Women *in* Law

These articles recognize some who excel at their practice and who seek and often attain a fulfilled work life. Remarkable lawyers all, these women demonstrate that *work life* is not an oxymoron, but a possibility. And turn also to our law practice articles—they arise from women's experiences, but encompass the lives of all attorneys.

Photography by Brendan Moore

GLORIA Kin

Mining New Futures

Judge Keeps Her Feet on Terra Firma

by Tim Eigo

WORKING IN THE MINES may be how some judges describe their more difficult days, but Superior Court Judge Gloria J. Kindig is able to make that comparison with authority. Whether extracting uranium from western mines or extracting the best from attorneys who appear before her, Kindig's life and career have been marked by a pursuit of her varied interests.

Some remarkable facts: Gloria Kindig is the first Native American to be elected a superior court judge in Arizona. In fact, she is the first Native American to be elected to the superior court level in the United States. She now serves as the presiding judge in Navajo County.

Making Judge Kindig's path more noteworthy is the fact that it was never her lifelong plan to pursue a legal career, let alone judge's robes.

Gloria Kindig was born in Cortez, Colorado, in 1951. A White Mountain Apache, she grew up in New Mexico, and she and her family lived for a time on the Navajo Reservation. As a young girl, she worked in the fields.

After high school, she grew interested in what lay further beneath the soil, when she earned her degree from the New Mexico Institute of Mining and Technology in 1973. "I kind of fell into [mining]," she recalls. She went to college to study computer science. But she found that she had an aptitude for mining, so she changed her minor.

In Wyoming after graduation, Kindig drew up construction designs, was in charge of crews in the field, did soil sampling, and took her turn as shift boss, or foreman. Asked if there were few women at the site, she laughs: "That's kind of an understatement." Kindig was the only woman engineer.

When she began work as an engineer, she decided to purchase property in Joseph City, Arizona, and to have a small farm. Looking back on it, Judge Kindig says, "I have no idea why I purchased the [home]; I just did it." That is the home she still lives in today.

Leaving one profession to pursue another followed another intuitive decision. In the mid-1980s, the uranium business faced severe cutbacks. Kindig felt that co-workers with families and children probably needed the job more than she did, so she volunteered to be laid off. She took time off, returned to Arizona and "Then just one day, woke up and decided to go to law school. I'll give it a try."

Kindig is pleased that she went to law school later in life. She had heard that it may cause major changes in your personality: "'Your friends won't know you, your family won't know you.' That may be true if you're very young when you go to law school, but if you're older, it really doesn't change you that much. You might become a little more cynical."

While at law school at Arizona State University, Kindig felt a need to create a supportive network for Native American students. Out of that desire, the Indian Law Program arose. Working with another student and with the help of faculty members like Paul Bender and William Canby (now a Ninth Circuit judge),

Kindig was able to see her goals fulfilled.

When she recalls her law school experience, Kindig says that she was "resilient." But when she speaks of the value of the Program for today's Indian law students, she pensively says, "They shouldn't be lonely for others." That hearkens back to her own days at ASU:

> When I was in law school, three weekends out of the month I was not in the Phoenix area, because I just needed to come home; I needed to be around other people like me that could understand from a different perspective.

In law school, Kindig had clerked at the Navajo Supreme Court and the Arizona Court of Appeals. But she points out that she landed those jobs despite not being in the top 15 percent of students: "I have never been a person who has assumed failure. It's never occurred to me that I couldn't have the jobs. … If you think, 'I have something to offer, I'm a hard worker,' it's a different attitude."

That openness to challenge might explain her quick ascent after getting her J.D. in 1989. She began as a Deputy County Attorney in Navajo County. By 1991, however, she became the Assistant General Counsel for the Hopi Tribe. And in 1994, the Hopi tribal council asked her to be their Chief Judge.

"They caught me in a weak moment, and I said I was interested," Kindig recalls. "The next thing I knew, I had the job."

Was she startled by the long legal distance she covered in a short time? Kindig says no: "I guess I never really thought about it that way. I just thought, 'Oh well, this is the next thing to do.'"

