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Message from the Dean

Dear friends,

In your hands you hold an issue of the *Record* on a topic that is very important to me: leadership. As a Dean, it is absolutely critical to focus constantly on leadership—how to be a good leader myself, how to inspire and encourage leadership in others, and, perhaps most important, how to develop our students into leaders.

In our recent history, the Law School has largely focused on producing graduates who will go on to careers in "BigLaw." No one did or does it better than we do. Our brand of intensive, rigorous, analytical education fundamentally changes the way our students think and makes them extraordinary litigation and transactional lawyers, and we have many leaders of the legal profession, past and future, to show for that training. But that same rigorous and extraordinary education can be applied to other careers. Indeed, legal education can be (and used to be) the best training for leaders in all fields including business, civic institutions, government, and many others. What you will read about in this issue is our new and renewed efforts to give Chicago Law students the type of background that will enable them to excel in all types of professions—including, but never limited to, the practice of law.

In essence, we want to go back to the future. Lawyers used to have the dominant role in business and public affairs, as well as law. In business, MBA-trained professionals have taken over that arena. We want it back. There is a crisis of confidence in our politicians (most of whom are lawyers). We want to help fix that. There is and has been a yearning for the old days among members of the practicing bar for a return to the model of lawyer as trusted advisor and counselor. We want to train our graduates to reassume that role.

So, what are we doing to make this happen? First and foremost, we remain dedicated to the type of analytical rigor of which you, our alumni, are so proud. That will never change. But in this issue of the *Record* you will read about several new and innovative initiatives such as the leadership training all of our students now receive through the Keystone Program, and the even broader, deeper training they will receive through the Kapnick Leadership and Professionalism Initiative. You will also read about the new Doctoroff Business Leadership Program, which will attract students from around the nation with a demonstrated interest in business. This program will provide opportunities for our students to learn the basic analytical skills at the core of the MBA curriculum taught by some of the most eminent faculty at the Booth School of Business. It will also include mentorship from our alumni in business, summer jobs in business settings, and enrichment activities of a type never before experienced in American legal education. For those of our students who wish to go on to become leaders in public interest law, government, or the academy, we have developed other exciting new programs that have been described in previous volumes.

One only need open the newspaper to read about those who are skeptical of the value of a law degree. It is interesting and telling that I have yet to encounter this skepticism among Chicago alumni. You know the value of the finest legal education in the world. And with our new initiatives, our most recent graduates will be able to employ that extraordinary education to become leaders in whatever field they choose.

Warm regards,

Michael H. Schill
Dan Doctoroff, ’84, is the CEO of Bloomberg L.P. He doesn’t have an MBA.

These days, that makes him highly unusual. Of the 498 CEOs of the Fortune 500 companies in 2012, fewer than 10 percent of them—46—have JDs. That is a stark change from 40 years ago, when 27 percent of Fortune 500 CEOs earned JDs. The Law School, with Doctoroff’s substantial help, aims to change that.

This fall, Dean Schill announced the Doctoroff Business Leadership Program at the Law School, supported by a $5 million gift from Dan and Alisa Doctoroff. This groundbreaking academic and co-curricular program will provide all Law School students with the opportunity to develop the core analytical skills necessary to be successful as business leaders as well as business attorneys. In addition, it will provide a smaller set of students committed to careers in business with an array of mentorship, internship, and enrichment opportunities not normally found in law schools.

“There could not be a more opportune time for the Law School to develop a new and innovative business leadership program,” said Michael Schill, Dean and Harry N. Wyatt Professor of Law. “The recent upheaval in both the legal and financial markets has profoundly changed the legal profession and challenged law schools to innovate. Each law school will follow its own path to meet the needs of its students, the profession, and the world. The Doctoroff program is a key part of Chicago’s comprehensive approach to providing our students with the analytical tools to be preeminent not just in the practice of law, but also in business, government, and academic careers. Dan Doctoroff has
been a phenomenally successful leader in business and public affairs, and I am proud that our new program will bear his name.”

The Doctoroff Business Leadership Program combines five substantial components in the Law School’s first-ever certificate-granting program: a business curriculum taught by many of the leading professors of Chicago’s acclaimed Booth School of Business, mentorship from alumni business leaders, first-year summer internships in business enterprises, enrichment opportunities for students enrolled in the program, and additional business-oriented experiential learning. The program will focus on preparing law students to advise, run, and create business enterprises large and small through training in entity formation, capital structure and finance, intellectual property protection, ethical and regulatory issues, business combinations, and sales. The Doctoroff Business Leadership Program will prepare Chicago Law students for all the myriad legal and business challenges of an ever-changing world.

“The Law School already attracts many of the best law students in the world,” Schill said. “Through Dan’s gift, we will now be an irresistible choice for students who are deeply committed to careers in business and finance. Dan and I both agree that the JD degree, particularly at a school like the University of Chicago, is an extraordinary preparation for any career that requires sharp analytical capabilities.”

“For much of the history of the Law School, the JD degree has been an entrance point for leadership in banking, finance, investment banks, and real estate, as well as law and public service,” Schill continued. “In recent years, with the growth of the MBA, we have seen a decline in lawyers in business. Our intention with the Doctoroff program is, if you will, to go ‘back to the future’ and reestablish the JD as a compelling option for anyone who is bright, ambitious, and ready to become a leader in business.”

A LEGAL CAREER WITHOUT A BAR LICENSE

In his speech to the graduating class of 2012, Doctoroff, a recipient of the Law School’s Distinguished Alumnus Award, talked about having had five different careers since leaving the Law School—none of them requiring a bar license. After graduation he became an investment banker at Lehman Brothers, then a Managing Partner at Oak Hill Capital Partners. While at Oak Hill, he founded NYC2012, the organization dedicated to bringing the Olympic Games to New York City. He continued to spearhead the Olympic Bid when he became NYC’s Deputy Mayor for Economic Development and Rebuilding under Mayor Michael Bloomberg. After nearly seven years in that position, he joined Bloomberg L.P. as its President in 2008 and was appointed CEO in 2011.

Doctoroff’s gift, he said, is about creating business leaders inside law schools. “Having served in government, as an investor and CEO—as well as working with hundreds of lawyers—I am absolutely convinced that fundamental business and financial skills are critical no matter what law school students end up doing,” he said. In recent years, the extraordinary generosity of David Rubenstein, ’73, and Debra Cafaro, ’82, has allowed the Law School to compete for the very best students in the nation. The Doctoroff Program, along with other new initiatives at the Law School such as the Kapnick Leadership and Professionalism Initiative, the Public Interest Program, the Clinic expansion, and increased efforts to train legal academics, provide all students with the training and skills to blossom into extraordinary professionals.

In Doctoroff’s graduation speech, he explained why the Law School is so uniquely situated to house this program—because the analytical education is already so rigorous. In encouraging the new graduates to broaden their goals, he reminded them that Chicago Law graduates have “unique” skills. “You have an intellectual discipline that pretty much no one else has,” he said. “You have learned to challenge traditional assumptions about the way things should be, and you communicate your ideas precisely and compellingly.” Those characteristics, Doctoroff said, provide Law School graduates a “golden ticket to be anything [they] are truly great at.” The new Doctoroff Business Leadership Program will only increase the value of that ticket by adding strong business acumen to the already deeply analytical Chicago Law training.
THE ELEMENTS OF THE PROGRAM

The Doctoroff Business Leadership Program is the product of a unique year-long joint alumni/faculty planning effort chaired by Dan Doctoroff. Other alumni members included Adam Emmerich, ’85, David Greenbaum, ’76, Larry Neubauer, JD/MBA ’95, David Rubenstein, ’73, Barry Zubrow, JD ’80, MBA ’79, Dan Fischel, ’77, and Debbie Cafaro, ’82. (See sidebar for the full list of members.)

The contours of the program were created by this group and will be implemented by a faculty committee chaired by former Dean and Harry A. Bigelow Distinguished Service Professor of Law Douglas Baird. Baird said, “This program will provide a focal point for students who wish to connect their legal training to the world of business and entrepreneurship.”

The program will engage professors from the Booth School of Business such as Steven Kaplan, Philip Berger, and Emir Kamenica who will teach classes such as Entrepreneurial Finance, Accounting and Financial Management, and Business Strategy. Approximately five of these core courses will be taught each year and will be available to all second- and third-year students. The first set of courses were pilot-tested last year. The response by Law School students was enthusiastic. “Taking Professor Kaplan’s Corporate Finance course was one of the academic highlights of my 3L year,” said Lauren Fladger, ’13, now a consultant with McKinsey. “I enrolled in the course in preparation for my postgrad career in management consulting, but I had no idea of how applicable the course concepts would be. Even the most basic skills I gained in the course (like becoming more nimble in Microsoft Excel and learning to always perform a sanity check on my answers) have helped me in my first few weeks in consulting.”

A small group of students (approximately 15 per class) will be admitted to the Doctoroff Business Leadership Program. They will take a carefully chosen curriculum composed of the courses taught by Booth faculty, core business law classes taught by the Law School faculty, and advanced seminars taught by leading practitioners. They will take advantage of the Law School’s transactional clinics. Students will be assigned a business mentor who will provide them with one-on-one counseling during their three years at the Law School.

In addition, students will have the opportunity to work during their 1L summers in a business setting. It is expected that some of the students will intern for their mentors’ companies, while others will find internships elsewhere. The Law School will match cohort students with these internships and will work closely with the students to ensure...
that these mentorship opportunities put both their legal and business training to good use, while helping them continue to develop the skills and knowledge necessary for their leadership development. “The connections and experience that will be gained in these internships will complement the analytical training received in the classroom,” Baird said.

Enrichment activities, such as lunchtime talks and professionalism programs, have been a staple of life at the Law School for decades.

The program will add to the wide assortment already offered each year with programs specifically designed with Doctoroff Business Leadership Program goals in mind. Such programs might include corporate site visits, A UNIQUE RESPONSE TO THE CHANGING MARKET FOR LAWYERS

The economic crisis of 2008 and its aftermath has affected both the legal profession and law schools profoundly. An oversupply of lawyers has caused the number of law school applications over the past three years to decline by approximately 29 percent. While the Law School’s applicant pool has declined by a much smaller 10 percent, Dean Schill believes it is important for the Law School to remain a leader in curricular innovation. “We are the school of Ernst Freund, Ronald Coase, Edward Levi, and Richard Posner,” Schill said. “Perhaps no law school in America has so fundamentally changed what is taught in American law schools. It is important that we stay at the cutting edge in a manner that is authentically Chicago.”

