1, 1-17 (Heather Boushey and Ann O'Leary, eds.) (2009), available at [http://www.americanprogress.org/issues/2009/10/pdf/awn/a\\_womans\\_nation.pdf](http://www.americanprogress.org/issues/2009/10/pdf/awn/a_womans_nation.pdf).
    - U.S. Dep't of Educ., IES Nat'l Ctr. for Educ. Statistics, *The Condition of Education 2010*, available at <http://nces.ed.gov/pubs2010/2010028.pdf>.
    - U.S. Bureau of Labor Statistics, *Women in the Labor Force: A Databook* (2010), available at <http://www.bls.gov/cps/wlf-databook-2010.pdf>.
  - The women's market:
    - PBS, *Working Family Values Factoids: Working Women and the Changing Family Structure* (May 1998), <http://www.pbs.org/livelyhood/workingfamily/familytrends.html>
    - Marti Barletta, The Trendsight Group, *Helping Companies Get Smart About Women*, [http://www.trendsight.com/index.php?option=com\\_content&task=blogsection&id=14&Itemid=188](http://www.trendsight.com/index.php?option=com_content&task=blogsection&id=14&Itemid=188) (last visited Mar. 31, 2011) (Trendsight Group is a consulting company specializing in marketing to women).
    - Mary Quist-Newins, *Women and Money: Research Reveals Unmet Opportunities and Risks* (April 20, 2010, 11:02 AM), <http://www.thewealthchannel.com/articles/Women-and-Money-Research-reveals-unmet-opportunities-and-risks/>.

- Charlie Mead, *MCCA 2010 Survey Shows More Female Fortune 500 GCs than Ever*, CORPORATE COUNSEL, Aug. 12, 2010, available at <http://www.law.com/jsp/cc/PubArticleCC.jsp?id=1202464677778>.
- Diversity pledges:
  - Colo. Bar Ass'n, *Pledge to Racial and Ethnic Diversity in Colorado Law Firms* (Apr. 4, 2000), <http://www.cobar.org/index.cfm/ID/541/subID/7135/Pledge-to-Racial-and-Ethnic-Diversity-In-Colorado-Law-Firms/>; see also Colo. Pledge to Diversity Legal Grp., <http://www.cptd.org/Home.html> (last visited Mar. 31, 2011).
- Engagement:
  - Gallup, *Employee Engagement* (2011), available at <http://www.gallup.com/consulting/52/Employee-Engagement.aspx?gclid=CKCthLOD6qcCFRRigwod5Hokrw>; see also Steve Crabtree, Gallup, *Jobs Key to Residents' Satisfaction with Their Communities* (2011), available at <http://www.gallup.com/poll/146789/Jobs-Key-Residents-Satisfaction-Communities.aspx>.
  - Corporate Leadership Council of the Corporate Executive Board, *The Effort Dividend, Driving Employee Performance and Retention Through Engagement* (2004).
  - Patricia S. Reed & Shirley M. Clark, *Report to the U.S. Department of Labor – Win-Win Workplace Practices: Improved Organizational Results and Improved Quality of Life Study* (2004), available at <http://www.choose2lead.org/Publications/Study%20on%20Win-Win%20Workplace%20Practices.pdf>.
- Economics of balanced hour programs:
  - Linda Bray Chanow, The Project for Attorney Retention, *The Business Case for a Balanced Hours Program for Attorneys* (2007), available at <http://www.attorneyretention.org/Publications/BusinessCase.shtml>.
  - James J. Sandman, *The Business Case for Effective Part-Time Programs*, 88 WOMEN LAW. J. 16 (2003), available at <http://heinonline.org/HOL/LandingPage?collection=journals&handle=hein.journals/wolj88&div=19&id=&page=>.
  - Cynthia Calvert, The Project for Attorney Retention, *The Economics of Part-Time Lawyers* (2011), available at [http://www.centerforlegalinclusiveness.org/clientuploads/2011Summit\\_Speaker\\_Handouts/Economics\\_of\\_Part-Time\\_-\\_Cynthia\\_Calvert.pdf](http://www.centerforlegalinclusiveness.org/clientuploads/2011Summit_Speaker_Handouts/Economics_of_Part-Time_-_Cynthia_Calvert.pdf).
  - Charles Toutant, Rutgers University Center for Women and Work, *New Study: Female Lawyers Leave Firms Primarily to Seek Flexible Situations* (2009), available at <http://www.law.com/jsp/law/LawArticleFriendly.jsp?id=1202430727917> (the study was conducted by the New Jersey State Employment and Training Commission Council on Gender Parity in Labor and Education, in conjunction with Rutgers University's Center for Women and Work).

