

Transcript For Interview With
Leslie Reid Price

Interviewed by Dan Giannetto

Giannetto: Good morning, my name is Dan Giannetto and I am a third year law student at the University of Pennsylvania. Today is Wednesday, November 8, 2000. It's 11:00 o'clock in the morning. We are still awaiting the word on who is the next President of the United States. I'm going to be interviewing Leslie Reid Price today in the Great Hall Mezzanine.

Mrs. Price shall we get started?

Reid-Price: That will be fine.

Giannetto: Mrs. Price, I'm going to start from the beginning with your childhood. First of all, from the very beginning, where were you born?

Reid-Price: In Charlottesville, Virginia, where my father was at the University of Virginia Law School.

Giannetto: He was in law school?

Reid-Price: Yes, right after the war.

Giannetto: Right after World War II?

Reid-Price: Yes, World War II.

Giannetto: What year was he in law school when he had you?

Reid-Price: I was born in 1947; I think that was his second or third year?

Giannetto: Could you imagine having a child in your second or third year of law school, or did you?

Reid-Price: No, I certainly couldn't have imagined it. I think that would have been very difficult. Some people have done it, though.

Giannetto: Who were your parents? Your father apparently ended up being a lawyer. What was his name?

Reid-Price: John Reid.

Giannetto: Where did he practice?

Reid-Price: He went back to Hartford, Connecticut, where our families were from generally that area. And had bought or took over the law practice of a sole practitioner and grew a law firm that's one of the larger law firms in Hartford now.

Giannetto: What's the name of the law firm?

Reid-Price: Reid and Reiger.

Giannetto: Your mother, obviously she supported your father during law school?

Reid-Price: Well, let's see. No she didn't work. She had at that point two kids. I had an older brother. She had raised my brother for three years without my father because he was away at the war. And then I came along when law school started. It was pretty much the classic family where the mother stayed home and took care of the kids and the father went out and

provided the bread. I have noticed my father later in life had much more fun with his grandchildren than he ever had with his children.

Giannetto: Busy?

Reid-Price: Yes, he'd come home – stressed out – relax a little bit, have dinner and collapse and then start all over again.

Giannetto: But your mother, she was always around?

Reid-Price: She was there when we got home from school. But kids didn't do as much as they do now. There was some chauffeuring, but a lot of the activities were at school. Yes, she was the homemaker.

Giannetto: Never worked?

Reid-Price: She had worked, I guess. She was in college when they got married and she did finish up college. She did work, probably summers. I think she was a sales clerk at one of the department stores. Never, she didn't have a full time job after school.

Giannetto: She had a full time job with the kids. It was you, your brother ... were there any more kids?

Reid-Price: Yeah, that's true. Five years after me I had a sister born. We were already up in Connecticut at that point.

Giannetto: What do your siblings do now? I think your brother is a lawyer?

Reid-Price: My brother is a lawyer. He is actually with a different firm. A branch of Edwards and Angel, which is a Providence, Rhode Island law firm. It is set up in Hartford, so he heads up that branch in his hometown.

Giannetto: Why didn't he work with your father?

Reid-Price: Didn't believe in nepotism. He followed a very similar path to my fathers – Yale University, University of Virginia Law School, but dad didn't believe in nepotism.

Giannetto: How about your sister – what does she do?

Reid-Price: She is a teacher out in California. Very religious, her husband is a minister. Certainly part of her sense of her mission is to support him in that work and to do what she can with their church. She also teaches, I think, third grade.

Giannetto: Great. Your childhood in general, what was it like, what was your neighborhood like and your friends...?

Reid-Price: Grew up in West Hartford, Connecticut, which is a suburban community to Hartford. Had a town center that we could actually walk to. Had friends that lived on adjoining streets. Walked to school. It was kind of an Ozzie and Harriet kind of existence. One that – rejected is too strong – but one that I didn't want to repeat in my own life. Too homogeneous. Not challenging enough in terms of what was going on in the rest of the world.

Giannetto: So, there's this movement now, the New Urbanist Movement. Do you reject that? Tweak it?

Reid-Price: No, I actually have thought about moving back into the city. We lived in the city when I was in law school, and I've thought about moving back in here. I think that there's this wonderful serendipity of just walking out your door, wandering down your street, finding an activity, a restaurant, something that you hadn't planned to go to. I like the spontaneity of that. And I like the diversity of the city. I think we ... one of the things that we were working on in my commercial real estate life was trying to create more diversity, more of a sense of city in the Great Valley Corporate Center, which is a 4 million square foot office park about forty minutes outside of Philadelphia. I think people definitely would have liked more of that. Being able to walk down the sidewalk in Philadelphia and run in to somebody you haven't seen for three years is wonderful. And, there was receptivity to that idea, but no time that anybody was willing to dedicate to create the kind of experience out there.

Giannetto: I've been out there. It's pretty spread out with large box buildings.

Reid-Price: Beautiful landscaping, green, flowers. Very restful to the eye and peaceful to the spirit, but not really dynamic in terms of people.

Giannetto: How much can you be at peace.

Reid-Price: Working.

Giannetto: Exactly. Back to your childhood. What did you think you were going to do when you were very young, and what were your parents' expectations of you?

Reid-Price: I think all three of us were on the same mindset for a long, long time, which was that I would grow up and be a wife and a mother. I think at one point I had planned on having 102 children. I have no idea where I

got that number. And each of them was going to have a dog and a horse. And somewhere along the way I realized how many months I would have to be pregnant to accomplish that.

Giannetto: You'd have to start right about then.

Reid-Price: Retracted that goal. But, yes, I fully expected to have a life very similar to my mother's.

Giannetto: When did that start to change? When did you start to have other ideas?

Reid-Price: Throughout high school, kind of starting at, I guess, the age of twelve, I started developing a sense of having been very fortunate in my birth and my circumstances. And kind of a sense that that put a responsibility on me to give something back. And it was vague when I was in high school. I certainly didn't have any mission in life at that point. But then I went to Wellesley College, and their motto is "not to be ministered unto, but to minister". From day one at convocation at the college, they voiced that sense of responsibility, and I responded very positively to that. Some of the reunions of classmates, we have talked about that the college almost created a guilt sense if you weren't constantly doing something to better the world. So, may have been a little bit overboard, but it fit something that I needed to – it really rang a bell for me.

Giannetto: While we're on Wellesley College, I do want to talk about your high school a little bit more, but explain what Wellesley College is all about. It's an all women's school, and...?

Reid-Price: It's probably about half an hour outside of Boston, so all of the cultural advantages of Boston were available. And, Boston's also a wonderful college town – there are so many different universities and colleges. You

almost had a sense that the college student was controlling the environment, which I loved, but I said that I never wanted to live in Boston after that because I'd lose that sense of kind of owning the city. Wellesley is a suburban – that doesn't even describe it – it was almost a rural campus in terms of having a lake in the middle of campus. My brother dropped me off my freshman year and said, "You're not going to college, you're going to camp." And, you had long walks from one building to another that were hilly terrained. Wooded areas. A very idyllic situation. All women, and as I've said, it has always been all women. When I went to college very few of the men's colleges had started taking in women. That happened probably three or four years later. So, it was very natural to be going to a women's college. It wasn't same major decision making that kids have now. And there were a few interactive... with other universities. I took a couple of courses at MIT. I don't remember any men in any of my classes. Now they do have men, kind of in exchange academic programs. Small – I think the whole campus had 1900 students. Dorm life – you really got to know the people in your dorm. Formed some wonderful friendships that I continue. Some very interesting women - a lot more so than I realized at the time. But, it was a very positive experience.

Giannetto: Who were some of those women that you might... Because Hillary Clinton yesterday won a Senate seat. I believe she was there at the same time, or a year ahead?

Reid-Price: She was a classmate of mine. And, actually Hillary and I did an internship program in Washington, the summer after our junior year. There were twelve Wellesley students and twelve Vassar students. Stayed in a dorm at George Washington University. Everybody worked for different agencies or organizations. I think Hillary worked for the Republican National Committee that summer.

Giannetto: That's interesting.

Reid-Price: Memories are vague. She had started out as a Republican.