But if Kindig was on a path, it was about to diverge yet again. In 1996, she decided to run for Navajo County Superior Court: "I must have heard offhand remarks that I wouldn't have a chance, that it would never happen," she says. "So of course the first thing I had to do is say 'OK, let's just see about that.' Maybe they're not right. The only way to determine that is to try."

Out of law school for only six years, Kindig was a superior court judge: "If I had ever stopped to consider the unlikelihood, I might not have done it."

Her election campaign, like any, had its hurdles, but derogatory remarks because of her gender and ethnicity made it worse. Kindig ignored those comments, though, and kept campaigning: "If people made comments, I just tried to laugh about it. That way it points out how ridiculous it is, and wins a lot of people over."

Judge Kindig does not dwell on special challenges that she has faced as a woman of color. "People come around," she says. "It takes a little time, but they come around."

Practicing in a rural area is Kindig's preference, who enjoys being able to take time with people and important matters. "I've always tried to balance my work life with my personal life," she says. "I've always tried to remember: My work—that's my job. The rest is my life." Kindig finds that more attention must be paid to family needs as time goes on. "My mom is still a very big part of my life. She's getting quite old now, so I have to watch after her, too."

Asked how she would alter her day given the chance, she says, "I would spend more time outdoors. … And gardening. I would like to have a greenhouse; I actually may build my own."

Building her own varied futures has been a specialty of Judge Kindig, who is more bemused than startled when she says, "How I came to be here is a mystery to me. … That's been the story of my life. I've always been open to challenges and change; I'm not afraid of it, and I guess that's how I got here." She insists that keen intelligence was not the key to her happiness and success: "I know a lot of brighter people than me."

Although many would disagree with that assessment, Gloria Kindig's ability to chart new courses in midstream makes her a unique individual. "I am not particularly afraid of much, and I'm not afraid of new things," she says. With that inquisitive and fearless character, Kindig has crafted a remarkable legal career. And, she is happy to know, untrod paths still lie ahead.

SHOSHANA

Tancer

Worldly Wise

One Lawyer's Newest Adventure

BY LAURA DEVANY

WHEN SHOSHANA TANCER turned 65 last year, she looked back on her legal and academic career of travel and intrigue, challenges and incredible rewards, and said: a. It's time to retire; b. I'm content where I am; or c. I'm going to open my own immigration practice. At a time when some people join golf leagues and bridge clubs, Tancer opened her own law practice, and she plans to keep going until it's just not fun anymore.

This move isn't unusual for Tancer. She's been breaking stereotypes most of her life. She was one of five women to graduate from the University of Michigan Law School in 1957, was a legal translator in Argentina and a professor of constitutional law and Spanish in the Dominican Republic in the 1960s. By 1970, she had four children and her Ph.D. in Public Law and Government from Columbia University.

Thirty years later at the Tancer Law Firm in Phoenix, she has the luxury of picking and choosing her own cases. She focuses primarily on helping small businesses, aiding entrepreneurs as they seek to enter the United States, and family reunification. She is AV-rated by Martindale-Hubbell and gets most of her clients by word of mouth. "I have a feeder network and satisfied clients," Tancer says, "so people feel good referring clients to me."

On a typical day she may help foreigners who are married to Americans get their work permits, make an international company transfer for an Eastern European software executive or arrange to bring a war bride over from Germany. Though it is sometimes emotional work, she does it because it's rewarding. "Other big lawyers take bigger clients and use paralegals. I deal with the people," Tancer says with pleasure.

Tancer understands the concerns, fears and problems immigrants face in the United States because of her own time living outside her native land. She went to South America the first time not knowing Spanish, and when she taught in the Dominican Republic she was instructed not to talk about Vietnam or military activity—not an easy restriction for someone who studied U.S. and Latin American politics and economic development and whose Ph.D. dissertation was on Chile and Argentina. Tancer said of her dissertation, "I was asked to tone it down so I wouldn't embarrass myself."

She didn't tone down her dissertation and certainly didn't slow down her career. In 1969, she and her family came to Phoenix, where she began teaching international studies at the American Graduate School of International Management, known as Thunderbird. She became a professor emeritus last year. She was admitted to the Arizona Bar in 1976 and practiced with her husband, emphasizing immigration law and foreign legal transactions, until 1990. She worked of counsel for O'Connor, Cavanagh, Anderson, Killingsworth & Beshears and Ryley, Carlock and Applewhite during the 1990s but wasn't on the partner track. "I was a part-time lawyer in a full-time firm," Tancer recalls.