The primary response of most law schools to the changes in the marketplace for lawyers has been to vastly increase their commitment to clinical and experiential learning. At Chicago, clinical legal education is extraordinarily important, and over the past four years new clinics in environmental law, human rights, and prosecution and defense have joined our long-standing clinical programs. But the School’s approach is multidimensional. According to Schill, “any curricular change at this Law School must focus first and foremost on analytical education. What is missing in legal education today is rigorous training in empirical methods, financial analysis, finance, and decision sciences; we need to apply our focus on deep analysis to that part of training as well. To the extent lawyers have had such knowledge, it has usually come from experience, rather than education.” Baird agrees: “This program follows the great interdisciplinary tradition of the Law School and ensures that the next generation of graduates will be ready for the challenges that await them.”

Schill expects that this program will make the Law School even better at training a new generation of Dan Doctoroffs. “The Law School has always been fantastic training for businesspeople,” Schill said, “because it teaches problem solving and getting to the root of issues. What has been missing from the equation is bringing that rigorous analytical training to bear on the core business curriculum, so that Law School alumni have not only the well-trained minds but also the technical skills to become business leaders. The bar has been raised in that arena, and I expect that through the new Business Leadership Program, our students will rise to that challenge.”

special speakers, and roundtables and panel discussions and will promote not only increased knowledge but also networking with members of the business community.

Students will be chosen based upon their intellectual ability, demonstrated interest, and experience in business and entrepreneurship. “We are looking for students who might have chosen to get an MBA or even a JD/MBA elsewhere,” Schill said, “but for whom the actual cost and the opportunity cost of that extra year is now prohibitive.”

A PARTNERSHIP OF TWO GREAT INSTITUTIONS

According to Baird, one of the most exciting aspects of the Doctoroff Business Leadership Program is the partnership with the Booth School. “Dan’s gift signals an era in which the Law School and Booth draw tighter connections between faculty, students, and alumni, and take advantage of the untapped synergy between two flagships of the University,” he said.

Indeed, the Doctoroff Business Leadership Program is one of two new “joint ventures” between the Booth School and Law School. Next year, thanks to the generosity of alumni Scott, JD/MBA ’85, and Kathleen Kapnick, ’84, all students at the Law School will benefit from leadership and professionalism training administered by Booth’s world-famous LEAD program. (See page 6.)

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–Dan Doctoroff, ’84

A UNIQUE RESPONSE TO THE CHANGING MARKET FOR LAWYERS

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THE KAPNICK LEADERSHIP AND PROFESSIONALISM INITIATIVE: TRANSLATING A SUCCESSFUL BOOTH CLASS TO THE LAW SCHOOL

BY MARSHA FERZIGER NAGORSKY, ’95
Amy Gardner, ’02, Dean of Students at the Law School, knows her students are smart, and she knows that they will do great things. But she also knows that they do not always arrive at the Law School ready to be leaders in the legal profession.

“Our students have always been the best at everything they have ever done, but their pursuits up until law school have often been solitary,” said Gardner. “Many of them have never had an assistant or worked on a team, taken orders from multiple bosses at once, or failed at anything and had to get back up on the horse. They rarely have any idea what their management style is, nor how to develop a good one. We want our students to be successful and become leaders, so we need to help them invest in themselves and go into the working world knowing who they are and how to lead.”

“WE WANT OUR STUDENTS TO BE SUCCESSFUL AND BECOME LEADERS, SO WE NEED TO HELP THEM INVEST IN THEMSELVES AND GO INTO THE WORKING WORLD KNOWING WHO THEY ARE AND HOW TO LEAD.”

Through the generosity of Scott, JD/MBA ’85, and Kathleen Kapnick, ’84, the Law School is introducing a bold new program to do just that. The Kapnicks have made a $2 million gift jointly to the University of Chicago Law School and the Booth School of Business to develop a program for law students modeled after Booth’s LEAD course. LEAD (Leadership Effectiveness and Development) is a leadership development class taken by Booth students during Orientation and the fall quarter of their first year. The Kapnicks’ gift will support a leadership and professionalism initiative at the Law School for at least four years, run jointly by the Leadership Development staff at Booth and the Law School’s Office of the Dean of Students.

“I am tremendously excited to offer this opportunity to our students,” said Dean Michael Schill. We have always provided our students with the most rigorous academic training of any law school in the nation, and that will never change. While we have always graduated students who have gone on to become leaders in a wide variety of professional arenas—private legal practice, academics, business, the judiciary, and government—up until now we have not been systematic in our approach. With the Kapnick gift that has all changed.”

THE GENESIS OF LEAD AT THE LAW SCHOOL

The new Kapnick Leadership and Professionalism Initiative resulted from three separate, but related processes. In 2010, the Law School hosted a LEAD pilot for its student leaders over a weekend. When Dean Gardner became Dean of Students in 2010 she began the innovative Keystone Professionalism and Leadership Program, which focused on preparing students for successful careers as legal professionals (see page 12). Last year, Gardner presented the Keystone Program to the Law School’s Visiting Committee and alumni breakout sessions and a subsequent plenary session considered the wisdom of a full-scale leadership initiative.

“To be truthful,” Dean Schill said, “I half expected that our alumni would roll their eyes and say that focusing on what some call the ‘soft skills’ was not appropriate for a school like the University of Chicago. Indeed, I myself was a skeptic. To my surprise, however, the idea of a leadership initiative resonated deeply with our alumni.” Alumni focused on the idea that the Chicago Law “comparative advantage” is the minds of the students—we have always trained them well in the law. But the Visiting Committee stressed that employers also want them to be trained to have mature judgment, strong interpersonal dynamics, skill in using diverse resources, and a deep understanding of clients and judges. Self-assessment and teamwork, the Visiting Committee said, are at the core of these skills. One member pointed out that while it is more than possible to succeed in law school being entirely solitary, it is impossible to do that either in legal practice or in the business world. Law schools need to teach the skills necessary to succeed as both a leader and a follower on a team, they noted, and until now, few have tried to do so. While some law firms and businesses offer this kind of training as part of their employees’ professional development, alumni said that there could be a tremendous benefit to students getting this training in the very early stages of their careers and with the rigor and expertise so inherent in programs run by the Law School and Booth.

Among those who was most passionate about the need for a Law School based leadership initiative was Robert Riley, ’78, Chairman of Schiff Hardin, LLP. “The demands of private practice in a law firm environment are evolving
quickly,” Riley said. “Sophisticated clients expect not just analytical brilliance from their lawyers but also strong interpersonal and translational skills. They want to be served by cohesive, efficient teams that understand and embrace their priorities and expectations. I applaud the Law School’s Leadership and Professionalism Initiative. It demonstrates that the University of Chicago Law School remains a dynamic thought leader in legal education, and its students will be the direct beneficiaries.”

Shortly after the Visiting Committee meeting, Dean Schill met with Scott and Kathleen Kapnick to discuss their participation in the upcoming university fundraising campaign. Scott Kapnick, the CEO of Highbridge Capital Management, was familiar with the LEAD class at Booth through his nephew, Daniel Kapnick, who graduated from Booth earlier this year. He suggested that Schill consider extending LEAD to the Law School. Kathleen Kapnick, who has enjoyed a successful law career, concurred, recognizing the critical need for a LEAD-style offering at the Law School.

Primed by the Visiting Committee’s enthusiasm for leadership and professionalism training, Dean Schill informally discussed with faculty members the Kapnicks’ idea of extending LEAD to the Law School. In June of this year, following a meeting in New York with Deans Schill and Sunil Kumar of the Booth School, a gift agreement was signed. Scott Kapnick, who has been an active member of the Law School’s Business Advisory Council, thought that this would be a wonderful way to get the two schools to work jointly on a project that could be a model for future cooperation.

THE KAPNICK LEADERSHIP AND PROFESSIONALISM INITIATIVE

The Kapnick Initiative will be based upon Booth’s existing LEAD class, one of the first experiential leadership development courses at a major business school. LEAD was inspired by the work of Harry Davis, the Roger L. and Rachel M. Goetz Distinguished Service Professor of Creative Management at Booth. All Booth students participate in LEAD, which is a required part of the curriculum. As Booth’s website describes, LEAD is “designed...
to enhance students’ self-awareness and interpersonal effectiveness by providing them with an opportunity to benchmark themselves with respect to critical aspects of leadership—working in teams, influencing others, conflict management, interpersonal communication, [and] presentation skills.”

LEAD begins with an off-site retreat in which students are introduced to their classmates through a series of team-building exercises, leadership challenges, and social events. This is the first opportunity for students to better understand their own leadership styles and effectiveness in team situations. Upon arriving back on campus, Booth students continue to participate in “modules” throughout Orientation and the fall quarter. Each module addresses a particular area of leadership development, such as communication, working in teams, or influencing and inspiring others. Through a wide variety of feedback sources (including a personality profile assessment), students learn more about their own style as well as how best to work with people of differing styles. Students also receive some customized communication training. Through a series of recorded exercises, students learn how they are perceived in a group setting and learn to better communicate their own ideas and listen to the ideas of others.

A key component of LEAD for full-time students is the use of “facilitators,” who are second-year Booth students who execute the class session under the supervision of Leadership Development staff. These students take a special course at the end of their first year at Booth to prepare for their facilitator roles and work with the Leadership Development staff to design and adapt the course content. “As a junior analyst or associate in the workplace, we often get completely caught up in the tactical problem solving and rarely pause to reflect on how we communicate or manage others during the process, said Amelia Runyan, JD/MBA ’14, who took the LEAD course as part of her MBA studies and serves as a facilitator at Booth. “As LEAD Facilitators, we have the opportunity to further reflect on our individual leadership styles and apply this self-awareness while working with other facilitators to develop curriculum and engage with the first-year class as they learn more about themselves.”

ADAPTING LEAD TO THE LAW SCHOOL

Many of the details of Kapnick Leadership and Professionalism Program will be worked out over the coming year under the oversight of a faculty committee chaired by Eduardo Peñalver in anticipation of a Fall 2014 “launch.” It is expected that the program will be mandatory for all incoming Law School students. The Kapnick Program will largely take place during Orientation and will supplement rather than supplant existing offerings. The 1L curriculum and the Bigelow program will continue as usual.

The Law School’s leadership and professionalism initiative is expected to focus on many of the same areas that are part of Booth’s course: personality preferences and leadership styles, working in teams, and interpersonal communication and presentation skills. An off-site training will begin the program at the start of Orientation, and the program will continue with classroom-taught modules during Orientation and some Friday afternoons in the first part of the fall quarter. According to Gardner, “our students begin thinking...”
about their 1L summers as early as November; we want to ensure that they can put their leadership and professionalism training to work for them in that job search and in their 1L summer jobs.”