Giannetto: Oh, I didn't realize.

Reid-Price: I'm not sure when she switched over. Yes, she's certainly one of the most interesting classmates. A number our classmates actually worked in the administration doing some very interesting things. And, went on in a variety of different fields to become some of the first women to do various things.

Giannetto: So, do you think it was Wellesley that – you mentioned at convocation they pushed you to excel – do you think it was Wellesley that created these women, or were these women drawn to Wellesley, and why were you drawn to Wellesley out of high school?

Reid-Price: There was something going on at the time, and it was across the country, it wasn't just at Wellesley. I was in the class of '69, and there have actually been a couple of studies – partly because of Hillary, she does focus a lot of attention. But, when I started college, you were allowed to go out – ten 11:00 o'clock and ten 1:00 o'clock dates you had to be back on campus. There was a woman in the dormitory to keep track of whether or not you had gotten back, and you would get disciplined if you didn't. There were all sorts of rules.

Giannetto: You had a ration of ten 11's and ten 1's for the whole year?

Reid-Price: Yes, well I think that was per semester.

Giannetto: That's not so bad.

Reid-Price: It was tight enough that you usually were rubbing up against the limit by the time you got to the end of the semester. But we, over the four years, gradually broke down a lot of the rules. And that was, it was a different period than what came just after... I was a resident advisor here at Penn my first year in law school – mostly sophomore women in the dorm. And they were going through an experience of not having rules, and having to create their own limitations in terms of how much they were going to do with sex, drugs, drinking. Without the satisfaction of being able to tear the walls down. Our class still has satisfaction out of attacking the walls and breaking them down. I'm not sure what all was going on... One of the things that was happening all during my college career was the Viet Nam war. It had a major impact on the whole country, and certainly on our age group. I think we're starting to understand that the whole concept of authority became something much more negative than when I had grown up. The world the way it was supposed to be and you did what you were supposed to do. That was changing.

Giannetto: Do you think all of that helped you break free of your parents' ideas and your early ideas of what you thought your life would be?

Reid-Price: That's probably true. While I was in law school I came down to Washington for a march against Viet Nam. Of course I had already gone to law school against my parents' wishes, so I guess I had broken out of the mold before then. But there had already been family arguments over Viet Nam. It was something that you can feel really strongly about – intensely enough to break down some of those strictures of what you supposed to do. It could be.

Giannetto: I know you like politics now - you're actively involved. Do you think that was the start of it, the seed?

Reid-Price: I was involved in some political races in college, in Boston – a mayoral race and a couple of others. Which certainly didn't have anything to do with Viet Nam.

Giannetto: How were you involved?

Reid-Price: Just working, going around neighborhoods, leafleting, stuffing envelopes – the grunt work that needs to happen with a campaign. I was a political science major at college. I don't remember... well actually when I was in high school – I went to a small girls school – and started an international relations club that didn't exist at the time because I was interested in international relations.

Giannetto: In high school?

Reid-Price: In high school. There must have been some natural interest there beforehand.

Giannetto: What did that club do?

Reid-Price: Just studied what was going on. Never got anywhere near trying to figure out what policy should be, but at least to understand what was happening in the rest of the world. And, it was such a different era then – through the news, you knew that there were other parts of the world, and the major events in other parts of the world, but it certainly wasn't the day-to-day awareness of what was going on. Very few people in college went away for a semester or year abroad. A few people went on a summer exchange program. It's not the same kind of global awareness that we have now.

Giannetto: Obviously, '69 and the late 60's were very politically active and tumultuous days. We just had an election yesterday – the Gore/Bush

election – which I would imagine drew the biggest turnout in 25 years, I would think, and by far the most excitement. How do you compare this little brief point in time to everything that was going on then?

Reid-Price: You talked about the turnout, and they haven't added up the numbers yet to know what the percentage is – they certainly expect it to be higher. My own experience in our little community was that more people voted than generally vote, and we have a very active political community in Swarthmore. But I remember running down the street in the first house we lived in, in Hartford, yelling “We like Ike, We like Ike” – and there was a negative on Adelaide Stevenson, I'd sing, you know, just the refrain from parents. I've seen it now, because I continue to be politically active... I think that people who are in their 70's have much more of a sense of political responsibility than people do now. To them, voting is a civic duty and an obligation. Much more apt to vote, much higher percentages in that age group, than my age group, or your age group. During high school, I couldn't have told you how good a President Eisenhower was. The world was much smaller, my focus was much smaller. I do believe now that government has an impact on people's lives.

Giannetto: I agree. Still in the Wellesley years. You said you were a poly sci major. Would you do that again, would you be a poly sci major if you could go back?

Reid-Price: Yes.

Giannetto: Enjoyed it?

Reid-Price: Very much.

Giannetto: Good preparation for your law school and political career?

Reid-Price: Well, I actually had a class on constitutional law at Wellesley that was – it wasn't really done in the Socratic method, but it was done with an awareness of different sides of an argument, and certainly heightened my interest in the law in terms of finding justice and policy. I really hadn't expected to go to law school. Watching my father's career wasn't anything that I related to or ever wanted to relate to. But my internship was in OEO legal service, the Office of Economic Opportunity.

Giannetto: Internship, when was that?

Reid-Price: That was after my junior summer at Wellesley in Washington. That's when I really crystallized my interest in the law. Fascinating people that were doing some really striking things in terms of trying to get more justice all people and work on poverty. Also what was happening in the 60's were the riots in the cities. In 68' the cities were burning – the poor districts were burning, it wasn't a threat to the middle and upper classes, but it certainly was an expression of frustration. The lack of hope, and OEO legal services was trying to do something about that. Just remarkable people.

Giannetto: What did you do specifically?

Reid-Price: I did the Leslie chart, as they dubbed it, which was a cauterization of all the different programs that the office was funding – because it was basically a funding office. They'd also have conferences and bring lawyers in to talk about how to try and address some of these issues. So I created a chart that cataloged what all of the funding programs were, who was doing it, and what they were trying to accomplish. It seemed like a fairly natural thing to have if you were going to do all of this. Also went

around with a law professor from Catholic University who was doing films, videos that were trying to educate the community about what their rights were. Worked with him and tried to create some of those. Interesting summer.

Giannetto: Great. There was one particularly interesting person that you met there... Am I right, did you meet your husband that summer?

Reid-Price: Ah, yes, you are right. He was also interning, he was in law school at the time and was interning with the Office of Economic Opportunity – probably the community development office. Part of the reaction to the riots was to give community development grants to groups in the communities to try and improve education and foster community programs. They hired law students from Michigan and Penn – I’m pretty sure Penn was involved – Yale, Harvard, Stanford, to go around the country and assess the effectiveness of these programs – monitor what was going on. We met at a mixer that Yale had for Wellesley and Vassar interns, and dated through that summer, and thanks to youth fare managed to keep dating while he was at Michigan and I was at Wellesley. It did turn out to be a very positive experience from that perspective.

Giannetto: I imagine so. After Wellesley, did you do something in between Wellesley and law school?

Reid-Price: No, and I remember thinking at the time that I didn’t want to interrupt my education, because I suspected that if I did, I’d never do that – and I still have that same suspicion.

Giannetto: Was there anything you were fighting... was there a particular job or something you wanted to do that might have drawn you away?

Reid-Price: What I was thinking about my senior year in college... I was actually very interested in urban development, and there were some, again, really fascinating people – Edward Logue, who I think was Boston; Paul Ilvesoker; and somebody else in New York – that fit a bit of my interest in, kind of, the community development side of OEO. So I went and talked to them. A number of them had been classmates of my father's at Yale, so I was able to get in and talk with them. I would ask each one, if this is what you're interested in, in terms of getting involved with community development, should I go to work immediately with somebody like you, or go to law school, or go to city planning school. And, I think all of them had a legal background – I think all of them recommended law school as a good way to get into doing that. My family wasn't at all interested in my going to law school. They thought that women were supposed to go home and take care of the kids, and not have all of those distractions. I remember, my senior year, my parents took my sister and I on a trip to Mexico during... it must have been spring break, because I think by that time I had already accepted to law school and was struggling with whether that was the right thing to do. I decided that one of the Mayan gods inspired me during a cab ride out to the pyramids – yes go to law school. So that was when the decision got made.