So she decided to practice law on her own terms. Being her own boss allows her to balance her time between work and family. Since 1969, she has lived with her husband in the same house, where they celebrated Christmas last year with their three daughters, one son and nine grandchildren. She recently took up golf, but her true love is family—nurturing hers and reuniting others. As Tancer says, it's all about the people.

Laura Devany is a contributing author and a former Arizona Attorney *writer.*

PATRICIA

Orozco

Rural Route One Path to Legal Success

Standing Out in a County Seat

BY TIM EIGO

AS YUMA COUNTY ATTORNEY, Patricia Orozco serves many constituencies. She advises the board of supervisors, represents the people in criminal and civil cases and sits on statewide committees. She also is the first Hispanic woman county attorney in Arizona history. But ask her about those who most influenced her progress, and she recalls the lessons she learned from her parents.

"My dad was a milkman and really showed us by example not to be afraid of hard work. He got up every morning six days a week 52 weeks out of the year, at 4 or 5 o'clock in the morning." He would take her brothers to work occasionally to remind them what hard physical labor is. The lesson resonated; today, her older brother is a surgeon near Lake Tahoe, and her younger brother is the CEO for the Hispanic Chamber of Commerce in Tucson.

What lessons did their mother impart? "She really preached self-sufficiency to me," recalls Orozco. "My mom always believed that a woman should have an education. She said that if you come to a point in your life where you're unhappy with your marriage or your situation, you can get out, and you don't need to depend on anybody."

Orozco's approach to law is affected by her work with children, as a social worker for nine years. It was her experience testifying as a social worker that led to a revelation about lawyers: "I was doing all the work, and I was up on the witness stand most of the day, and they were all making a heck of a lot more money than I was," laughs Orozco. "And I thought to myself, 'If I can sit here and take this all day long, I can go to law school. Certainly I'm as smart as they are.'"

Orozco graduated from the University of Arizona Law School in 1989. By 1994, she had opened her own practice. She also worked as a judge pro tem with the Cocopah Indian Tribal Court, and she decided to run for superior court judge in 1998. "I lost by 128 votes," Orozco marvels at her accomplishment at nearly unseating an incumbent. "It's always kind of a big deal when a woman runs," says Orozco, "because there are so few of them. We still don't have any women or Hispanic judges on the bench in Yuma County."

Her showing at the polls had another effect: Only three months later, the Yuma County Board of Supervisors appointed her the County Attorney. She is a rural prosecutor with limited resources, but that leads her to be open to new approaches: "As a prosecutor, you're really in a position to attempt to come up with some rehabilitative ideas. Obviously, prison is not going to work for everybody."

Her focus on the young is still evident: "If we can rehabilitate juveniles early on, we're not going to be prosecuting them as adults." With the statewide Juvenile Justice Committee, she makes recommendations to the governor's office. Reforming a child only to return him to a troubled family is no solution, Orozco says: "So many times, we're not treating the whole family."

Asked about rural challenges for women, Orozco speaks of opportunities: Woman can be even more successful in Yuma "because there is so much legal work to be done. I think Yuma is one of the best-kept secrets as for places to work. I've always said this county could support another 10 lawyers and nobody would miss a dime."

Outside work, she enjoys spending time with her husband Chris Chumley, a police sergeant in Yuma. She has two stepchildren and a 2-year-old grandson.

Orozco is happy with her accomplishments, as is her mother. "She's ecstatic," says Orozco. "She's got a doctor and a lawyer and a CEO. She always encouraged all of us to get an education. Now she can say, 'See, I told you so.'"

Deans *of* Distinction

BY LORI ROHLK PFEIFFER

TYPICALLY SEEN AS RIVALS, the law schools at Arizona State University and the University of Arizona have something in common—for the first time in their respective histories, they have women deans. Many might view this as revolutionary, but, in fact, these women—Patricia White at Arizona State University and Toni Massaro at the University of Arizona—are making a stir not so much because they have broken a gender barrier but because of their ideas and sound leadership. Many of the issues within law they are helping to address are not considered merely gender issues, but problems that affect both men and women within the profession.