While most of the leadership and professionalism training will take place during Orientation and the fall quarter, those students who become 3L facilitators will have additional opportunities to develop their leadership skills. As law students go through the experience, third-year law students will have the opportunity to become facilitators themselves. Schill expects these positions to be in high demand: “Though the workload will be high for these students, the personal and professional rewards will be immense. What better way to both practice and demonstrate leadership than to help design and run a leadership program for your peers?”

“LEAD has definitely been one of the core pieces of my graduate education,” said James Schulte, JD/MBA ’14. “I still think about the lessons I learned during LEAD, including about how I am perceived, how I work in teams, how my personality and preferences shape my interactions, and how I handle conflict. I don’t think I am anywhere near done learning about how I can be a better leader and team member, but LEAD gave me a huge boost on my development path. We spend most of our time during law school working as individuals, but in the real world we will be working closely with colleagues. LEAD will help us law students think about how to approach these situations better.”

In true Chicago fashion, the program will be evaluated in its third year. It is expected that data will be collected to compare early outcomes of students participating in the Kapnick Initiative with the experiences of prior cohorts.
who did not participate in the program. After analyzing the results from this evaluation, a decision will be made on whether to make leadership and professionalism training a permanent fixture of the Law School.

PIECES MOVING INTO PLACE

Though the full Kapnick Initiative will not be implemented until the fall of 2014, the entering Class of 2016 experienced a number of the pieces of LEAD during Orientation this fall. Jeff Anderson, Associate Dean for Leadership Development for the full-time students at Booth, taught a session on “initial impressions” during Professionalism Day. Following a successful pilot program in the spring of 2013, the famed Second City improvisational theater company taught a workshop to all 1Ls (organized by Bigelow sections) about improving communication skills and how to be more comfortable thinking on their feet. This coming spring, 1L students will prepare for their Bigelow oral arguments by participating in videotaped exercises to study how others see them and to allow them to adjust their presentation style. This three-part series is sponsored by Schiff Hardin, which has taken a strong interest in professionalism training at the Law School for a number of years. Schiff’s support had been spearheaded by chairman of the firm Robert Riley, ’78, and Professional Development Partner Lisa Brown, ’95.

Schill understands just how unusual and powerful a leadership and professionalism program can be and expects the Kapnick Initiative not only to be very successful but also to be widely copied in years to come. “The Law School has been the gold standard in training students’ minds,” he said, “but alumni have often been left on their own in navigating their long-term professional lives. Students can be trained to find their strengths and minimize their weaknesses once they understand what those are and how they work in the professional world. And having access to an alumni base who has been through this training will give each individual graduate an even stronger network upon which to draw.”

Gardner is excited to see all the planning and hard work come to fruition. “We have been thinking about these issues for a long time,” she said, “and with the help of our faculty committee, our JD/MBA students, our colleagues at Booth, our Visiting Committee, and, most of all, Scott and Kathleen Kapnick, we are going to soon make these plans a reality. I can’t wait to see the effect this program has on our already wonderful students.”

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THE BIG IMPACT OF “SOFT SKILLS”

Keystone Professionalism and Leadership Program trains students to be future leaders in the legal profession

By Meredith Heagney
When you are a new lawyer, a simple meeting with a senior colleague can be fraught with potential pitfalls. Before you even get to his or her office, there are questions. Wear the suit jacket or no? Is it OK to bring the cup of coffee? Will you call your colleague by his or her first name, or as Mr. or Ms. So-and-So? You must remember to take a lot of notes and to ask questions if you don't understand an assignment. You have to be aware of any intergenerational differences that might arise in conversation. For example, does “be in touch” mean by email or in person?

If the answers to these questions sound rather obvious to you, you probably aren’t a new lawyer. But you likely remember what it’s like to commit the dreaded “rookie mistake.” They’re all too common when a bright but inexperienced law student becomes a full-time, real-life attorney.

“WHAT THE KEYSTONE PROGRAM DOES IS GIVE THEM A NUMBER OF OPPORTUNITIES TO DEVELOP SKILLS THAT THEY CAN’T DEVELOP IN THE CLASSROOM. THAT WILL HELP THEM NO MATTER WHERE THEY WORK.”

Fortunately, a relatively new program at the Law School exists to help our students learn the practical skills that aren’t imparted in the classroom but are essential for workplace success. The Keystone Professionalism and Leadership Program is beginning its third year of offering informative, broad, and sometimes even fun programming for students who recognize the importance of these skills.

It was developed by the Office of the Dean of Students with help from the Office of Career Services and faculty, all of whom heard from employers that these so-called “soft skills”—interpersonal communication, practical skills, career management—were indispensable in new attorneys. The program also stresses the importance of developing leadership skills early in one’s career.

Students attend a wide range of programs, from mock cocktail networking receptions to Microsoft Office training, and earn points for attendance and participation. If they get to 200 points in seven out of 10 categories of events (see sidebar) by year’s end, they’re recognized at a lunchtime ceremony sponsored by Skadden, Arps, Slate, Meagher & Flom.

In Keystone’s inaugural year, 2011–2012, 115 programs organized by law school administrators and student organizations qualified for Keystone points and 90 students completed the program. Last year, there were 86 programs and 70 students were recognized for completing the program. To earn points, students volunteered with service groups, completed the Myers-Briggs personality type test, and conversed with alumni leaders in various fields over lunch. Several judges spoke at Keystone programs, on topics such as professionalism and oral advocacy. The law librarians gave students tips on research areas such as mergers and acquisitions, and Second City’s director of outreach lead improvisational activities that taught students to think on their feet and the importance of active listening. One of the categories is “The Well-Rounded Lawyer,” so students also received Keystone points for attending sessions on time management and maintaining personal relationships.

All of this helps ensure that law students will be more ready to enter the workforce, said Chuck Smith, Partner at Skadden Arps and a member of the class of 1987. Smith has spoken at both annual awards luncheons held so far.

“One of the issues young lawyers face is that often it’s the first ‘real’ job they’ve held,” Smith said. “And even if it’s not the first real job they’ve held, legal offices are a unique environment. What the Keystone program does is give them a number of opportunities to develop skills that they can’t develop in the classroom. That will help them no matter where they work.”

New lawyers may not be leaders in their offices yet, but it’s critical to start preparing from day one for leadership roles down the line, Smith added.

“The fact is, whether it’s a law firm or a company or the Justice Department or the SEC, they are making judgments.
about your leadership potential from the moment you walk into the door. Focusing on developing the mindset of becoming a leader in law school helps.”

Smith spoke affectionately—and knowingly—about the stereotypes that sometimes accompany a University of Chicago degree.

**THE LEADERSHIP COMPONENT IS REALLY INTENDED AS A SEED THAT BLOOMS LATER IN THE STUDENT’S CAREER.**

“Our reputation is as a school that prepares people better than anybody else intellectually. But historically, our reputation also has been as an institution that did not prepare students well for the other skills that are necessary in a work environment. There’s a reason we were called ‘U of C geeks,’ and we carry that as a badge of pride. But it is an impediment to success if you don’t find ways to accommodate your personality to the workplace.”

When Dean of Students Amy Gardner started in her current role in 2010, the Law School had some professionalism and leadership programming but no unified initiative. Together with Shannon Bartlett, Associate Director of Student Affairs, and the Office of Career Services, Gardner spoke to law firms, nonprofits, corporations, and other employers about what skills students needed to develop to be the best employees after graduation. They checked out professional development programs at other law schools and at law firms. Keystone operates much like the Continuing Legal Education (CLE) programs for licensed attorneys.

Gardner, a 2002 graduate who worked at Skadden herself before becoming a partner at Ungaretti & Harris, saw a lot of “basic things that tripped up junior associates” when she was practicing. “If someone had pulled them aside and told them, they wouldn’t have made that mistake.”

The leadership component is really intended as a seed that blooms later in the student’s career, she added. New graduates may not start out hosting client dinners or litigating in a high-profile case, but “our goal is that three or five or seven years after they graduate, the Keystone...
program will have made a difference,” she said.

Professor Todd Henderson became convinced of the need for a program like Keystone after talking to his friends from the Law School (he graduated in 1998) who are now leaders in law firms and businesses. They said law students needed more practical, experiential lessons, not just theory and complicated legal reasoning. Legal education was once almost exclusively pragmatic, Henderson said, and some wonder if perhaps it’s swung too far the other way; it’s solely bookish and theoretical, and it lacks the basic nuts-and-bolts of being an attorney.

For example, Henderson said, he once watched a recording of a 1960s Elements class taught by Karl Llewellyn, who talked on the first day of class about client service and being a professional. In contrast, Henderson said, “my first day of Elements with Cass Sunstein in 1995 was philosophy and legal theory, the hardcore academic stuff.”

The Law School should not be a “trade school,” Henderson said, but it is important to teach students these “soft skills which everyone agrees are valuable.” Keystone does that. In fact, Henderson said, it gives students a chance to use their extraordinary minds in the most effective way. “The really important work is the high-class brain work, and we know our students can do that. But an impediment to doing the high-class brain work is the other stuff—acting a certain way, dressing a certain way, behaving a certain way in a professional context. If you don’t do that, you can’t do the high-class brain work. Your ability to be a star is diminished for superficial reasons.”

Employers are looking for young lawyers they can integrate into a team quickly, said Lois Casaleggi, Senior Director of the Office of Career Services. Partners wonder, she said, “does this person have the professionalism and the judgment to put in front of a client?” On the flip side,

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**KEYSTONE, BY THE NUMBERS**

Founded: September 2011

Number of Keystone programs in first two years: 201

Students who have completed the program: 160

Alumni who have participated: More than 160

**PROGRAM CATEGORIES, WITH A SAMPLING OF EVENTS**

**SERVICE TO THE COMMUNITY**

- Class of 2015 Service Day
- Volunteer with Neighbors, the student service organization

**PROFESSIONAL JUDGMENT**

- Address on professionalism by Justice Shelvin Louise Marie Hall, Illinois Appellate Judge
- Omar Ashmawy, former Guantanamo Bay prosecutor, on ethics

**MANAGING AND BUILDING YOUR CAREER**

- Ensuring Summer Success, with representatives from Sidley Austin, Schiff Hardin, Jenner & Block, and Neal, Gerber & Eisenberg
- Perfecting Your Professional Image Business Dress Program at Macy’s

**LEARNING FROM LEADERS IN THE PROFESSION**

- Ted Ullyot, then General Counsel at Facebook, on “Reflections on Diverse Careers in Law”
- Sheli Rosenberg, a partner at Skadden, on “What Every Woman Lawyer Should Know”

**INTERPERSONAL SKILLS**

- Judge Michele F. Lowrance, Circuit Court of Cook County, on interpersonal communications

**PRACTICAL SKILLS**

- Microsoft Office Training

**ORAL COMMUNICATION**

- U.S. District Court Judge Edmond E. Chang on effective oral advocacy
- Second City improv training

**LEGAL RESEARCH**

- D’Angelo Law Library training on specialized research topics

**WRITTEN COMMUNICATION**

- Patrick Barry, ’12, on writing substantive papers

**THE WELL-ROUNDED LAWYER**

- Eating for a Better You
- The Importance of Being Financially Fit
new lawyers in their mid-20s don’t always understand the expectations of an older generation. This year’s Keystone programs included a presentation on generational differences in the workplace.