Giannetto: What did your father and your brother say? We've talked before...

Reid-Price: Oh, that was my freshman year of college. I'm headed off to Wellesley, first time away from home. You know, this is very exciting and all I was looking forward to was my freshman year in college. My brother comes up to me and says "Dad and I have talked about it and we don't think that a woman should take a man's place in graduate school because men have to support the family and it's not fair to deprive a man of that place." At the time, I just thought where is he, I'm not even thinking about graduate school right now. Now I'd probably have a much stronger reaction if

somebody came up to me and said that. At the time, I was kind of bemused by it. Clearly it stuck in my memory. It may not have been quite as benign a reaction as it seemed at the time.

Giannetto: Well that wasn't their own idea; I mean a lot of people thought those types of things then, didn't they?

Reid-Price: Oh, yeah. The norm was for women to take care of the family, and part of the horror my family felt was that you should not leave children unattended, or at least unattended by a parent. To go out into the working world, if you had a choice... When I started law school, I think about 30 percent of our class were women. The reason for that was, it was the first year that you couldn't avoid the draft by going to professional school. So a lot of the men that would have gone to law school in order to stay out of the war didn't have that as an option. There were more women that were applying, and I think the schools were starting to open up. The class before me had a minimal number of women – I don't think it was even 10 percent of the class. So ours was really the first year that women started, in any great numbers, to go into law school, medical school, architecture. It was that cusp again.

Giannetto: Do you think if you hadn't gone to Wellesley, you still would have... Because I would imagine that that's quite a support group... A lot of women that are going to go on and do all kinds of great things.

Reid-Price: That's true, and it's certainly the peer group... When I was thinking about what I wanted to do, all my friends were thinking about what they wanted to do in terms of careers. There were a few people... I remember overhearing in our campus coffee shop... There were booths and there was a woman sitting in a booth behind me saying, "I don't understand why all of these women are making such a fuss. I'm going to be taken care of

by my father until I get married and then I'm going to be taken care of by my husband." That was probably my freshman or sophomore year. My reaction by that time was (gasp!). So, some people were getting married, but it wasn't like that was going to be the end of their careers – that was a piece of their life.

Giannetto: I think people of my generation don't particularly think there is anything strange about a woman going to graduate school. Obviously, I think it's above 50 percent of people here that are women. Do you ever feel good about being part of that first generation to change the perspective?

Reid-Price: Yes. Both in historic terms – and I have a daughter who is 24 now – and I consciously hoped for her that the receptivity to women in the professions would be so different that I actually didn't talk to her about some of the experiences that I had had, because I didn't want her to come at it with a jaundiced... As it turned out, I was overly optimistic in terms of what some of her experiences would be... Which is not strange, because the people that are dominating the work environment are still people in their late 40's, 50's, most of whom grew up under that same expectation set that I had had early on. But you hope that things are breaking down, and certainly things have changed. They are much better than they used to be. I have high hopes for your generation. The expectations are very different and the relationships are very different going forward. So, yes, it felt good to feel like you were forging a path. It was also exciting. I and many of my friends' generation had rejected the norms, so there wasn't any, "This is the path you follow." It was very freeing – much more so than for most of the men of our generation who had a fairly highly refined norm set that they were supposed to fulfill and definitions of what was successful and what you should do. So there was a freedom to this that I don't think is necessarily true thereafter.

Giannetto: While we're on this topic, and I'm skipping really all the way to the end of my questions, but, in retirement now, you've taken on a new challenge – empowering women in politics. I was hoping you could discuss that... I think it's a good time.

Reid-Price: Well that, I guess, how did that start...? Partly it was Hillary, but partly it was, well probably even more so it was my continued involvement in politics throughout the years. Both my husband and I have supported candidates that we thought were good people and would be good representatives in government. And, well it was through a Wellesley connection actually – Happy Fernandez had gone to Wellesley, and she had contacted me after she was in city council, and we got together and just talked about what my interests were. She's great at just trying to find people and fit them into doing something according to their interests. As I got to know her better, we focused on how difficult it is for one woman or two women to accomplish something in a political setting – you need more voices to be able to really be heard. And, the lack of support that women got trying to go into politics, like just about every other field that we have broken into. So we started talking and found that there were other groups talking about trying to create a women's political support for women candidates. This was '95 – Clinton had already won the first election, was getting ready to run in '96, and started... I actually did some fund raising for him in an event here in Philadelphia in September and found that there were a lot of women that were feeling like they wanted to be better heard in the political arena, and drew on that to raise a fairly substantial amount of money for one of his fundraisers. Went to the fundraiser and there were no women on the podium, and there was some recognition given to the fundraising that was done by some of the women, but it was again, pretty incidental to what was going on. Clearly there weren't any women that were speaking to the candidate at the time. So we galvanized and decided we wanted to have an event that would really

reach out to women, and were lucky enough to have our interests fit with a group called the Women's Leadership Forum - that had started with the Democratic National Committee – who were trying to reach out to women also. And we jointly sponsored an event with Hillary Clinton and Tipper Gore coming into town that drew a lot of women and a lot of enthusiasm. And we built off of that to form a group called the Five County Democratic Women's Coalition with the idea of carrying on that energy and enthusiasm and creating some kind of a support group. Pennsylvania is 48 out of 50 states in terms of women's representation in the State Legislature. There are no women in the federal delegation. It's not about to change dramatically soon.

Giannetto: Are you going to be one of the next women legislators?

Reid-Price: I really don't want to run for office. I don't see that happening. There's a lot about politics that I don't like, and I do understand why women don't necessarily find themselves attracted to it. But there are some very good women running, and I would like to help them become elected and at least be a voice for women – it's a different perspective and it needs to be heard. That interest started before I retired, but probably was one of the pulls when I was deciding whether or not I wanted to keep working. There are things that I wanted to accomplish in the political arena and the social arena through Women's Way. I wanted to be able to give more time and be more effective.

Giannetto: What do you do with Women's Way?

Reid-Price: I'm on the board. And that's basically a fundraising organization. It supports nine member agencies and a lot of associate agencies who are providing services to women. One of the things you discover as you go through life is... Because so many of the decision-making aspects of

medicine, academia, law, and just about every field I've seen have been dominated by men, women's interests just haven't been addressed. There are now some major accomplishments in terms of women's health. Used to be that when they did a study of a diet or a drug, all they'd studied were men. I mean there was no thought that maybe women would have a different reaction to something than men would – although their bodies are obviously different. So, I guess I've become more and more oriented towards the need to get women's perspective or needs met.

Giannetto: That's very interesting. Well, we have to go back to law school. We jumped to the future, but now back to the past. Basically, why Penn?

Why did you decide to go to law school at Penn rather than, say Michigan with your husband?

Reid-Price: I'm still an easterner. I don't think I'd ever... I guess I crossed the Mississippi once when I was in college – I had a friend in St. Louis. But, I was very eastern oriented. That didn't even get to the mid-west. My geography of the mid-west was atrocious when I married a Chicagoan. So, I had looked at basically New England and Mid-Atlantic schools.

Why Penn? Came down here, I had an aunt that lived in Philadelphia, so the city was not a foreign place to me. I guess my alternative was New York University, and New York I found a little overwhelming. It was not that I had looked into a program and was inspired by Penn versus some other school. I mean I was basically into law school or not law school, and which school was kind of way down on the list of what I was thinking about.

Giannetto: When you came here you said you were an RA. And the reason you had to be an RA – we talked about before – was that you paid for it all on your own.

Reid-Price: Yes, when I told my family that I was going to law school, they told me I was on my own, and it was... Penn had a good program at the time in terms of tuition credit and getting room and board by being a resident advisor. And I felt good about being able to do that by myself. And also found out that there were some family education funds that had been set up in a trust for me, so it wasn't like I had really been pushed over the gangplank. And that was something later that my family, my father especially, I think regretted. But, they were happy with the way I turned out, so they probably didn't regret it too much.

Giannetto: Do you remember anything about the admissions process in particular?

Reid-Price: You know, you talked about that before as one of the questions that you were going to ask, and I can't remember the admissions process at all.