Patricia White
ARIZONA STATE UNIVERSITY

Being the dean of the law school at Arizona State University is rather like practicing law—with one very demanding client, says Patricia White.

"There are many different constituencies and obligations that you are having to juggle simultaneously, ranging from very particular to fairly global," says White. "And so you have the challenge of trying to keep all of the moving parts going without coming into conflict or getting fumbled. And that has a certain challenge to it."

In addition to managing the day-to-day details of running an institution, the dean strives to integrate the school with the community. That involves gaining both political and financial support for the college.

"The broader challenge is to think hard what the point of the enterprise is over the long haul," she says.

Talented and energetic, White is certainly up to the challenge, although it was not one that she initially sought before she took the post two years ago. When she was tapped to serve as dean, she was teaching at the University of Utah College of Law and in practice with Parsons, Behle & Latimer in Salt Lake City.

"[The offer] came at a time when it hadn't occurred to me to be looking somewhere else," she recalls. However, White was in the middle of some life transitions herself—she was recently divorced, her children were grown and the dean at her law school was leaving. Thus, she felt free to consider the opportunity. When she looked into the law school at ASU, she was delighted by what she learned. Not only were the faculty members unique and diverse, but the law school also was uniquely positioned to integrate both the study of law and its practice.

"It was the only major city in America that has only one law school, and that gives it the opportunity to have a kind of relationship with the City of Phoenix and the Bar in Phoenix that I think is unique. And, given my kind of dual life of being a pointy-headed academic and a practicing lawyer, I felt fundamentally there was something wrong with a professional law school that was as divorced from its legal profession as law schools were."

The fact that she broke ground being named ASU's first female dean does not figure largely into White's day-to-day leadership philosophies. True, she went through school at a time when she had

no female role models, no woman professors and even no woman lawyer guest speakers.

"I spent my entire educational life doing things that women didn't do," she recalls. "I graduated from the University of Michigan undergraduate school never having a woman professor. In fact, I never had a woman professor in my entire educational experience. And I never thought about it—that's the really bad thing." Despite the absence of role models, White went on to earn a graduate degree in philosophy from Michigan as well as her law degree. She taught at Georgetown University Law Center and the University of Michigan Law School. True to her double roles as academician and practicing lawyer, she also served as a tax adviser to Major League Baseball and the Major League Players Association.

In her career, White has encountered only a few cases of overt discrimination—such as when an appointment to teach tax was opposed by a colleague, who tried to get her to withdraw on the grounds that teaching this subject was a "man's job." He expected her to stick with family law, legal philosophy or history. There were also a few students who initially found the notion of a woman law professor troubling.

"I found the responsibilities of having young children and the juggling we all go through with kids and family and career to be far more challenging than things that were gender-related," she says.

As for her position at ASU, gender has not been an issue for even one minute. "Everybody associated with this institution and this community has treated me in a very welcoming and respectful way," says White.

Articulate and energetic, White approached her new task intuitively. Her first goal as the dean was not to make broad institutional changes but to observe and learn as much as she could about the school's culture, people, values and role in the community.

White thinks it may be unrealistic to expect the law school to be as richly endowed as some of its East Coast counterparts. What it can expect is to provide a first-rate intellectual center for its faculty and ensure that conditions exist for them to do work with national impli-

"I spent my entire educational life doing things that women didn't do. I never had a woman professor in my entire educational experience. And I never thought about it—that's the really bad thing."

cations, without losing sight of the fact that its essential mission is to provide a legal education to its students.

Historically, most of ASU Law's students hail from Arizona, and some 85 percent stay within the state to practice law. That unique concentration affects law in the state, says White, because faculty have shared their particular intellectual take on a subject, which is now dispersed throughout the region's legal community.

She identifies high demands placed on lawyers as one of the pressing issues facing the law community today. "Law practice has followed a track, largely economic, which makes the life of a young lawyer unbalanced and overly work-centered. So any young person who feels responsibilities outside their workplace is really put into a terrible position."