Smith, from Skadden Arps, has seen it himself. “I can’t tell you the number of times over the years I’ve handed a pad and paper to a young associate across the table,” he said. He’s also had to explain that “in-person communication is better than telephone communication, and telephone communication is better than electronic communication. You build relationships face-to-face, not by email or instant message or Facebook.”

Ten years ago, there was more time to mature on the job because the market was more robust, Bartlett said. Virtually everyone could obtain a decent job, and there was more time to battle the learning curve once you got there. Now, even the best students need to show right away that they have the skills that will make them easy to work with and teach.

Henderson agreed that these lessons can’t wait for on-the-job training.

“It’s kind of an arms race,” he said. “We could agree not to do it, so long as every other university agreed not to do it either. Our students are competing with students at other schools for jobs. Employers demand it.”

As Keystone’s reputation grows, it is becoming a badge of honor on a resume, Gardner said. One firm told her that they gave 10 offers last year and eight were Keystone students.

“I think it’s a signal that you appreciate the importance of professionalism and leadership,” Gardner said.

Sometimes, the benefits are tangible even before graduation. In October, students participated in Keystone’s Oral Advocacy Boot Camp. Participants spent an intensive four hours at Jenner & Block, where partner Michael Brody, ’83, gave a presentation on oral advocacy. The students were given two matters on which to argue; first, the question of whether a burrito is a sandwich, and then, a more involved case with a long set of facts. Each student argued in front of attorneys acting as judges, received feedback, and then argued again in front of a different panel.

Two of the participants, Sarah Staudt, ’13, and Michael Turkel, ’14, went on to win the yearlong, highly
"I saw quickly that I needed to be OK with asking that partner, do you want me to approach it way A or way B, so I’m not going down the rabbit hole," she said. "The worst thing is working on it for days on end and realizing that you’re working in the wrong direction."

Some faculty and staff say they have seen a subtle but discernable change in the students since Keystone began. For Professor Anthony Casey, it’s in the e-mails. He’s getting a lot more messages that start with, “Dear Professor” instead of just “hi” or even the less formal “hey,” he said.

"I think a decent number of people have noticed that students are a little more aware of the way they interact with someone, and that they need to be formal with someone until they tell you not to be,” he said.

Some of the Keystone programs encourage student growth by offering instant feedback. For example, a Mock Cocktail Reception in April required students to mingle with Law School alumni while various administrators looked on. The students networked for a while, practiced moving in and out of multiple conversations gracefully, and then took a break and heard feedback on how they did. After that, they did it again.

"Moving in and out of groups is always a tricky thing, and people definitely got better at doing it," Casaleggi said. She said she has seen an increasing understanding among students that these interpersonal skills matter.

So has Gardner, who thinks the students value Keystone despite the many obligations and stressors of being in law school.

"It can be easy to get distracted and so wrapped up in grades, the Socratic method, and whether you’re going to get called on in class," she said. "This reminds them why they’re really here: to get the kind of jobs our alumni have and to make a difference in the legal profession."
LAW SCHOOL GRADUATES LEAD IN MULTIPLE FIELDS

By Robin I. Mordfin
As the University of Chicago Law School gets ready to launch two major leadership initiatives—the Doctoroff Business Leadership Program and the Kapnick Leadership and Professionalism Program—it is an opportune time to reflect on the tremendous role our graduates have played in leading a wide variety of public and private organizations and enterprises. The University of Chicago Law School is much smaller than most of its peer schools and therefore has many fewer alumni. You wouldn’t know that, however, by surveying the top ranks of law, business, and government. Chicago’s groundbreaking commitment to interdisciplinary education has created generations of inventive thinkers and legal trailblazers who lead in countless fields.

Our alumni lead in Congress, in the executive branch, and in the Department of Justice. They are judges, philanthropists, educators, reformers, CEOs, and innovators. Chicago’s enthusiasm for the life of the mind, and the belief that ideas matter, fosters graduates who work to solve societal problems in countless ways and in endlessly varied fields.

Amy Klobuchar, ’85, became the first woman elected to represent Minnesota in the US Senate in 2006. She is vice chair of the Joint Economic Committee and is a member of both the President’s Export Council and the Senate Committee on Commerce, Science, and Transportation. Senator Klobuchar also chairs the Subcommittee on Antitrust, Competition Policy, and Consumer Rights and was named “Best in Congress” by Working Mother magazine in 2008 for her efforts on behalf of working families.

In the executive branch, Law School graduates head key federal agencies and serve as top advisors to President Barack Obama. James Comey, ’85, became Director of the Federal Bureau of Investigation in September. Previously, from December 2003 to August 2005, Comey served as Deputy Attorney General, the second-highest ranking official in the US Department of Justice. Richard Cordray, ’86, is the first Director of the Consumer Financial Protection Bureau, an independent federal agency that holds primary responsibility for regulating consumer protection for financial products and services. Before accepting his appointment from President Obama, Cordray served as Attorney General of Ohio.

Obama’s chief counterterrorism advisor is Lisa Monaco, ’97, the Assistant to the President for Homeland Security and Counterterrorism and a member of the US Homeland Security Council. From 2011 to 2013, Monaco served as Assistant Attorney General for National Security and as the Principal Deputy Assistant Attorney General for the
Department of Justice. James Cole Jr., ’95, is Deputy General Counsel of the US Department of Transportation, where he oversees more than 500 lawyers and ten operating administrations. In June, President Obama nominated him to serve as General Counsel of the US Department of Education.

Chicago alumni lead state and city governments, too, often in very high-profile ways. In Chicago, Steve Koch, ’82, became Deputy Mayor in September. A 27-year veteran of Credit Suisse, he serves as Chairman of the Board of the Greater Chicago Food Depository and cochairman of the Green Ribbon Committee on Sustainability and Climate Change of Chicago.

The Law School also has produced many of the nation’s most influential judges, including Judge Frank H. Easterbrook, ’73, who just completed a term as Chief Judge of the US Court of Appeals for the Seventh Circuit. Easterbrook, a Senior Lecturer in Law, is nationally renowned for using law and economics methods in his writing and his decisions. He is one of the most cited appellate judges in America and has taught at the Law School since 1978. Interestingly, Judge Easterbrook’s tenure as Chief Judge is both preceded and followed by two other longtime Chicago faculty members—Richard Posner and Diane Wood (see page 30).

Judge David S. Tatel, ’66, has been a judge on the US Court of Appeals for the District of Columbia Circuit since 1994. Before taking the bench, Tatel served as founding director of the Chicago Lawyers’ Committee for Civil Rights under the Law, Director of the National Lawyer’s Committee on Civil Rights under the Law, and Director of the Office for Civil Rights of the U.S. Department of Health, Education, and Welfare under President Jimmy Carter.

Interestingly, the Law School also has produced prominent judges in other countries. Sir John Thomas, ’70, will become Lord Chief Justice of England and Wales in October. For the past two years he has been head of the Queen’s Bench Division of the High Court of Justice. He was appointed to the High Court in 1996.

Outside of the government, Law School alumni lead through nonprofit organizations, educational institutions, and religion. Larry Kramer, ’84, is President of the William and Flora Hewlett Foundation, a private foundation that awards grants to support education and cultural institutions and to support social and environmental issues. With assets of more than $7 billion, the foundation is one of the largest grant-giving institutions in the United States.

Christopher L. Eisgruber, ’88, is the new president of Princeton University. Eisgruber spent nine years as provost of Princeton, his undergraduate alma mater, while building a reputation as a constitutional scholar and teacher. And Dallin H. Oaks, ’57, has been a member of the Quorum of the Twelve Apostles of the Church of Jesus Christ of Latter Day Saints for nearly 30 years. A former professor at the Law School, Elder Oaks served as a justice on the Utah Supreme Court from 1980 to 1984.

Alumni are taking key roles in improving the Law School’s city, too. Jesse H. Ruiz, ’95, is Vice President of the Chicago Board of Education as well as a member of the US Department of Education, Equity and Excellence
Commission. From 2004 to 2007, Ruiz served as Chairman of the Illinois State Board of Education. Leslie Bluhm, ’89, cofounded Chicago Cares, a public and community service organization that builds volunteer experiences to make Chicago a stronger community. Since its founding in 1991, Chicago Cares volunteers have completed more than 1.4 million hours of service to more than 30,000 projects. Bluhm recently stepped down as executive director and now focuses on Business Shares, a corporate partnership that generates 75 percent of the funding for Chicago Cares.

In the legal world, graduates head two of the country’s most important legal organizations, the American Bar Association and the American Law Institute. James R. Silkenat, ’72, is the new President of the ABA. Before accepting the presidency, Silkenat served as Chair of the ABA Section of the International Law, Chair of the ABA Section Officers Conference, and Chair of the ABA Standing Committees on Membership and Constitution and Bylaws. Roberta Cooper Ramo, ’67, is president of the American Law Institute, which promotes the clarification and simplification of American common law. From 1995 to 1996, Ramo was the first woman to serve as President of the ABA and is a member of the Major Case Panel for the American Arbitration Association and the American Academy of Arts and Sciences.

The Law School’s interdisciplinary nature also makes for unique, strong business leaders, who bring a wide-ranging legal knowledge to the world of commerce. For example, David M. Rubenstein, ’73, cofounded the Carlyle Group, a global asset management firm, after practicing law and serving as a domestic policy advisor to President Carter. With revenues of more than $170 billion in assets, Rubenstein now serves as co-CEO and is also Chairman of the John F. Kennedy Center for the Performing Arts. Richard M. Weil, ’89, built a career in investment and is currently CEO of Janus Capital Group, a publicly held firm that specializes in growth and risk management investment.

Other Law School alumni in financial leadership include John Ettelson, who earned his JD and MBA from the University of Chicago in 1984 and immediately began working for William Blair & Company, a privately held investment banking firm, which he currently runs. He is also Chairman of the Economic Club of Chicago and Chairman of the Lincoln Park Zoo. Mike Cavanagh, ’93, is co-CEO of J.P. Morgan’s Corporate & Investment Bank, the second largest bank in the United States with assets of more than $2.4 trillion.