## The Flexibility Challenge

- UNIVERSITY OF CALIFORNIA AT HASTINGS, COLLEGE OF LAW, CENTER FOR WORK LIFE LAW, <http://www.worklifelaw.org/> (last visited Mar. 31, 2011).
- UNIVERSITY OF CALIFORNIA AT HASTINGS, COLLEGE OF LAW, PROJECT FOR ATTORNEY RETENTION, <http://www.attorneyretention.org> (last visited Mar. 31, 2011) (provides reports on balanced hours, coaching program for opting back in, and an annual conference); also see, best practices for balanced hour programs, <http://www.attorneyretention.org/BestPractices/BalancedHours.shtml> (last visited Mar. 31, 2011).
- COLORADO BAR ASSOCIATION, THE COMMITTEE FOR BALANCED LEGAL CAREERS, <http://www.centerforlegalinclusiveness.org/events/2011/02/08/the-committee-for-balanced-legal-careers/the-committee-for-balanced-legal-careers/> (last visited Mar. 31, 2011) (promoting balanced hours programs and cultures).
  - For more information, contact Ken Stern, Stern & Curry, LLC, 303-407-4100, [ken.stern@sterncurray.com](mailto:ken.stern@sterncurray.com).
- Colorado Bar Association Law Firm Initiative Committee, *Balanced Law Firm Practice—A Blueprint for the Future*, COLORADO LAWYER, March 2009, at 35.
- CT Calvert & Associates, [www.ctcalvert.com](http://www.ctcalvert.com) (last visited Mar. 31, 2011).
  - For more information, contact Cynthia Calvert, 410-480-4882, [Cynthiacalvert@CynthiaCalvert.com](mailto:Cynthiacalvert@CynthiaCalvert.com).
  - See her blog at <http://www.ctcalvert.blogspot.com/>.
- Cynthia Thomas Calvert, Linda Bray Chanow & Linda Marks, Project for Attorney Retention, *Reduced Hours, Full Success: Part-Time Partners in U.S. Law firms* (2009), available at <http://www.attorneyretention.org/Publications/Part-TimePartner.pdf>.
- Cynthia Thomas Calvert, Linda Bray Chanow & Linda Marks, Project for Attorney Retention, *Reduced Hours, Full Success: Part-Time Partners in U.S. Law firms—Summary of Findings: Denver Law Firms* (2009), available at <http://www.attorneyretention.org/Publications/findingsDenver.pdf>.
- Mona Harrington & Helen Hsi, MIT Workplace Center, *Women Lawyers and Obstacles to Leadership* (2007), available at [http://web.mit.edu/workplacecenter/docs/law-report\\_4-07.pdf](http://web.mit.edu/workplacecenter/docs/law-report_4-07.pdf).
- Laura Sabattini, Anika Warren, Sarah Dinolfo, Emily Falk & Mekayla Castro, Catalyst, *Beyond Generational Differences: Bridging Gender and Generational Diversity at Work* (2010), available at [http://www.catalyst.org/file/401/beyond\\_generational\\_differences\\_final.pdf](http://www.catalyst.org/file/401/beyond_generational_differences_final.pdf).
- NALP, *Toward More Effective Management of Associate Mobility: Associate Attrition Reports* (2010), available at <http://www.nalpfoundation.org/associatemobility> (generational differences regarding flexibility are covered in the annual updates on associate attrition).
- Phyllis Weiss Haserot, *More On Gen X Leadership Gap And Retention Disconnects* (Nov. 1, 2009), <http://www.nextgeneration-nextdestination.com/2009/11/more-on-gen-x-leadership-gap-and-retention-disconnects.html>.
- NEIL HOWE & REENA NADIER, *MILLENNIALS IN THE WORKPLACE: HUMAN RESOURCE STRATEGIES FOR A NEW GENERATION* (2010).