The problem is circular, says White, because students are racking up so much debt that they need to command high entry-level salaries to make ends meet. Law firms, in turn, need to justify that high salary by squeezing as much work out of these young lawyers as they can. Part of White's outreach effort involves talking to both students and firms about breaking this cycle. One of the advantages of Arizona's two law schools, she notes, is that their relatively inexpensive costs means that their graduates are not burdened by excessively high student loans.

"I think the firms are fairly receptive," she says. "Everybody recognizes this is a problem, and we need to come to grips with working collectively to solve this."

Although some people might view leading a balanced life as simply a woman's issue, White believes that these concerns speak to both genders.

"Law schools are just becoming generally more inclusive. It's ironic that, at the very same time that women have been gaining full parity in attendance at law school, the life of the young lawyer has become less and less family-friendly, and less and less attractive to a young person who wants to lead a balanced life."

When Toni Massaro, dean of the University of Arizona School of Law, first visited Arizona years ago, she fell "madly in love with the desert." It wasn't hard for her to fall in love with Tucson and the law school at the U of A either, she said, especially its collection of intellectuals who are interested in interdisciplinary work. Having one without the other, she says, would be like "one hand clapping."

Toni Massaro
UNIVERSITY OF ARIZONA

Massaro joined the faculty in 1989 and was named dean in January 1999, and her work there draws on her deep commitment to the school. "Being a dean is about service to the institution. And I don't think that, for me, it would make any sense to be dean of a school I did not care deeply about. I'm amazed and grateful and very proud to represent the U of A. And I wouldn't do it anyplace else."

Part of the unique skills she brings to the job is her ability to effectively convey what is so special about the law school. Her first mission was to maintain the level of excellence that supports the core commitments and mission of the school—to teach and write the best it can.

The other main focus of her mission is to do community outreach, so the school is not only asking alums and friends for money but also offering them a meaningful exchange. In that effort, the school has increased substantially its academic enrichment programs geared toward the whole community, including opening talks to the public and hosting a Federal Courts Roundtable and other programs.

Maintaining a community service board and undertaking a number of service projects each semester are also part of that philosophy; for example, one project involves working with children who have cancer. "I think it's important to show our students different parts of the community and try to signal to them responsibility."

As law firms change the way they do business, modeling that kind of life balance becomes even more important for students. During the economic recession of the 1980s, the

lawyers who were the "rainmakers"—those who brought in a lot of business—thrived while others—both women and men—left. The resulting culture makes being a good employee incompatible with being a good parent, she notes, which disproportionately affects women workers but is harsh for male parents, as well.

"It's a dramatic increase when they are talking about 2,400 billable hours per year, versus an average of some years ago of 1,800. That's a huge spike: What you bill and what you work are not the same thing." Massaro believes that economic forces in law and business generally put new pressures on lawyers at every level of experience.

> "Don't be a twig on a fast-moving river; choose the river. Periodically climb off and stand on the shore a bit and decide where you want to be."

The law school tries to prepare its students for that environment. "We try to remind the students when they are making these really tough choices that they not become enmeshed in impossible positions. Don't be a twig on a fast-moving river; choose the river. Periodically climb off and stand on the shore a bit and decide where you want to be."

Although she sees more gender parity since she first entered the profession, she feels her gender affected her position as dean. She had virtually no female role models when she graduated from Northwestern University with her B.S. in 1977. She graduated with her J.D. in 1980 from the College of William and Mary and was the only woman on the faculty when she first began teaching. She has taught at Washington and Lee University, the University of Florida, Stanford University, the University of North Carolina and the Johann Goethe Universitat in Frankfurt, Germany. She also practiced in Chicago with Vedder, Price, Kaufman & Kammholz.

When she first began in the profession, she felt undue expectations to represent her gender. "You would get very cautious about speaking lest you speak on behalf of those who aren't represented. It was hard because I felt like so much responsibility. And I felt my woman students felt it. There weren't a lot of choices that were being modeled for them," she says. "It was just Toni."

But progress has been made, she says: "Now, there are more women and people of color than when I began, not just for the students, but for the professors, and you aren't as likely to be reduced to gender or race or some other part of what you are."