Antonio J. Gracias, ’98, serves as CEO and Chairman of the Investment Committee at Valor Equity Partners, a private equity firm focused on expansion, growth, and buyouts. Gracias founded Valor in 2001 with a focus on industrial services, manufacturing, infrastructure, and consumer investment. Thomas Pritzker, ’76, is CEO of The Pritzker Organization, an investment banking operation, and Executive Chairman of Hyatt Hotels Corporation, an international hotel chain with nearly $4 billion in annual revenue. Pritzker, who earned both an MBA and a JD from Chicago in 1976, is also founder and Chairman of NAWAH, a logistics company serving customers in Iraq. His cousin, Nicholas Pritzker, ’75, is former Vice Chair of the Hyatt

Jim Abrams, ’87, CEO of Medline Industries, is leading the way through upheavals in the American medical system. Medline provides more than 350,000 different medical products to hospitals, clinics, and retailers and is the largest privately held manufacturer and distributor of health care and surgical products in the United States. Other alumni are at the forefront of industries providing new solutions to old problems. Ann Ziegler, ’83, serves as Senior Vice President and Chief Financial Officer and a member of the executive committee of CDW Corporation, a leading provider of technology solutions for business, government, healthcare, and education. And Daniel Greenberg, ’65, has been the Chairman of the Board and CEO of Electro Rent since 1979. Electro Rent was one of the initial start-ups focused on the rental, lease, and sale of new and used electronic test and measurement equipment and is now one of the largest global organizations in the industry.

Law School alumni also have taken their educations and skills to uniquely twenty-first-century enterprises in media and internet-based companies. Dan Doctoroff, ’84, is CEO and President of Bloomberg L.P., a privately held financial software, data, and media company that is one of the nation’s leading providers of financial information. David O. Sacks, ’98, a cofounder of PayPal, recently created and sold Yammer to Microsoft. Yammer is the leading enterprise social network used by more than 200,000 companies worldwide. And just this past August, Kathleen Phillips, ’97, was Hotels Corporation and the founder of Tao Capital.

Law School graduates thrive in real estate, too. Debra A. Cafaro, ’82, is Chairman and CEO of Ventas, an S&P 500 company that is the largest owner of senior housing and medical offices in the nation. Forbes named Cafaro as one of America’s top ten best-performing CEOs in the nation, and the Wall Street Journal named her one of 50 Women to Watch. David Greenbaum, ’76, is President of the New York Office Division of Vornado Realty Trust, a real estate investment trust that is one of the largest owners and managers of commercial real estate in the United States. Daniel Levin, ’53, founded and serves as chairman of The Habitat Company, one of the largest multifamily property developers and managers in the country. Habitat has directed financing, structuring, and equity syndication of more than 20,000 rental and condominium units and has more than $2 billion in assets under management. It is also well known as the developer and owner of Chicago’s renowned East Bank Club.

In many cases, Law School alumni are on the cutting edge of industries that have changed or will change the face of the nation. William A. Von Hoene, Jr., ’80, is changing the American energy landscape as Senior Executive Vice President and Chief Strategy Officer of Exelon Corporation, the largest operator of nuclear plants in the United States. Former Law School Dean and current Senior Lecturer Daniel R. Fischel, ’77, has changed the way litigation is practiced in his role as Chairman and President of Compass Lexecon, a consulting firm that pioneered the application of economics to legal and regulatory matters. Fischel helped to found the company the year he graduated, and it is now a national consulting firm that specializes in accounting, damages, antitrust, mergers, securities, valuations, and energy.
serves as Chairman of Schiff Hardin, a Chicago-based firm with offices nationwide; Thomas A. Cole, ’75, has just stepped down as Chairman of the Executive Committee of Sidley Austin, a position he held for 15 years; and Stephen L. Ritchie, ’88, serves on the management committee of Kirkland & Ellis. Bob, Tom, and Steve are joined by Brian W. Duwe, ’87, the head of Skadden’s Chicago office, Paul Theiss ’85, Chair of Mayer Brown, and Michael Blair, ’81, Presiding Partner of Debevoise & Plimpton.

A number of Chicago graduates have also chosen to start firms of their own. Robert V. Gunderson, ’79, is a founding partner of Gunderson Dettmer, a business law firm specializing in entrepreneurship, emerging growth companies, and venture capital with offices around the country and in Beijing. David S. Kreisman, ’63, revolutionized real-estate-related legal and title services when he cofounded the LOGS Network, which designs outsourcing solutions for the residential mortgage and consumer credit industry. For more than three decades he has been directly responsible for offices, partnered law firms, title operations, and trustee companies in more than 30 states.

All those leaders, of course, are just a sampling of the impressive work of University of Chicago Law School alumni. And given the Law School’s commitment to train well-rounded and socially conscious thinkers and doers, more leaders in government, activism, law, and business are inevitable. The Chicago legal education prepares students for any professional role they choose to pursue.

Our school is embarking on a new experiment in legal education—introducing “leadership” as a significant component of our pedagogical approach. The change will not be a radical one, but will start by giving our students information about and opportunities to practice leading others. My objective in this essay is not to describe these new programs—they are discussed elsewhere in this issue—but rather to question the premise that teaching leadership is something law schools like ours should do. After all, a good Chicagoan should not just follow the latest fad or undertake an effort because it seems like a good idea—we demand our students support their claims with well-reasoned argument and analytical rigor, and we should expect the same from ourselves.

There are several reasons to believe we should not be in the business of teaching leadership, and I admit that was my initial reaction upon hearing about our new ambition. On reflection, however, I’ve come around to believe that there are things we can do at the Law School to improve our students’ chances to make a positive impact on the world as leaders. What follows is an account of the journey I took from skeptic to supporter of our new leadership program. Some significant skepticism remains, but I think it will help ensure our efforts meet our high ambition for everything we do.

THE CASE FOR PESSIMISM

There is no doubting that lawyers are leaders in every area of our society. Our graduates lead law firms, government agencies, universities, businesses of all shapes and sizes, and countless other organizations. Given that this happened without any concerted effort to train them as such, it seems inevitable that we will continue to produce leaders. If that is the case, it may make sense to provide some leadership training, especially if we can do so effectively and efficiently relative to the other places in which our students can obtain these skills. But there are many reasons to doubt teaching leadership at the Law School is a good idea.

First, law professors don’t generally have much experience as leaders. We work almost exclusively by ourselves and manage at most a few research assistants. Deans are leaders, but the typical law school is governed more by committee than a single individual. Deans obviously provide some leadership, but it is foreign and hidden not only to alumni
and the outside world but even largely to faculty. My practical experience leading anyone during my eight years on the Chicago faculty is zero. We can hope that if push came to musket fire, there is a leader in each of us, but I’m fairly certain sitting in his Bowdoin office even Joshua Chamberlain couldn’t have imagined what he was capable of on Little Round Top.

Second, law professors don’t think much about leadership. Many law professors, myself included, think about leaders—presidents and CEOs, for instance—but when we do, we are generally more interested in external constraints, like laws or incentives, than internal factors that make great leaders. This is natural, since law professors are generally interested in law, and law is about the rules and forces operating on leaders, rather than what makes them leaders or what distinguishes good ones from bad ones. We teach the rules of the milieu in which leaders of all kinds operate, but we generally don’t teach the nuts and bolts of what it takes to be a competent leader of others.

For instance, I’ve written widely on the subject of executive compensation, a field interested primarily in the question of how to use contracts to get the most out of CEOs from the shareholders’ perspective. It is a field almost entirely about leadership. But the papers in this area assume CEOs are an undifferentiated group. Modern legal scholarship in this area, as in the political context, takes leadership skill as an exogenous, random variable, and assumes that good leaders will thrive and bad ones fail in any particular context. Leadership is therefore thought to be something we need not concern ourselves with. This may make sense when trying to identify the differential impact a particular compensation practice can have on the average CEO, but it leaves open large questions about how incentives and leadership interact.

Third, the legal literature is empty on the topic. Our faculty, the most productive in the world by far, produces several hundred articles in top law journals per year, none of which are on the subject of leadership. Although as a faculty we do not write about everything we teach, overlap is desirable since research informs instruction. A more general search of the Westlaw database reveals nothing interesting on the subject. The pages of America’s top law reviews are filled with research about every conceivable subject from agency politics to queer theory, but I found them barren on leadership, despite the fact that it is perhaps the most important subject in a range of private and public law fields. Without a literature to draw upon, a teacher is lost.

But perhaps there are lessons in the broader social sciences literature that could be valuable to our efforts. As it happens, Dean Schill asked me to write this essay when I was visiting my parents’ home in North Carolina. My father went to West Point, served during the Vietnam War, and eventually commanded a company of troops in the Ordnance Corps. After the army, he worked for decades in managerial positions at a large corporation, making him the consummate Company Man of the second half of the twentieth century. His office is stuffed with books, and given this experience as a leader, I figured he must have read some on the subject. So I went in search of some wisdom on leadership.
I found many books on “leadership,” written in every decade of the second half of the twentieth century. He had read to learn something about leading others. There were books written by generals, basketball coaches, CEOs, presidents, ancient Greeks, life coaches, religious leaders, and what seems like an endless parade of hucksters and charlatans. (A search for “leadership” in the Amazon book section yields nearly 95,000 hits! Apparently my dad is not alone in a search for the magical formula on how to be a good leader.) Over the course of my vacation, I devoured many of them. To call them undernourished theoretically, empirically, and otherwise would be overly generous.

John C. Maxwell, who Amazon.com tells me is a “leadership expert” who has sold nearly 20 million books, is an example. Maxwell’s book *The Irrefutable 21 Laws of Leadership: Follow Them and People Will Follow You* includes the following rules of leadership:

• Rule IV. The Law of Navigation: Anyone can steer the ship, but it takes a leader to chart the course;
• Rule XVI. The Law of the Big Mo: Momentum is a leader’s best friend; and
• Rule XVII. The Law of Priorities: Leaders understand that activity is not necessarily accomplishment.

Sadly, this is a leading text in the field. Other research is no better. One study I found looked at whether performance at West Point by Civil War generals predicted their success in the field. Looking at 32 generals who served during the war on both sides, the author concluded that there was no correlation with their importance ranking by an expert and their class rank at West Point. Even for a casual empiricist, the methodology is quite weak. My conclusion from reading my dad’s library was that the general literature on leadership, although voluminous, is fairly vacuous.