Giannetto: I can't either, and it was only three years ago. But, it was a very competitive school though, at the time.

Reid-Price: Yes, and I did come down here and probably must have done an interview, but I couldn't have told you who it was with. I remember meeting some of the students and feeling pretty good that this would be a place that I would like to come to. But that's about as much as I can remember of the process.

Giannetto: How about first year? I know you'll have to remember first year, because it's quite an experience.

Reid-Price: It is quite an experience. It's probably... it's clearly the most exciting academic experience I've ever had. Challenging. Very sharp, in terms of... I could feel my brain being molded or being sharpened in terms of how I thought about things. It was emotional. I can remember being in a

criminal law class talking about whether there should be stronger penalties if you drove under the influence of alcohol if you killed somebody versus if you just got stopped for driving under the influence, and I had a very emotional reaction, which was, listen, once you make the decision to get into the car and drive drunk, you should incur the penalty. Whether or not someone dies is kind of sad for the person that dies, but not affecting the decision-making. And that was not a view that was shared by most of the people in this enormous class – probably a third of the class was in these lecture classes. And, I remember thinking, well you're not supposed to be so emotional about this, but I really was. Nixon decided to invade Cambodia the spring of our first year of law school. Of course we hadn't had real exams by that point. I guess you had some kind of interim test, mid-year, but they didn't count, so we were headed right into exam period.

Giannetto: So, all the classes were yearlong.

Reid-Price: Yes. And my reaction and a number of my classmates reaction was that we should postpone our exams, because this is a really significant happening for the country, and we should not be diverted by having to... The administration didn't feel that same way, and it may have been a self-serving... But, as I said, I did do the march in Washington my first year in law school. There was just, it was incredible experience in many, many ways, including in an academic way.

Giannetto: How were people going to law school regarded at that time?

Reid-Price: There certainly wasn't the same negative attitude towards lawyers that exists now, and probably, you feel as a law student... I hadn't thought about it, but I guess that would naturally follow. There was still a lot of respect for lawyers, and certainly the people you would meet at Penn and

the professors were people you'd admire and were leaders in their field and were having influence on policy. That part, at least was very positive.

Giannetto: How about the general atmosphere of the school, and how has it changed now that you've been able to come back for three hours?

Reid-Price: Well, the school was open. You could walk into it without having to go past a security guard and have somebody vouch for your good character. That part really bothers me that there is a need for it. As a resident advisor, the dorms were not open to anybody to just wander through. I don't think it was through locks. It was by having a security guard and kind of a receptionist in each of the dorms, and some of the dorms were locked. So, there were some safety issues, but it wasn't anywhere near as strong as it is now. My daughter did go to Penn. There were a number of shootings while she was there, including on the street that she lived on. As a parent, I became very aware of some of the safety issues. Haven't met a lot of the law students to know whether there is a similar kind of camaraderie. Certainly, going through first year law school creates a sense of common – suffering is not the right word – but, endeavor. I enjoyed the people I met. Really liked my fellow classmates. Still see some of them from time to time. We weren't particularly part of the Penn campus at all; although I did take a course in the city planning department that I got credit for here at the law school. But there's very little interaction with the undergraduate campus. Probably all that I've focused on.

Giannetto: How about the city in general? Was a Penn's student's focus when you were going to Penn in West Philadelphia? Did you do a lot in Center City? Was Center City very active, as it is over the past five years?

Reid-Price: Restaurants weren't nearly as good. Of course as law students we probably wouldn't have been shelling out a lot of money for restaurants anyway. A number of my classmates had apartments in the city. So, I was very comfortable with the city. I don't remember doing anything in terms of theater, or cultural activities, or sporting events. There wasn't a lot of time during first year of law school to do anything other than the resident advisor and law school. It was a comfortable place. I felt like I was in Philadelphia, I didn't feel like it was off somewhere else. I got married after my first year, so that really shifted my orientation. We lived down around 9th and Locust. My husband was working for Community Legal Services, starting to relate to other lawyers and people who were in the working world. That really, kind of, drew me away from the social aspects of the law school, and got me much more involved in the city.

Giannetto: You said it was about 30 percent of the student body was women when you came? Were you treated differently in the law school, in classes, by professors, things of that nature?

Reid-Price: I remember there was a sense that certain faculty members picked on women. I never experienced that. As a first year student under the Socratic Method, they were challenging everybody, and there was some put-down element to it. But there was also some really positive response to ideas and discussion. It was much more of a real dialogue than a professor looking down on the students and pushing them around. There was some of that, there was some of it, and I think some of it was aimed maybe at toughening up the women, in the sense that they would have to deal with it with judges and other people as well. But it wasn't a dominant factor.

Giannetto: Did you participate in any different activities? Any clubs while you were here?

Reid-Price: Not clubs. My second year had lost a lot of the academic edge that the first year had. I kind of felt that I had progressed to the point where I didn't have that same sharp academic focus. What I did was the North Philadelphia Tenant Union, through the law school. There wasn't a clinical program, per se. I think I got credit for this – I probably did because I spent a fair amount of time doing it with another law student. Sharon Wallace, who is not on the faculty, she is a practicing attorney – she had responsibility for us. Because we were actually going into court, representing tenants. And that was a fabulous experience in terms of seeing law in practice and feeling like you could do something.

Giannetto: Did you go in front of any judges?

Reid-Price: Ah, yes. And municipal court judges... there were some good ones, but there were some who were outrageous. And a number of them were very anti-female, and anti-free representation of people. Judge Latrone, I appeared in front of... Some woman – who was probably in her late teens, early twenties – was getting evicted, and he managed to outrage me, her, and just about everybody in the courtroom. He was carrying a gun, and she was talking about how all of her possessions had been put out on the porch during this eviction process and had disappeared over the course of a day or so. He was into the fact that if she had that many pairs of shoes, she should not be getting free representation. He was just very autocratic. And you could see the, kind of sense of power and belief that they were king of their kingdom and could do whatever they wanted. Very eye opening.

Giannetto: Did it sway you from litigation?

Reid-Price: I think so. Certainly after that I never had much interest in pursuing the litigation side of law. And I don't think it was part of my strength either,

in terms of liking the performance aspect of it. I like results. I like to control being able to reach results.

Giannetto: I'm with you. Definitely with you. A few boilerplate law school questions. What's your fondest memory of your law school days?

Reid-Price: You asked me that before, and I've been mulling it over this morning. All of my law school recollections tend to be classroom recollections or interactions with faculty members, and those are very positive. There were a number of faculty who I thought were incredibly intelligent in terms of bringing out students, interesting in terms of relating to the world, talking about how I wanted to develop my legal career. I never had Howard Lesnik for a class, but he was, I guess he was in charge of the legal writing program, which is what I did my third year in law school – and I think they still do that now, they use third year students to have, I guess probably twelve or fifteen first year students that were doing legal writing, and he was responsible for that program. So that's what I did my third year to kind of keep my interest up in school. And then he and I worked together after that. He was asked by Bryn Mawr Social Work School to set up a law and social services component, year-long program that would be an additional degree, and I did that with him. That was a very positive experience.

Giannetto: I'm going to ask you about that in the post-law school questions. But, just to stay with law school... You mentioned Howard Lesnik, any other professors that you would think were particularly important.

Reid-Price: There's Professor Ackerman, who is not here now, and I think left fairly shortly after I graduated. He's young. He'd really challenge the logic of your concept and force you to think out to the consequences of it. I learned a lot from him. He wasn't the easiest person either to get along

with or to be a student for, but he really caused me to get much more in depth in my thinking.

Giannetto: I'm curious though, Wellesley seems to me to be very academically rigorous. But it seems like it was rigorous in a different way than your law school education. Is that true?

Reid-Price: It is true. It was much more, doing research... There's a lot of... In political science, there wasn't an international relations major, so political science was a lot of international relations. And that was during the Cold War, so I can remember doing a lot of discussion of policy, and whether military fortitude is the way to deter aggression, or whether you try to support the economies of other nations to get them on your side – there were a lot of interesting things going on in the world. Maybe the difference is, at Wellesley I felt it was something we were talking about; in law school I felt like it was something that I would very soon be actually applying. So there was more of an immediacy to it. Maybe that's the sharpness that I felt.