## Retention and Inclusive Cultures

- SYLVIA ANN HEWLETT, *OFF-RAMPS AND ON-RAMPS: KEEPING TALENTED WOMEN ON THE ROAD TO SUCCESS* (2007).
- Nancy Reichman & Joyce Sterling, *Sticky Floors, Broken Steps and Concrete Ceilings in Legal Careers*, 14 TEX. J. WOMEN & L. 27 (2004).
- Nancy Reichman, Joyce Sterling & Ronit Dinovitzer, *The Differential Valuation of Women's Work: A New Look at the Gender Gap in Lawyers' Incomes*, 88 SOCIAL FORCES 819 (2009), available at [http://papers.ssrn.com/sol3/papers.cfm?abstract\\_id=1552081](http://papers.ssrn.com/sol3/papers.cfm?abstract_id=1552081).
- Nancy Reichman & Joyce Sterling (University of Denver College of Law), *Gender Penalties Revisited: Summary of Findings* (2004).
- Nancy Reichman & Joyce Sterling, *Recasting the Brass Ring: Deconstructing and Reconstructing Workplace Opportunities for Women Lawyers*, 29 CAP. U. L. REV. 923 (2002).
- Jill Schachner Channen, *Early Exits: Women of Color at Large Law Firms Tell ABA Researchers They Are Being Overlooked and Undervalued—Maybe That's Why They are Leaving in Doves*, ABA J. (Aug. 2006).
- Caroline Turner, DIFFERENCE WORKS, LLC, <http://difference-works.com/> (includes descriptions of consulting services, speaking topics, workshop topics and blog posts on building inclusive cultures).
- Patricia Gillette, *Lack of Self-Promotion Hurts Women in Large Firms*, THE AMERICAN LAWYER, July 9, 2009, available at <http://www.lawjobs.com/newsandviews/LawArticle.jsp?id=1202432112783&FORM=ZZNR&slreturn=1&hbxlogin=1>.
- Catalyst, *The Double-Bind Dilemma for Women in Leadership: Damned if You Do, Doomed if You Don't* (2007), available at <http://www.catalyst.org/file/45/the-double-bind-dilemma-for-women-in-leadership-damned-if-you-do,doomed-if-you-don't.pdf>.
- SIMON BARON-COHEN, *THE ESSENTIAL DIFFERENCE: THE TRUTH ABOUT THE MALE AND FEMALE BRAIN* (2003).
- LOUANN BRIZENDINE, *THE FEMALE BRAIN* (2006).
- LOUANN BRIZENDINE, *THE MALE BRAIN* (2010).
- SHAUNTI FELDHAHN, *THE MALE FACTOR: THE UNWRITTEN RULES, MISPERCEPTIONS, AND SECRET BELIEFS OF MEN IN THE WORKPLACE* (2009).
- CLAIR DAMKEN BROWN & AUDREY NELSON, *CODE SWITCHING: HOW TO TALK SO MEN WILL LISTEN* (2009)
- DEBORAH TANNEN, *TALKING FROM 9-5: WOMEN AND MEN AT WORK* (1994).
- DEBORAH TANNEN, *YOU JUST DON'T UNDERSTAND: WOMEN AND MEN IN CONVERSATION* (1990).
- LINDA BABCOCK & SARA LASCHEVER, *WOMEN DON'T ASK: NEGOTIATION AND THE GENDER DIVIDE* (2003).
- LINDA COUGHLIN, *ENLIGHTENED POWER: HOW WOMEN ARE TRANSFORMING THE PRACTICE OF LEADERSHIP* (2005).
- GAIL EVANS, *PLAY LIKE A MAN, WIN LIKE A WOMEN: WHAT MEN KNOW ABOUT SUCCESS THAT WOMEN NEED TO LEARN* (2001).

- HELEN FISHER, *THE FIRST SEX: THE NATURAL TALENTS OF WOMEN AND HOW THEY ARE CHANGING THE WORLD* (1999).

### Best Practices in Retaining Women

- Center for Legal Inclusiveness, <http://www.centerforlegalinclusiveness.org/> (last visited Mar. 31, 2011).
  - Contact Information: 1700 Lincoln St., #3200, Denver, CO 80203, 303-832-3503
- Center for Legal Inclusiveness, *Manual for Creating Inclusive Culture*, <http://www.legalinclusiveness.org/index.php?src=gendocs&ref=creating&category=Why&submenu=create> (last visited Mar. 31, 2011).
- TRICIA A. HYLAND, *IMPLEMENTING WOMEN’S INITIATIVES IN THE MODERN LAW FIRM* (2007).
- Catalyst, *Quick Takes: Working Parents* (2011), available at <http://www.catalyst.org/publication/252/working-parents>.
- IDA ABBOT, *WOMEN ON TOP: THE WOMAN’S GUIDE TO LEADERSHIP AND POWER IN LAW FIRMS* (2010).
- *Axiom—A New Model in Law Firm Work-Life Effectiveness* (2010), available at <http://www.catalyst.org/publication/436/axioma-new-model-in-law-firm-work-life-effectiveness> (available to Catalyst members).
- *Time Warner Inc.—Creating a Unified Culture: Investing in Our Women Leaders* (2011), available at <http://www.catalyst.org/publication/466/time-warner-inccreating-a-unified-culture-investing-in-our-women-leaders> (available to Catalyst members).

Catalyst has a wealth of resources at [www.catalyst.org](http://www.catalyst.org). Select “Research & Knowledge/Browse Research.” If your organization is interested in becoming a member of Catalyst, select “Membership.”