Fourth, there is some question as to what exactly “leadership” is, as distinct from, say, management or charisma. Without a clear view of what it is, it cannot possibly be taught. Management guru Peter Drucker takes a stab at a definition, claiming in his classic 1954 book *The Practice of Management* that leadership is “the lifting of a man’s vision to higher sights, the raising of a man’s performance to a higher standard, and the building of a man’s personality beyond its normal limitations.” He continues that leadership is not about “making friends and influencing people” but rather inspiration at a deeper level. Leadership is also not simply about optimization. Leadership is about vision; management is about efficiency. Although this is something, it isn’t much. I’m not sure with this definition I could go about constructing any course on leadership.

When you think of great leaders, at every level of society, it is probably hard for you to tease apart leadership from charisma, sales, and even demagoguery. I know I do a poor job of it. “I know it when I see it,” is probably not enough here, and may in fact lead us astray.

If true, this leaves a would-be teacher with a problem. To teach something, one needs to define it, categorize its various forms, and articulate its key features, as well as be able to give practical advice for how best to develop and apply it. Based on my experience and the books I read on the subject, I’m quite skeptical there is anything approaching a science of leadership. There are just anecdotes in search of a theory.

Fifth, there is a widely held view that leadership cannot be taught. We could sum this view up with the aphorism that leaders are born, not made. Drucker held this view quite strongly, devoting a scant three pages to the subject of leadership in his most famous work on management. Drucker concluded that while “[t]here is no substitute for leadership … management cannot create leaders.” This school of thought has many adherents.

This view strikes a chord with my experience. On the playgrounds of suburban Pittsburgh, at Princeton, in ROTC, and at Kirkland & Ellis and McKinsey, the best leaders I saw were not coached or schooled in the art. Reflecting on leaders in all these phases of my life while preparing this essay, I could not identify any particular traits or characteristics these leaders shared—some were tall, some were book smart, some were handsome, some were the best athlete on the field, and some were first-born children. But many were none of these things.

To make this only slightly more rigorous, my research assistant, second-year student Lior Geft, and I collected biographical data on the managing partners of the 100 largest law firms in the United States. As expected, indicia
of academic success, such as law review and judicial clerkships, do not predict leadership potential. Some law firm leaders went to top 10 colleges, but most (70 percent) did not. Some were on law review, but most (65 percent) were not. Some were near the top of their class, but most (70 percent) were not. Few were judicial clerks (only 20 percent), while less than 5 percent clerked on the Supreme Court. If one had to predict based on their resumes who would and who would not be a law firm leader, it would be mere guesswork.

One might argue that there are institutions that routinely produce great leaders. The military academies, General Electric, Harvard Business School, and others would certainly make this claim. Their claim is not inconsistent with the born-not-made view, however, because of a phenomenon economists call “selection bias.” West Point may in fact produce superior leaders not because of anything it does but because it attracts those with natural leadership talent. The same may be true of businesses and other institutions that “produce” leaders. If true, a focus on trying to teach leadership may be a wasted effort.

In sum, the case against adding leadership to the curriculum is strong. The faculty does not have the experience or the literature to draw upon, and it is not entirely clear what exactly leadership is or whether it can be taught. But there were things in my father’s library and in my own experience that make me have hope for the modest but important steps the Law School is undertaking.

THE CASE FOR OPTIMISM

Although I came to this question with a strong prior belief that teaching leadership is unwise, there are nevertheless reasons to believe our new ambition is a wise one.

Perhaps the best case for making teaching leadership part of our mission is the fact that these skills seem to be increasingly important as part of hiring and promotion decisions at the firms who employ our graduates. Our goal at the Law School is to give our students every possible skill they need to give to themselves the best possible chance at success. We hear that leadership skills are something our students need to achieve their full potential. If the market demands that we teach particular skills, it is our job to provide them. And, as noted below, there are skills we can provide.

In addition, our students may be particularly in need of lessons in leadership compared with competitors at peer schools. Writing in the introduction to David M. Dorsen’s excellent biography of Judge Henry Friendly, our own Judge Richard Posner noted (about Friendly) that “brilliant people sometimes have great difficulty making productive use of other people.” Not only are our students brilliant, but we tend to attract students interested in the most intense academic environment. The self-selection effect is therefore perhaps opposite of that at West Point—we may naturally attract more solitary types, thus complicating our mission.

We can do more to attract natural leaders. A possible and simple thing we can do is to give graduates leadership opportunities that others do not have. This is easy for West Point, but less so for Chicago: our graduates don’t get silver bars and legally enforceable command of tank platoons when they graduate. But there are other possibilities for educational institutions. Public interest jobs generally give students opportunities to lead that law firms do not initially, and subsidizing these positions can be thought of as a form of leadership training. This could be achieved through scholarships, enhanced clinical opportunities, or externships. We are making substantial investments in all of these areas and emphasizing putting our students in positions to demonstrate their leadership skills.

There is more we can do. Aspiring leaders do not sort solely based on opportunities, but also on rhetoric and culture. We can cultivate a culture that emphasizes leadership. Although “culture” is a squishy concept, there is some concreteness we may be able to hypothesize about. We have not generally talked a lot about leadership here at the Law School, and what we talk about is important. It signals to our students what we value and what we expect of them. We have not taught classes about it nor rewarded it when students demonstrate it, either curricularly or
E’s, like me, tend to be outgoing, talkative, and quick to respond to questions; I’s, on the other hand, are quieter, more deliberative, and need time to think before answering. Before I knew this, I would have believed the quiet ones in a team problem-solving setting were lacking in ideas, indifferent, or worse. But once I learned about individuals’ hidden preferences, I adopted a completely different leadership approach. I’s need to be drawn out and to be given time and space to think; E’s need to be reined in and directed so they do not overwhelm the team. This is a pretty basic idea of human equality and dignity, but our instincts have the potential to lead us astray in the absence of some important facts.

We are deploying the MBTI methodology, along with other ideas in our LEAD program. To what extent we incorporate the ideas into our program is an open question. The point of this anecdote was merely to convey the idea that there are some leadership lessons that can be taught. Second, while many of the books I read contain leadership lessons, they are often hard to distill or to put in a context that our students will appreciate. Law professors excel at helping students closely read texts and apply the texts to relevant policy issues. This is an area where we may be able to add some value relative to the next best alternative.

To illustrate, consider one of the books on leadership I pulled from my father’s library. The book *Cyropaedia, or The Education of Cyrus*, was written by Xenophon, who was a student of Socrates. It is a partially fictional account of the rule of the Persian king Cyrus the Great (reign 559–530 BC). It is a stirring history, even if it is not all true, and contains a profile of a very effective leader. It is regarded as probably the best book on leadership ever written. One comes away from it with a deep admiration of Cyrus, who stitched together an empire stretching from Istanbul to Almaty and earned widespread admiration among even conquered peoples. Cyrus was tolerant, curious, and reasonable. At crucial moments during his campaigns and governance, he faced problems of strategy, caring for his troops, motivation, palace intrigue, and balancing war and peace.

In sum, the lessons are significant, but reduced to quotes, they can come across as superficial as the Maxwellisms noted above. For instance, in one part of the book, Cyrus is discussing a coming war with his father. The way of leadership, his father tells him is “the way of sympathy; to rejoice with the happy in the day of good things, to share their sorrow when ill befalls them, to lend a hand in all their difficulties, to fear disaster for them, and guard against
it by foresight.” Later in the account, Cyrus demonstrates this approach by showing tremendous empathy for his men and their condition. By knowing them well enough to appreciate their seemingly petty concerns, Cyrus won their loyalty and raised their performance to a higher standard. In the right setting, perhaps as part of a Greenberg seminar, we can contextualize these lessons to help our students better understand the world of law firms, business, and other leadership settings. For instance, I’ve seen the Cyrus approach practiced by lawyers to great effect. My favorite partner at Kirkland & Ellis stunned me by asking about and seeming to care about the details of my life—my family, my worries, my trivial cares and passions—when I was a lowly first-year associate. Whether or not he was sincere, I believe I worked harder for him than others because of this personal connection. To this day, he stands out as a role model for how to lead a team of lawyers.

This kind of soft skill is not something we emphasize, either formally or in our informal interactions with students or among the faculty. At the Law School, we take pride in emphasizing substance and getting right to the heart of the matter. (One of the two rules of our thrice-weekly faculty lunches, known as Roundtable, is “no small talk.”) But in doing so we may unnecessarily short change the value of personal connection that is a crucial component of leadership, whether it is of a platoon of soldiers or a team of lawyers. This is, to be sure, a tricky balance, and I’m worried that putting leadership first or even near the top of the list risks falling in the trap of teaching neither leadership nor substance. But the kind of change I’m imagining is not a pedagogical one as much as it is a dispositional one. Caring and empathy can happen and be demonstrated without sacrificing rigor. My sense of the content of the various programs discussed above suggests we are refining not revolutionizing our approach to education.

Another example stands out that can be translated from ancient Persia to the halls of Big Law. In another passage, Cyrus discusses the importance of leading by example: “if the campaign is in summer, the general must show himself greedy for his share of the sun and the heat, and in the winter for the cold and the frost, and in all labors for toil and fatigue.” Cyrus is depicted on the battlefield as leading from the front, sharing the worst work of his men, and not shying away from difficulties. Although lawyers do not generally need to pick up a javelin and shield, there is tough work to be done by lawyers and their teams. I spent plenty of nights as an associate pushing papers, double-checking documents, organizing files, and digging for precedents.

Although associates rightfully pull the laboring oar on this work, I can say that from their position, seeing partners “greedy for [their] share of the sun and heat” has a positive effect on the morale of associates. I remember sitting side by side with senior partners sticking “sign here” labels to documents, double-checking court filings, and proofreading documents. These lessons of humility and self-sacrifice are important ones that can be communicated now at relatively low cost, rather than be learned on the job.

That said, it is difficult to describe why exactly Cyrus was a great leader, which was the point raised above about the difficulty in making a science of leadership. But perhaps the classics have wisdom, even if it is not something that we can reduce to a formula. One can imagine a “great books of leadership” component of a modern legal education. Requiring lawyers to read the life of Cyrus, of Winston Churchill, of Dwight Eisenhower, of Henry Ford, of Susan B. Anthony, of Martin Luther King, and other great leaders not only would signal to students that leadership matters but also may give them some insights on how to improve their own leadership skills.

**CONCLUSION**

After reading a dozen or so books on leadership, the Chicagoan in me was unimpressed. There is no science, there is no rigor, and there are many charlatans.

In addition, the value of leadership instruction must be measured by its opportunity cost—what is the value of the thing it replaces—and by the relative efficiency of this faculty to deliver it.