Giannetto: What did you like least about law school? There's got to be something bad.

Reid-Price: Oh, yeah. And the fact that I needed to find something outside of the academic program second and third year – I mean it seemed like a shame that you learned so much and you do so much your first year and then, it would be nice to have second and third year accomplish more on the academic side than I felt like they did. I still hadn't focused on what I was going to do with my law degree. Maybe if I would have been aimed toward a certain kind of law, I would have felt more of a trade interest in courses. I still did a lot of real estate. I had Jan Krasnovieky – he's a fabulous professor, and great legal mind... (BREAK IN TAPE)

So I kind of kept a real estate focus – took the course in the city planning school. But, hadn't really figured out how I was going to do all of this. So I wasn't really professionally oriented at the time. That might have helped. It felt like there were such brilliant people here, it would have been exciting to really do something more on the academic side.

Giannetto: I don't think that's changed. I think it's still somewhat the case. Coming out of law school... Right now Penn law students, and a lot of law students are coming out to a great job market. Probably the best ever. What was it like when you were coming out – and you were coming out of Penn what year?

Reid-Price: Graduated in '72. I resolved my immediate dilemma by taking a clerkship – which was really kind of a continuation of a liberal arts education, which I think law school is. I mean it's not a trade school in terms of preparing you to practice law.

Giannetto: So that was the thought behind taking a clerkship?

Reid-Price: It was a postponement of having to deal with, you got this law degree now what are you going to do with it. And I will acknowledge that my freshman year in law school, I was really feeling quite flippant about the education, which kind of supports my brother's statement. I thought I had the best of all worlds – I could go work or not work, whatever I wanted to do because I was a woman. I could go just and be a wife and mother and be supported, or I could use this law degree that I was getting. By the time I got through my first year of law school I had come to grips with the responsibility that getting the degree had and that I really did have some need to figure out what I was going to do with it. But having never really thought about law firms as what I was interested in, graduating was still a lot of perplexity. And that continued to the end of my clerkship – I still

had to figure out what I was going to do with this law degree. Didn't want to go into the legal services side because I didn't really want to do the litigation element. Had gotten, I guess somewhat cynical about what planning did for environments, and actually came back and talked to Jan Krasnovieky about, "I don't want to go to a law firm – I don't want to do this – you know, help me find something that I can feel really good about." And, he did. He introduced me to a person that became a very good friend who was working for a real estate developer down in Wilmington, who was married to an architect. And, although nothing happened work-wise at the time, became good friends, and kind of stepped back a little bit and said, "Wait a minute, your next move isn't your last move. There are exciting things you are going to be able to do with real estate and development." So I went to work for a law firm, knowing that I still needed that piece of my education to be a lawyer – because I certainly didn't feel prepared to go out and practice law. Went to good for a very good law firm, and felt that I got kind of a finishing on my education.

Giannetto: Sort of a fourth year of law school?

Reid-Price: Yes, and a real rigorous training that I think is very valuable. An expectation of a high level of performance. That was a good experience, and I got over my fear of what it meant. And I actually only stayed there about a year and a half. Didn't intend to do it that way, but it was just a piece of where I was going.

Giannetto: What firm was it?

Reid-Price: Wolf, Block, Schorr and Solis-Cohen. Which was very strong in real estate, and I joined their real estate department.

Giannetto: So going in, you said to them that you wanted to be part of the real estate department, they put you in there, how did that work?

Reid-Price: Very well. Worked with some really good people. Got involved in a fair number of closing. I represented a number of lenders, mortgagees, some real estate investment trusts at the time – most of them disappeared fairly shortly thereafter. Also worked with the head of the department on a corporate, or a partnership merger, which ended up being very interesting both in terms of what it meant to the people – the day they were supposed to sign the papers one of the partners died. I guess that was a partnership divorce and there was somebody else that was going to be buying the business. So, it taught me a lot very quickly. It was a good experience.

Giannetto: What is it though, that draws you away from the big, corporate law firm lifestyle?

Reid-Price: Well, let's see. By that time, I was probably 25 or 26, realized that I did want to have a family, and had trouble imagining how I would do that working for a law firm, and the kind of time that that would require. And it also didn't really fit with my urban development desires. It wasn't satisfying me enough professionally to go and try and negotiate with them. Which, actually, I might have been able to do. You asked about the job market when I graduated. There were a number of... Well there was a very significant lawsuit in Washington. A sex discrimination case against a law firm. And, a lot of the firms were trying to proactively hire women to avoid being in similar situations. So, as a woman coming out of the clerkship, law school, I think that I had an easier job than my male counterparts probably had at the time.

Giannetto: Just to jump back to the clerkship before we move on past Wolf Block...
What did you do? What is a clerkship, what was your clerkship all about?
What responsibilities did you have?

Reid-Price: I clerked for Judge Packel on the Superior Court for the first three months. It was supposed to be a yearlong clerkship. But he was hired by the Governor – Shapp, I think – to be his solicitor general. So, New Year’s Eve we were having a party, and my friends came and said, “What are you going to do?” I said, “About what?” They said, “Judge Packel’s going to be solicitor general.” I said, “Oh, I don’t know!” He called that night, and said not to worry and that Judge Spaith – who had been a Common Pleas Judge – was going to be appointed by Shapp to fill the Superior Court vacancy that he would be creating. And, I had actually interviewed with Judge Spaith for a job as well, so that just felt really good to me. So I stayed in the Superior Court, and the judges just moved around. That was a good experience too in terms of my professional development, because what the clerks do is a lot of research; shepardization of cases to find out what the controlling law is; and also to do the first draft of an opinion. I can remember the first few cases that I was supposed to be writing an opinion about. I would basically sit there at the desk for hours looking at this blank piece of paper thinking, “What am I going to do here?!” And, finally realized that nothing is going to happen if its just you and this blank piece of paper, so you better start writing and then you can, kind of go back again to it. That was a really valuable experience. I used it over and over again when I found myself saying, “Gee, I don’t really know what I’m doing here.” Well, do something and then go back and edit and refine. So, you’d write the opinion and then you’d sit down with the judge and talk about it and argue back and forth about some of the issues.
(PHONE CALL HERE CAUSED BREAK IN INTERVIEW)

Giannetto: Just the last question on the clerkship – do you still keep in touch with Judge Packel or Judge Spaith?

Reid-Price: Judge Packel is dead now. And, Judge Spaith, we actually just had an eightieth birthday party for him with all of his various clerks from Common Pleas and Superior Court. I think there were probably about fifty or sixty people, some of them were spouses. But, it was wonderful and he's still very much an incredible legal professional, both as a lawyer and as a judge. Philosophy of the law, and devotion to the law... And he was a wonderfully warm person too. He was a great person to start my legal career with.

Giannetto: Well, the next thing that you did after Wolf Block sort of surprised me. You went on and taught at Wharton for approximately a year and a half.

Reid-Price: I had set up my own law practice with this architect that I had met through Professor Krasnovieky. Not that we were sharing business at all, we were just sharing space. But, we set up an office in Media – it was about ten minutes from where I was living at the time. I was doing mostly real estate law and domestic relations law. And, I'm having trouble remembering exactly how I decided to fit teaching at Wharton into all this. But I suspect setting up my own practice and not really knowing where the income was going to come from may have had something to do with it. So I taught a first-year business law class to the undergraduate school – twice, two different semesters. And, actually, my daughter was born at the end of the second of the two times that I did that.

Giannetto: Was it tough? Was it hard to... I mean, you hadn't been out of law school that long.

Reid-Price: No, but I had the arrogance! Having gone through law school and feeling very confident of my ideas... And it's interesting, I remember feeling like the back and forth of practicing law and talking about law in terms of teaching was really a wonderful combination. It caused me to take a look at what I was doing in the practice by teaching it. And, I could bring what, at that point was probably only two or three years of experience – but it seemed like experience – into the classroom in terms of business law. So I really liked the combination of those two things.

Giannetto: And, you left and went on to starting a new program at Bryn Mawr, also lecturing?