In the school, gender issues have become part and parcel of the larger curriculum. The university has launched two new programs—one on Indigenous People's Law and Policy and the Rogers Program in Law, Philosophy and Social Inquiry, which combines psychology, sociology, philosophy and anthropology. Both programs take legal problems and look at them from multidisciplinary perspectives.

"I don't see gender issues as isolated from economic issues, from cultural issues, from religious issues," says Massaro. "As long as we have a multicultural society, we are going to have to continue to rethink what we are thinking and notice what we are doing."

Lori Rohlk Pfeiffer is a Mesa-based freelance writer.

Moore & Moore

What Generation Gap?

For the Moores, Law Is a Family

BY TIM EIGO

Royanna Moore AND DAUGHTERS ANGELA (LEFT) AND ANNALISA

ON THE WALLS of the Moore and Moore law firm in Tucson are landscapes in oil that reflect a story of strong women and the goals they set. And it is a story that is still being written.

The offices in which the paintings hang are occupied by what can only be described as the rarest of entities: a mother–daughter–daughter law firm. It is a firm that has grown as the family grew, and its values—on work and life—are shared by all.

The idea of the firm began in high school for Royanna Moore, the mother and senior attorney. "Going to law school had been my dream for years," says Royanna. But it took years more for that to become a reality. In the meantime, she married, taught school and worked in the real estate industry. By the time she again gave serious thought to law school, she had two daughters.

First-year law is always difficult, but it was made more so by the need to care for Annalisa, 7, and Angela, 4: "I had to try to get them to bed by 7 so I could study until midnight. I kind of lived on six hours' sleep that first year."

In 1981, Royanna graduated from the University of Arizona Law School and began work with a small firm. But her goal was always to work for herself. "I never wanted to be in a large firm because with a family, especially of younger children, I wanted the flexibility of working for myself." That would become even more important when she divorced and faced practicing law with two children who were younger than age 12.

To hear Annalisa tell it, her path to the law and a family practice was one of which she was always sure: "I knew ultimately I wanted to work with [Royanna] because I knew that I wanted to have my own practice." Especially attractive to both daughters was their mother's success at blending life and work, something the daughters saw firsthand as they grew: "It taught me that she could do it on her own," says Annalisa. "My mom had a career where, no matter what, she could support herself and two children."

After law school at her mom's alma mater, Annalisa joined her mom's firm.

Angela joined the firm last year. Like her older sister, Angela never hesitated when it came time to choose a legal path.

And even her selection of law school—Arizona State University—and graduate school for her LL.M. in tax—the University of Washington—were family projects: "We went on trips all over the place," says Royanna. In speaking of those trips, Angela says, "I appreciated their support and advice," a sentiment that pervades their practice.

Royanna's love for her work is infectious. Thus, although she encouraged her daughters to explore other careers, the satisfying high school evenings the girls spent in the office helping on legal tasks cemented their own love for law.

But does love for each other ever wear thin when a difficult case rears its head? No, the women all laugh. "If you have a difficult day," says Annalisa, "it's easy to turn to family. We're not competing, we're working together." Royanna agrees: "Between the three of us, we don't seem to push each others' buttons."

Today, Royanna and Angela often share cases on estate planning and speak to groups together. Annalisa's cases are more often in family law.

The women say they always are there to help each other and enjoy life. For Royanna, maintaining that life–work balance is an ongoing challenge: "I still try. Right now I've been trying working at home on Tuesdays and Fridays. But I still find myself getting up at 6:00 a.m. to start working on files. And I tend to work pretty long hours…. [But] I generally don't work weekends."

All three women speak fondly of Royanna's cabin at Mt. Lemmon, and Royanna also likes to travel—every three months, when possible. She and her husband went to Spain last year, and Hawaii beckons to her this September, she says.

Moore and Moore (not to be confused with the eponymous Tucson father–son firm that, oddly enough, is in the same building) continues to thrive on the shared energy of strong women. It is a practice in balance with lives fully lived.

And those oil paintings? They were created by Royanna's mother. Their subject is nature, and their presence testifies to the evolving landscape of women lawyers, who owe much to the strong women who preceded them while they blaze trails for those who follow.