But on reflection, it may be simply because I’m conditioned to reject any claims or theories that are not based on bulletproof analytical rigor. There is learning, however, this side of proof, and if we want to create the future leaders of our society, perhaps the easiest way to start is by telling the world this is our goal, by bringing leadership into our conversations, and by exposing our students to leadership in books and in practice. Our students master everything we ask them to, and I see no reason why leadership should be any different. Count me then as one who supports our leadership initiatives. I don’t expect us to be having students falling backwards into each others’ arms out on the Midway, but rather I anticipate a distinctly Chicago approach to teaching leadership. Lawyer as leader is a reality, and I’m confident there are things we can do to give our students help in deploying their incredible talents to helping improve the social condition. ■
I t may sound like an unusual compliment, but many who know Judge Diane Wood have been compelled to utter it: she’s the kind of person it’s OK to disagree with. She won’t often abandon her point of view, but she’ll listen with respect and consideration to yours. And you can stay colleagues and even friends during and after your debate.

That quality—of being able to disagree without being disagreeable—is one of Wood’s many attributes that are likely to serve her well in her new role as Chief Judge of the Seventh Circuit Court of Appeals. It’s also, Wood pointed out, a quintessential Law School value that has been exported to the Seventh Circuit.

Wood, an 18-year veteran of the court, succeeds Judge Frank Easterbrook and Judge Richard Posner, both of whom served as Chief Judge in the last 20 years. All three of them are Senior Lecturers in Law and former professors at the Law School.

Even before becoming Chief Judge, Wood already enjoyed a solid reputation as a catalyst for change and consensus building and someone who sticks to her principles and is always, without exception, incredibly well prepared. She’s considered an intellectual heavyweight, a reputation that has put her on the short list for the Supreme Court in past years. Some Court observers have surmised that it was Wood’s willingness to take positions on controversial cases that actually kept her from becoming a justice; it is easier to earn an appointment when you have kept out of sticky issues.

That may be true, Wood said, but it just isn’t her way. “I took very seriously when I became a judge the idea of an independent judiciary,” she said. “I think it means you call it as you see it. If you are always making decisions with an eye to the next job, I don’t see where the principle in that is. I tell people, sometimes taking a principled position comes at a cost. And that’s not just in the judiciary.”

Wood said this summer that she was looking forward to tackling the job of Chief Judge, which started October 1 and will last seven years. Her duties include sitting on the Judicial Conference of the United States, making policy decisions and organizing conferences for the Circuit, and reviewing claims of judicial discrimination or disability. “The Chief Judge really sets the tone for the circuit,” Wood said.

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She remarked that she has big shoes to fill, as Easterbrook has “done a fantastic job” for the past seven years. She said that one of her goals is to work with the Seventh Circuit Bar Association to keep up to date with the countless changes in the legal profession, many of them technological. For example, she said, lawyers and firms are struggling now with the extremely high costs of electronic discovery.

Easterbrook said that Wood has shown the skills necessary to take over the job. “Since this is an institution of equals, in which you lead by example rather than commanding, it is an important skill of leadership that you be comfortable engaging in...
conversation with others, listening to what they have to say, and taking their point of view into consideration. You have to respond appropriately to find consensus among people,” Easterbrook said. “I’ve observed Diane doing that over the years in our judicial work and I’m sure it will help her to be an effective leader.”

Wood is a natural leader in everything she does, said Aleeza Strubel, ’02, her former clerk who is now a civil rights lawyer for the federal government.

“She brings instincts not just to the law but to the management of the court that will be useful,” Strubel said. “The thing about Judge Wood is, she has an impact no matter where she goes. She’s just a powerhouse.”

Wood will be the first woman to serve as Chief Judge in the Seventh Circuit, which Wood acknowledged as a milestone even while pointing out that several other circuits have already been led by women. The line of succession for the role is determined by statute. The position goes to the judge with the most seniority who has not previously been Chief Judge and is also under the age of 65. The Chief Judge keeps the office for seven years or until his or her 70th birthday, whichever comes first.

Wood is no stranger to being a gender pioneer. When she became a professor at the Law School in 1981, she was the only woman on the faculty and just the third female professor in school history. She was the only mother on the faculty until the late 1990s. The day she started teaching, she had one child who was 19 months old, and another child who was just two weeks old. (“They’re both lawyers today, so they seem to have survived me,” Wood said, laughing. She later had a third child as well.)

Wood was appointed to the Seventh Circuit in 1995, where she quickly earned a reputation as an intellectual force and a liberal counterweight to conservative judges such as Posner and Easterbrook. That was especially true when she started, Posner said, when the court’s overall balance was much more conservative than it is today. “She handles disagreements very well without upsetting people or getting upset herself. That’s important for the leadership of an ideologically diverse group,” Posner said.
He pointed out that Wood has displayed leadership capabilities in at least two positions; first, as Associate Dean at the Law School from 1989 to 1992, and then in the Department of Justice’s Antitrust Division, where she was Deputy Assistant Attorney General for International, Appellate, and Legal Policy Matters from 1993 to 1995.

Eighteen years ago, she joined the Seventh Circuit. She has continued to teach every year at the Law School since then. “I enjoy teaching. I enjoy the contact with the students, and it’s a way of keeping in touch with my colleagues,” she said. “I’ve also managed to teach in areas that intersect quite well with my judicial responsibilities.” This coming year she will teach Civil Procedure to 1Ls, a topic she often reminds her clerks is part of virtually every case.

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One of those colleagues, Professor Martha Nussbaum, described Wood as a friend and collaborator. Wood was a lead participant in a conference on affirmative action that Nussbaum co-organized with India’s Jawaharlal Nehru University in New Delhi. Nussbaum took Wood to meet female leaders of village panchayats (councils). Nussbaum said that her memories of that trip illustrate why Wood is such an effective leader.

“Diane has an incredible work ethic. Traveling on the long flight to India, she was reading slip opinions while I was reading mystery novels! She also has tremendous curiosity and empathy. It was wonderful how she related to the female village leaders, with such enthusiasm to learn, and such a powerful imagination.”

Nussbaum thinks it’s no accident that the Law School was the starting place for former and current Chief Judges Wood, Easterbrook, and Posner.

“First of all, all three were excellent scholars before they became judges, and that helped them to become leaders on the court. But also, we have an intellectual culture in which
the rigorous and civil exchange of argument, across ideological lines, is a daily reality. We’ve exported that to the Seventh Circuit, and our three judges perpetuate that culture.”

Wood agreed wholeheartedly.

“I think there’s something about the University of Chicago that has benefited the Seventh Circuit very much, and that is the Law School’s tradition of very vigorous but very courteous disagreements. Questions can be put on the table, whether it’s in a Work-in-Progress lunch, or at a workshop, or just somebody you run into in the Green Lounge, and people will say, ‘I’m not persuaded by that. Why aren’t you taking this other factor into account?’ We come from that tradition, all three of us. And so on the court it has fostered a wonderful ability to dissent if need be, but not to personalize it the way some courts have done.”

Because of her ties to the Law School, Wood also takes seriously making future leaders out of students and recent graduates who clerk for her.

“Judge Wood sets the bar very high,” said Nadia Nasser-Ghodsi, ’11, an associate at Kirkland & Ellis who clerked for Wood after graduation. “She expects a lot of herself and therefore of her clerks. Trying to reach her standards, I grew so much as a person.” For example, Nasser-Ghodsi said, Wood expected her clerks to know the record of each case so well that it was as if they had tried it from the beginning. That’s a work ethic Nasser-Ghodsi has never forgotten, she said.

For Strubel, who clerked in 2002 and 2003, Wood was a role model in a very personal way. Strubel had a six-month-old baby when she started her clerkship. “She was a tremendously powerful role model for me, because here she was writing these critical judicial opinions and consulting with Judges Posner and Easterbrook on important legal matters, and at the same time, she was packing up a U-Haul and driving her daughter to college,” Strubel said. “She really indicated that you can prioritize all of these things, and she did it with such grace that it was frankly superhuman.”
Library Chief Judith Wright Retires After 40 Years

By Meredith Heagney


One word, however, was used perhaps more than any other: Leader. Wright, whose most recent title was Associate Dean of Library and Information Services, retired after 40 years of working in the Law Library, the last 33 of them as the boss. In those years of extraordinary change inside the Law School and in the law library field—remember card catalogs and typewriters?—Wright became known as a leader beloved in the Law School and respected nationwide.

“Judith has trained and mentored generations of library professionals, creating a legacy that lasts forever here at the D’Angelo Law Library and at law libraries across the country,” Dean Michael Schill said at the reception, attended by Wright’s colleagues, friends, and several out-of-town relatives.

Wright led with “constant competence,” said Randy Picker, James Parker Hall Distinguished Service Professor of Law. “But it’s more than that. There’s a natural calming influence from her, and an uncanny ability to look forward to unimaginable changes and prepare for them.”

Her twin brother, Joe Wright, one of many relatives who traveled from her native Tennessee for the party, said his sister has “always been a leader. What Judy does is always put other people first. That’s the mark of a good leader.”

Of course, to all of this Wright responded with her typical humility, deflecting the attention to her staff and successor, Sheri Lewis, the new Director of the D’Angelo Law Library.

“It’s been such a great job, working with such smart, committed people. When you leave a job like this, you really are leaving a part of your life behind. But you really can’t hang on. At some point you have to move on and let other people take over,” she said. “It would be a lot harder if Sheri weren’t following me. I would have a lot more concerns.”

Judith Nadler, Director and University Librarian of the University of Chicago Library, said part of Wright’s legacy is the way she’s passing the reins to Lewis and her other library colleagues. “I believe it takes a great leader to have such great followers. Few who retire take so much care to make sure what is achieved is not lost, but is taken to greater heights.”

Wright’s final months as head of the Law Library were filled with accolades and appreciation for her service, even as she focused on making sure everything would run seamlessly after her departure. She is the recipient of three prestigious awards from the law library community: the Hall of Fame Award from the American Association of Law Libraries (AALL), the Frederick Charles Hicks Award for Outstanding Contributions to Academic Law Librarianship from the AALL’s Academic Law Libraries Special Interest Section, and the Chicago Association of Law Libraries Award for Outstanding Lifetime Achievement in Law Librarianship.

Asked about the AALL’s decision to include Wright in the Hall of Fame, committee chair Frank Houdek, Associate Dean for Academic Affairs and Professor of Law at Southern Illinois University School of Law, described the award committee’s meeting this way:
“Other than ‘fine, yes, absolutely,’ there wasn’t much discussion. It was an obvious choice,” he said, adding that the Hall of Fame Award is relatively new, or Wright would’ve received it years ago.