Reid-Price: Actually, that overlapped with Wharton. Yes, there was one semester when I was doing both of them. I can remember driving from Media, to Bryn Mawr, and then down the Schuylkill to Penn, and then back out to Media. I seem to like triangles – I set up several triangles in my life. But, Howard Lesnick approached me that he had been asked to set up this law and social services degree – at that point it didn't have a name... one of the things that we had to do was to decide what the name of this degree was going to be. And, I did that with him and the person who was going to be the first – I can't remember what his... probably dean, or some title where he was responsible for that program. But, the three of us were doing that, and that again was a really interesting way of thinking about how the law related to social workers and what they would be seeking. And then, we joint taught a seminar the first year the program was in existence. That was really fun.

Giannetto: That's impressive – because you hadn't had a lot of background in issues effecting social workers, right?

Reid-Price: No, but a lot of interest. And the whole legal services was approaching many of the same issues that social workers have to deal with, but from a legal perspective. So it wasn't that far apart. And, what the social work school was looking for was a better understanding of how law could be used and would impact their clients. So the course we co-taught was a due process course.

Giannetto: So you taught for two years. Looking back on it, do you wish you'd gone longer? Do you wish you hadn't done it at all?

Reid-Price: Oh, I can't think of anything that I wish I hadn't done at all. No, I came to the conclusion after teaching at Wharton that I really didn't like the lecture format. I believe that there is a lot of similarity between litigation performance and teaching performance that is not my style. I really like dialogue and trying to get to the root of an idea. So, I really liked the seminar, but, as you say, I didn't have a whole lot of experience to bring to social workers. So, it didn't seem like that was a natural place for me to continue. I actually ended up representing a number of the people, the women at Bryn Mawr, because I still had my practice in Media. It was an interesting continuation of the Bryn Mawr relationship.

Giannetto: Do you think you'll teach again if you get the opportunity?

Reid-Price: Most of my experience doesn't fit most of the boxes that exist, and if I taught it would be because I wanted to share something with people that I really thought that I was bringing a perspective that would be valuable. That might happen. Probably more for my experience as a woman than my experience as a lawyer. And that could be fun if it ever evolved, but it's not an expectation that I have.

Giannetto: Life as a sole practitioner – that sounds almost scary to me. Was it scary to you when you first jumped in?

Reid-Price: You know, I think that's another place where I was somewhat protected by forging new ground. I didn't have any definition of what success was going to be for me as a lawyer, so I was able to experience it without feeling like, "Oh, your really putting yourself on the line. If people don't come to you, you're a failure." My husband and I had, when we first got married – I was in law school and he was working for legal services, which didn't provide a large income, but it seemed ample at the time – and we had agreed not to spend more than one income even when we both started working, so that we'd have flexibility, that at any point in time one or the other of us could not work and not really affect our lifestyle. And we actually used that. So, when I left the law firm and had my own practice, he at that point was working for a law firm, so there wasn't an income pressure that I think would make that a much scarier experience. And then I did the same for him along the way. He was able to try being a sole practitioner and eventually set up a mediation business. And, again, didn't have the income pressure. So, that was one of our better joint decisions. I was in Media, which was a county seat, and women lawyers were a novelty. After a while I set up a shared office with two other women lawyers and there was an article in the paper about this women's law firm. Which it really wasn't a firm, because we weren't really sharing income or cases. But, it was a novelty then. But, people were pretty receptive to it and actually there was a lot of encouragement at that time for women. It's interesting, it's not until you get further up that you realize that there are still some barriers there.

Giannetto: Well, you specialized, you've mentioned, in real estate law, which I can see... and then domestic relations, which is something brand new. How'd you get into that?

Reid-Price: Yes, that, I think had a lot to do with the fact that I was a woman. I know there were some men that came to me because they wanted to do a custody fight and they thought it would good to have a woman standing there – kind of the mother figure in the court. For me, people are important. I guess that’s kind of one of my overriding mechanisms for choice. What it does for the people I’m involved with is part of my whole professional choice making. Women going through divorce, battered women – those are people you care about. Until I had children, I invested a lot of energy and emotion into trying to help these women. When I had my own family, I needed to not have that emotional involvement, so I stopped doing it then.

Giannetto: Any interesting stories from either of the sides – real estate or domestic relations?

Reid-Price: Yes, talk about politics as being an element of people’s lives. I was representing a developer who had gotten a building permit to do a townhouse development outside of Media. He built the buildings and went to get a certificate of occupancy – he couldn’t get a certificate of occupancy. He was convinced it was because he was a Democrat. And, Delaware County at that point – still is – very Republican, and the whole county government is Republican controlled. I had been representing him in a real estate matter, and we decided that we’d go into court and try to get a mandamus issued to order issuance of the certificates of occupancy. Not being a litigator myself, I brought in my husband as co-counsel on it. He came up with the idea of subpoenaing the individual tax records of the supervisors, which I’m not sure we could have really gotten away with in terms of why there was any connection between these tax records and what we were trying to get accomplished. But it did mean that they settled outside the courtroom door, and issued the certificates of occupancy.

Giannetto: That's the litigators.

Reid-Price: That was fascinating to me. No, the interesting stories on the domestic relations side are much more just personally acute for the people involved.

Giannetto: It's funny, because my next question was, have you ever thought of teaming up with your husband? You said he tried to go out on his own and you've gone out on your own.

Reid-Price: Actually have thought about it. He has a mediation, dispute resolution business now, that he's been doing for about ten years. And, dispute resolution, you know, resolving things without conflict is something that I really like, and have some skill at. But I don't know that that's the direction I want to go right now. I'm really enjoying not having any direction, and testing ideas, doing some of the things I'd wished I could have done better, or had more time for. So I'm trying to hold on to that as long as I can before I select my next direction.

Giannetto: The bulk of your career was with Liberty Property Trust, which used to be Rouse and Associates. Rouse is a big name in the Philadelphia real estate community. Could you briefly explain what Rouse and Associates was, what Liberty Property Trust is, and why Rouse is a big name in Philadelphia.

Reid-Price: That's a big question. Rouse and Associates was actually one of, well, by the time we went public, was probably fifty or sixty partnerships that owned real estate. Generally it was a real estate development firm that would build office, light industrial product, outside of the city for the most part, and was up and down the eastern seaboard by the time I joined them. I guess they had offices in Jacksonville, Maryland, New Jersey and Pennsylvania. And, I got to know them through Wolf Block – I had

actually represented the partnership in a financing they were doing, or maybe I represented the lender and they were trying to get financing from them. But, I had met them through Wolf Block. Then, when I set up my own practices... Coincided with one of the economic downturns that they went through in the mid-70's and they were looking for a less expensive way than Wolf Block to get some of their legal work done. I was nine months pregnant when I interviewed with George Conkton and Bill Rouse, and it was a very positive lunch that we had. They said, "Are you practicing law?" And I said, "Well, yeah." And they said, "Great, we'd love to have you do something for us." They waited about six months after that and then called and said, "Are you sure you're going to be practicing law?" And I said, "Yes." So I started doing closings for them. That was in '76. Over the next three years I started spending more and more of my practice time on their matters. By, I think, a year later, I had an office at their offices. And, they just kind of kept gobbling up my time to the point where when my son was born I decided it didn't make a lot of sense for me to try to do the practice, work for them and take care of the kids, and gave up my practice and became an employee with them. As a lawyer. Although by that time I had already indicated an interest in understanding the business side better. So, in probably a way that wouldn't happen now – there's more expertise in the field... The next thing I knew I was responsible for two building that were, at that point, just plans. There were two sites that they were supposed to go on. But, we hadn't acquired the sites, we didn't have the financing for it, and certainly they hadn't been built and they didn't have any tenants. It was a great educational experience for me. I was responsible for having all that happen. I didn't find the funds – that was done through some lending relationships they had. But, I was responsible for the rest of it, and the closing on getting those funds – the legal background didn't hurt there. But, I became more and more involved in the business side. Still doing general counsel work, but mostly having outside counsel do the legal

work, and overseeing what was being done there. So, I had a dual track at Rouse and Associates for a long time, while working part time. Because I was in theory getting home three o'clock or four o'clock so I could still spend time with the kids.

Giannetto: Did you get to fold in any of your economic and community development interests into your work at Rouse and Associates – because you're building?

Reid-Price: Right, that ties into your other question, which is why is Rouse such a big name in the Philadelphia community. Bill Rouse is a visionary, and he is very committed to the city of Philadelphia, and fairly freethinking in terms of what can be. Once he believes something can be, he can make it happen. So, while I was on the general counsel side of Liberty, he was going through the experience of getting rid of the height limitations for buildings in Philadelphia by proposing Liberty Place to City Council. And that was a two-year experience of going back with plans, and hearing after hearing after hearing. Because he wasn't going to do it unless Philadelphia wanted it done. And ultimately the Mayor and City Council decided that they did want this new idea of what architecture and space could be in the city if you got rid of the height limitation. By having a height limitation, all of the buildings filled up every inch they could, and there was no skyline in Philadelphia other than William Penn. Which was actually the idea – William Penn was supposed to be the only part of the skyline anybody paid any attention to. So, I wasn't directly involved with the hearings, but certainly was peripherally involved in the development of Liberty Place, and got a lot of satisfaction over what I think that has done for the City of Philadelphia. We also started... I had introduced Bill to this friend that Jan Krasnovieky had introduced me to, and he had come in and set up a housing company as kind of a related business to Rouse and Associates. And, so we were in the commercial housing, suburban

housing, single-family housing market. Along the way Bill decided that he wanted to get involved in developing urban housing. Low income housing that could be done in a way that people could make money at it, so you could have many people who would come in and build low income housing as opposed to needing government subsidies to make it happen. And this was, probably most of the Eighties. It wasn't a moneymaker for Rouse and Associates – quite to the contrary. And, I'm not sure it was a good business to try and do in conjunction with commercial real estate. The discipline you need for doing low income housing is to be very penny conscious and keep your costs down, and when you're doing marketing plans for Liberty Place, creating glitz and pizzazz, it's a different culture.

Giannetto: Where were you doing the residential stuff? All over?

Reid-Price: West Philadelphia, North Philadelphia, Liberty section. I can't think of anything in South Philadelphia. Did a program with the City, where we would buy houses... And they were putting homeless people into the houses. They were bringing in the social work component to support these people, who in theory were ultimately going to be able to buy these houses. It was a pretty ambitious program. And, I think maybe fifteen or twenty units out of the hundred ended up in the hands of the people that were moved into them. There were some other interesting programs going on in a variety of different ways. Bill knew I was interested in that so I was on the board of the urban housing company. When the late 80's hit and real estate was starting to go down the tubes, we had to close down that operation and I ended up being the one responsible for running it while we were closing it down.

Giannetto: Depressing?

Reid-Price: Depressing, although we were able to place all of the housing in the hands of somebody who was going to continue it as low-income housing. You felt good about what you'd done – you didn't feel good about losing the money we'd lost. Hadn't really anticipated it as being a moneymaker. It would have been great if it had been successful... The economy could have worked to create it as a model – I don't think it was a model for anything. But, it was a good effort to be involved in.

Giannetto: Possibly in this recent economy, maybe it would have worked a little better?

Reid-Price: There's not been a lot of low-income housing created. There's better ideas now of what kind of housing works. During the 60's, towers were put up, high rises, that, I think really became ghettos in themselves. And, one of the things that we had worked for in Rouse Urban Housing was to get rid of the Schuylkill towers that were up in East Falls, and do more of the townhouse kind of units that people could relate to and feel better about. And that now has happened. It has happened in Center City too. But, it's still really expensive to create housing. The economics of it don't work.

Giannetto: Why did the company go public?

Reid-Price: Well, the real estate market was in the tubes from '89 through... We went public in '94, and when we went public we had gone through workouts with probably twenty or thirty financial institutions that had given us construction or permanent loans for buildings. I guess we had about seventeen million square feet up and down the eastern seaboard at our high. And some of it went back to lenders. A lot of it just stayed in place. A lot of it was not, well, it was negative real estate in terms of the new FDIC rules that required you to put value at market. And since we had

borrowed every dollar that went into these buildings, and the market was depressed, that meant that every single building then became overvalued by the loan that was against it. Many of them were still paying interest, many of them had sufficient income that if you used an income factor, you could have generated a higher value number. That whole experience gave me a real sour taste for the government's ability to run businesses. The government lost a lot of money, the taxpayers lost a lot of money through that whole process. And, we spent a lot of time working with the lenders convincing them that if they hung in there with us, they eventually would be as close to whole as we could make them. And most of them believed that. It took a lot of discussion and the fact that the principals were Rouse and Associates and Bill Rouse weren't walking around with yachts and castles and a lot of money in their pockets – that these people had put their own money back into the real estate, as well as what they borrowed. It wasn't a public disgrace for the banks to work with us. I think their biggest fear was that they'd make a deal with us and then we'd turn around and be seen flying off to Europe, and they would look like they had misused their funds. And, eventually they believed us, and I think that was largely the way Bill had done business, which was if you're fair with somebody else, they'll be fair with you. The loan officer you were working with probably wasn't still with the bank by the time you were dealing with the workout officer. So, it took a while to establish that reposit with the new person, but I really do believe that our ability to survive that period had to do with the philosophy of business. And we ended up, I think, in one lawsuit – we actually had a judgment against us – that we had to settle when we went public, but we were able to do that. And, I was overseeing most of those workouts and the documentation for them and the litigation for them if that's what it took. Bill was determined not to use bankruptcy as an out, and that was a fine line because sometimes you needed to at least let people know that there were alternatives that you could use if they didn't want to work with you. It

was a very alive time. Anyway... Fortunately, also at that time, starting about '93, real estate investment trusts had come back in. Another government program that, I guess bailed us out. So having done us in, they at least came up with the alternative that bailed us out. And, I think we decided to go public in November of '93, and were committed to making it happen very quickly or not at all – because you can really eat up an enormous amount of money in fees. And frequently you get all the way to the market, and then just before you go out for the equity distribution, stop and have to start all over again. Either because there's something that's happened with the real estate, or because it wasn't priced right, or because the market has suddenly closed the window. From November to, I guess it was June that we finally closed. But it was April that we had everything set up and committed. We were preparing... Well, seventeen million square feet ended up being eleven million square feet. We spun off the California division because the underwriters didn't want California. We spun off Liberty Place – or actually just kept that in a separate Rouse Partnership, because the underwriters didn't want to mix urban real estate with suburban real estate. So we ended up going public with eleven million square feet of our own, and then had agreed to buy a number of buildings to build up the pot that was going to the public. It was an incredibly wild five or six months, and doing due diligence on all this real estate – the environmental, the income streams... I mean it just... At one point we had every lawyer in Wolf Block doing some aspect of the closing. The underwriters were living there, we were living there – just an incredible period of time. We hit the window, and by the next month we would not have been able to go public. If we had not closed when we did – the market just had had enough of these IPO's and it closed down for about twelve to eighteen months. It was one of the most intense periods of my life. And, I came out of that thinking, "OK, I really don't want to spend a whole lot more time on the legal side." I had told Liberty that, and they did offer me a job running our Southeastern Pennsylvania region,

which was one of the largest regions – had the Great Valley Corporate Center in it. I didn't have to move. It meant working with a lot of people, training people, which I enjoy. And, it was certainly an area that I knew well, because I had had my headquarters there for all the time. So, that was a good period. And, we turned right around, the real estate market went up, and we started developing again.

Giannetto: So, now you were in charge of all new development?

Reid-Price: Well, actually responsible for the whole region, which meant at that point... When I took over the region, we had sub-divided New Jersey and Pennsylvania, or this section of Pennsylvania - we also have a Lehigh Valley office. I think I had about two and a half million square feet of office and industrial properties that I was responsible for in terms of leasing and property management and maintenance. And, we doubled that just about every year because the real estate market started taking off. We bought another office industrial park in Horsham. Bought a number of single buildings along the way, and then started developing again – bringing buildings out of the ground.

Giannetto: So, everything is going good – why did you stop?

Reid-Price: Got tired. For the first couple of years in a good real estate market, you're sitting there saying, "Boy, this isn't going to last, I've got to do everything I can while it's good!" Because the four years of being in the tubes is a very strong and lasting memory. The third year, you're saying, "Boy, can't believe it's still going." And you're still racing along, and by that time you are doing twice as much as you were doing before. By the fourth year you're still racing along, and it's still there, but you know the window is going to shut someday because real estate always has this cycle. And I finally just said, "Whoa, this is more intense than I need to be living at this

point in my life.” So, that’s basically when I said, “Alright, get off that mill and see where you go from here.”

Giannetto: How long have you been out?

Reid-Price: Since April.

Giannetto: Glad?

Reid-Price: Still having a lot of fun. I don’t think I’ve ever had a period of time in my life when I didn’t know what was over the horizon line. You might have a couple of weeks between jobs, or not know what your job was going to be but know that you were going to do something. There was always something on the horizon line. So, you could cherish the day or week or vacation, but it wasn’t limitless. And, right now it just feels like I could do anything or nothing. I hope to keep cherishing this moment as long as I can.

Giannetto: I know you got a new dog.

Reid-Price: Yes. We got a puppy. The kids are both out of the house. My son is in college now. My daughter is working up in New York City. And that was a shock. That happened faster than we were ready to say we don’t want to have a larger family than just ourselves. We had had a dog, and that dog died a year and a half ago. We held off for a little over a year on getting another one. But we both enjoy it. So, we decided to go that route. Now I can nurture again, which I enjoy.

Giannetto: I have a few overall questions, some broad questions, and nurturing kind of ties in. How was life – you were obviously very successful in your

career – how did you balance family? Two children – well actually we haven't said... Who are your two children?

Reid-Price: Allison is 24 and Matthew is 21. Allison is interested in international relations, and Matthew is in engineering, which is kind of different than anything Andy and I have done. It was... I don't think I had any great guilt over not being a full time mom. Felt responsibility and was very fortunate to find a caregiver who was with us for actually nine years. A woman who had her own family, and actually the first year she worked with us she brought her three year old to our house, and Allison was, I guess about six months old when that started happening. And I did it incrementally, so, first I worked a couple of days a week, and worked up to five days a week. And, it was in theory part time. By the time the kids were a little older, part time meant that I didn't work incredible overtime hours. And I was usually home for dinner. Have a lot of people that talk about remembering negotiating over the phone with me with a kid crying in the background. The kids didn't like the telephone very much, so I guess I was getting some messages on both sides. But, the woman that was taking care of them was very good, and I felt really confident that they were in good hands. I guess I didn't realize how fast childhood disappears. When my daughter started applying to colleges, I was like, "Whoa, I can't believe this is happening." And I immediately kind of attached myself to my son who was a little over three years younger, so was still going to be around for a little while longer. And tried to do it with some degree of circumspection for his need to be independent, which, he was at that point feeling quite strongly. But, it was like, I'm really not ready for this period to end. Enjoyed having kids. Wouldn't trade it for anything. It probably meant that I didn't go as whole hog after a career as I might have, but I think that was a benefit, not a detriment. Had a pretty balanced life. Family life is really important to me. I feel really good about my relationship with both my kids and our ability to be

with the parents that are still alive. Spend time with family. So, I'm happy with that balance.

Giannetto: On that note, your father was a successful lawyer who you said wasn't home a lot. You learned to juggle family and career. What sort of advice would you give to today's young lawyers, you know, going out into the world? How would you advise them on striking that balance and the importance of striking that balance?

Reid-Price: Well, you were talking about what a good job market it is right now for law students graduating. And it certainly is. You can certainly get a salary that is incredible by any standards of where the law has been in the past. What you pay for that is an enormous number of hours and very intense work. Which probably matches what I see in terms of my children's generation postponing getting married and having a family. And that makes sense. I don't think you can live life as intensely in the work environment as these jobs require and try to do a family at the same time. There was a moment when – I think it was in my early forties, and I couldn't tell you exactly what was going on in my work life and my family life – but I realized that all these balls that started very small when they started rolling down the hill have gotten bigger and bigger, and I was really starting to feel like, "Wow, I don't know if I can handle this anymore." And, fortunately... Actually, I thought about having the whole family kind of eliminate some of the activities that were going on so that we could relieve some of the time pressure, and realized that the only one that was really going to give up anything was me, and I'd end up doing more driving and resenting the fact that I'd given up things and nobody else had. So, we didn't do that and somehow we got over that crisis. But, you do need to be realistic that what you commit to takes time. And you have to figure out how you are going to do it. I was really fortunate. I had a spouse who very much believed in nurturing my career and sharing

responsibilities with me. So just like we lived on one income, when I decided to take over running the administrative side of Rouse and Associates... The kids were older – maybe twelve and fifteen, and my husband was ready to set up his dispute resolution firm... He took on the primary responsibility for the kids at that point. And that was when I really went to work full time. Knew I had to do that, because you can't run an office and leave willy-nilly and not expect everybody else to feel the same way. So he took that responsibility. It was really good for him. It was a great time for him to develop a stronger relationship with the kids. And that was a very positive thing. We needed to be able to shift that load periodically as different things were going on in our careers. And we talked about it, and were sensitive to it. But I don't think either of us ever felt like we were sacrificing. Somehow where our careers were worked with where we were in relationship to our family. Because feeling like you are sacrificing brings more tension into life that I wouldn't recommend.

Giannetto: Is it nice to see your husband again?

Reid-Price: Yeah! It's really nice to know that we still have a very strong relationship separate from being parents. We enjoy doing things together, and we do spend a lot of time together.

Giannetto: Is he jealous that you're...?

Reid-Price: Yeah, he keeps thinking, "Well, maybe I should stop working and we could have more time and I could do more things." We're both pretty young. We're in our mid-fifties and my anticipation is that there's a lot of life left. So, I expect somewhere along the way I'm going to figure out what it is that I want to do next. I hope to do it in a way that I continue to have a lot of time for myself. It's really nice to have that.

Giannetto: Go back to third year of law school! The other broad question was regarding your experience as a female lawyer – how has it changed? I know in Philadelphia right now, I believe there's only... Well, no, that's wrong. There are a number of female partners, but I don't think its fifty/fifty – I don't think it's to where it should be. It doesn't reflect law schools now. So, what do you think about, just in general, from when you started out, to now, and in the future?

Reid-Price: Part of that – not having as many numbers-wise – is that it takes time. There are certainly a number of women who are making it as partner now because they've been with a firm for a number of years and have been successful. There are also a number of women who have dropped out because they just get tired of fighting the fight along the way. And, it's interesting, when I first got a job out of law school, the fear was that clients wouldn't accept a woman as an attorney, and that was why law firms were defending not hiring women. I never saw a client resist having a woman represent them. They seemed to be much more interested in whether they were getting good advice and that whether they were getting the performance they needed of whatever was happening. And, the lawyers that I worked with didn't resist the thought that a woman should be a lawyer and should be an equal right along with them. The difficulty became more, just the camaraderie. There wasn't the comfort level of having a pal in the next office who happened to be a woman. I had a few lawyers who I would pal around with when I worked at a law firm and beyond. But there wasn't a commonality. My husband used to give me sports lectures in the train on the way into the city, so I could talk about the teams and would know who the quarterback was. And, I did some of that. I actually liked sports, so it wasn't all unnatural. But, it creates an isolation. And, as you get farther up into the hierarchy of most businesses, I think there's a lack of commonality that creates a lack of trust. There's a different language that men use than women tend to use. I think women

frequently approach problem solving differently. And, while I didn't hit the barrier coming out of law school – in many ways it worked for me because they were looking for women – I did hit the barrier a number of times. Real estate is a very male dominated field. Law has always been a male dominated field. I have usually been in a room full of men in various meetings I've been in internally. It gets lonely. That's the side that's going to take longer to change. It will change as women start getting more responsible positions and bringing women along. But, it's very slow and there are a lot of women dropping out because they do get tired of battling the battle, so it's not going to be as fast as you'd like, but at least it's changing.

Giannetto: Well, we are actually all done. Time's up and I wanted to thank you for spending so much time here today.

Reid-Price: My pleasure.

Giannetto: Thank you.