In addition, the Law School announced a new fellowship, the Judith M. Wright Library Fellowship Fund, which will support an aspiring law librarian who will be trained in the Law Library. That is an appropriate honor for someone who dedicated much of her career to mentorship and training—and retaining—great employees.

Seventeen people on Wright’s staff have worked for her for 10 years or more. Eleven of them have worked for her for 15 years or more, and eight of them for 20 years or more.

That kind of loyalty is no accident, said Steve Coats, the library’s administrative assistant. He worked for Wright for just six years, but he would do anything for her, he said. “Though she demanded the best from us, she never failed in being gracious in the years I have worked for her,” Coats said. “I always wanted to do my best for her and was happy to come to work. I never wanted to get so much as a raised eyebrow from Judith, as that’s the equivalent of lashes from normal humans. She truly does bring the best out of people.”

She brought the best out of the library too, overseeing immense technological and physical change in her years at the helm. It all started back in 1970, when she was just 26 years old and a documents and reference librarian under then–Law Librarian Leon Liddell, who Wright said instilled in her the importance of service. Just after starting at the Law Library, Wright earned her master’s degree from the University of Chicago Graduate Library School in 1971.

Prior to that, Wright, a native of western Tennessee who grew up on a cotton farm, earned a bachelor’s degree at the University of Memphis and worked as an elementary school librarian. Interestingly, she also served as an American Red Cross recreational worker, or “Doughnut Dolly,” in Vietnam, where she visited soldiers to boost morale.

Soon after starting under Liddell, she was hooked on law librarianship, a field in which she’d need a law degree to advance. She applied to DePaul University School of Law and then told then-Dean Phil Neal of her plans. He made a call on her behalf and she was immediately accepted.

Wright (second from left) with the senior staff of the Law School during the deanship of Geoffrey Stone (center).

Phil Neal, the first dean Wright worked for, was instrumental in her admission to law school.

Wright chats with Saul Levmore, one of the eight Deans under whom she served.

Wright (top left) watching over the old circulation desk in the 1980s.
Wright took a three-year hiatus from the Law Library to earn her JD and have her first son. When she returned in 1980, she was the boss. Neal was one of many former colleagues who attended her retirement party, as they have kept in touch over the years.

In the ensuing three decades, Wright gained a reputation for being an innovator in collections, technologies, services, and facilities. She evaluated and implemented new practices and happily shared them with colleagues at other libraries. She worked hard to maintain a strong partnership between the Law Library and the University Library, which is a rare arrangement; law libraries tend to be fiercely independent.

The collaboration allows Chicago’s highly interdisciplinary faculty access to many important resources they wouldn’t have otherwise.

She kept the library running during two major renovations: First, an expansion project from 1985 to 1987 that moved the south wall and increased the book stacks by 40 percent and a 2007–2008 project that replaced infrastructure such as the heating and cooling system, wiring, and flooring.

Geoffrey Stone, Edward H. Levi Distinguished Service Professor, said he marveled at Wright’s competency and poise overseeing the 1980s renovation and the way she managed to keep the library fully operational for faculty and staff even as it was torn apart by construction. That kind of leadership was present every time the library had a choice to make about modernizing in an increasingly digital world, Stone added.

“She led the process of the digitization and electronic revolution in terms of the way the Law School uses its resources,” Stone said. “I think that process has gone effortlessly. Maybe not always for Judith, but always from the standpoint of the users.”

The library got access to its first database, Lexis-Nexis, in the late 1970s. Westlaw followed in the 1980s. Today, Wright and her staff manage more than 90 databases, all with different content and interfaces, in addition to more than 680,000 volumes of print resources and 14,000 e-books.

“Libraries are always changing. People don’t know that about libraries, but it’s true. It’s a lot of fun,” Wright said, a few weeks before her retirement. “This is such a fun place to work.”

She pushed for changes, such as encouraging publishers to let Google “crawl,” or search, their data, but she also worked hard to preserve the past, with a dogged commitment to keeping print resources when many institutions were throwing them away. She was an early adopter of HeinOnline, a legal research database founded in 2000, buying journals in electronic format as well as print when many other librarians balked at the idea, said Houdek, of Southern Illinois University. Now, HeinOnline is a standard in all law libraries.

“She got it, very early,” Houdek said. “And that’s just one example of many where she was way ahead of the game.”

Wright also knew a not-so-stellar idea when she saw one, said S. Blair Kauffman, Law Librarian and Professor of Law at Yale Law School. In the 1980s, microform gained popularity and libraries started to collect it, but the Law Library stood out as having a very small collection. Wright chose to bypass microform, which was smart; it turned out to be a poor investment.

“Judith was reluctant to go along with the masses of what her fellow law library directors were doing in terms
of diversifying the format,” Kauffman said. “She definitely marches to her own drummer. She’s not one to jump on fads.”

Wright was a founder of the Chicago Legal Academic System (CLAS), a resource- and information-sharing system for law libraries in the Chicago area, and has participated in and presented research for many law library associations, including the ones honoring her with these recent awards. She has been a prominent voice in a longtime discussion about American Bar Association accreditation standards as they pertain to law libraries.

She is also a wonderful mentor and very generous with her time, especially if it benefits the law library profession, and demeanor have made her extremely popular. As Stone said: “Everyone who’s ever dealt with Judith likes her, universally.”

Her successor, Lewis, said that the Law School will miss Wright’s institutional memory, which is unparalleled, and her generosity with that knowledge, Lewis said. She has many times taken new staff members in other departments under her wing.

“If you ask Judith for help, you are going to get it,” Lewis said. Wright looks forward to a retirement of swimming in Lake Michigan, reading—she has a to-read list of books that spans 97 typed pages—and enjoying the weddings of both her sons. One son, Michael Johnson, had both a stateside wedding and one in China, where his new wife is from; Wright and her husband, Mark Johnson, spent a month in China around the nuptials.

Her other son, Paul Johnson, is a Circulation Librarian at the University of Wisconsin–Whitewater. He did not realize his mother’s impact on her field until he became an academic librarian himself, he said.

“As I encountered law librarians, when they put it together, they said, ‘Wow, you’re Judith Wright’s son?’ he said. “People know who she is. She’s really pushed for new innovations that a lot of other directors were reluctant to adopt.”

The reason Wright has that reputation, and such success as a leader, is simple, said her husband, Mark Johnson, who gave a heartfelt history of his wife before her career as a law librarian during her retirement party.

“People know who she is. She’s really pushed for new innovations that a lot of other directors were reluctant to adopt.”
Remarks of Saul Levmore,
William B. Graham Distinguished Service Professor of Law

Have you been molded by Wikipedia or Facebook, and which is more important to you? Wikipedia is informative, cooperative, nonopinionated, and always evolving. It dominates the encyclopedias of yesteryear. Facebook is as nonanonymous as possible (me-me-me, or at least me as I present myself), about people rather than knowledge, full of opinions and “likes” (where do we register dislikes?), and yet it constructs communities, creates your social lives, and grows with you. Wikipedia fills and expands your mind; Facebook records and influences your place in a universe of friends and trends. Each is egalitarian. Facebook is cumulative; count those friends, delight in those likes, no Socratic method to challenge or improve you. Wikipedia is more Chicago Law perhaps, collaborative but not centrally organized; searching to be improved by deletions and interruptions, as well as additions.

The Wikipedia/Facebook contrast can be characterized in the manner of their production. One is the product of unassuming teams, and the other is constructed by individual self-description. Teamwork and individualism are strategies that are in tension everywhere. There is an underlying puzzle. We know that most major accomplishments derive from teamwork, whether spontaneous or organized. Every business is a team. Every law firm, clinic, and successful government is about teamwork. Perhaps we let you down by not emphasizing that reality from your first day with us. But you were not fooled. You joined study groups, participated in clinics, edited student journals, and produced musicals, either because of the inner satisfaction one gains from teamwork or because you knew that teamwork was an essential skill to develop. Humans crave cooperation with others. We want to be recognized as individuals, but we also want to be partners, comrades, and yokefellows. The puzzle is that we celebrate individuals when we know the team is the thing. The commemorations are for Michelangelo, Shakespeare, Christopher Columbus, and Marie Curie. Graduation is also, at least superficially, individualistic. We make believe it is about you. Occasionally we recognize teams. There is, for example, a movement to allow Nobel Prizes to be awarded to teams of scientists, but this brewing exception merely probes the rule. Nobels are like ESPN sports: we glorify the individual and merely acknowledge the team. The statues in our parks, not to mention coins, stamps, and the diplomas you will receive today, all venerate individuals. We celebrate the great dissenting judge more than the coalition builder. We make believe that revolutions came about because of individual heroes. We challenge children to name a hero, like a favorite color or number. Great paintings, buildings, and
books are usually ascribed to individuals. How often does one see a statue of a committee? The iconic Iwo Jima memorial is one, but it is a tribute to all Marines rather than a celebration of teamwork. The famous terra cotta army in Xian is the only group representation on the list of the world’s great statues. With complexity comes teams; films, modern wars, and space programs are too big to be credited to an individual, but somehow we have not yet figured out how to extol such group efforts. For the most part, it is the significant emperor, inventor, general, and judge who are idolized. (Well, OK, here we criticize them all, but that’s just us. We don’t do favorite colors either.) Does anyone worship a team of gods or an entire supreme court?

Few of us would be celebrating today if not for our ancestors, or even our immediate families, who made the right choices as between the individual and the team. In your past are people who struggled across borders and through wars so that you would have a life to lead on your own terms. Sometimes they survived by separating from the team, and sometimes they rode with it. I wish I could advise you when to go it alone and when to trust the wisdom of the group, but there is no such formula. When does one hide in a cellar or walk a thousand miles to start anew? And when do you trust others for survival or join a crowd that rushes the guards or nullifies a legal system? The answer is the stuff of intuition, legal reasoning, and evolution. Self-awareness helps. If you rely on teams, you probably need to think about the self; if you think you are an island, then you need some team-building exercises.

Put in today’s terms, if you prefer Wikipedia, you probably need to spend some time on Facebook, and vice versa. When we identify great individuals, we usually find fortuity. Occasionally a lawyer, a general, or a little boy with a finger in the dike, is in the right place to be heroic. But only a megalomaniac or irrational investor would train for that role, for it is unlikely to come about, and implausible that if you were to be thrust in that kind of position, the tools you would then need would be those
you had prepared. Life is not like the Olympics where you can choose to compete in an individual or team sport. Work may be like that; professors work alone for the most part (as you can see from our social skills), while litigators are team oriented. But in every law firm, every government office, and each not-for-profit legal entity, there may be episodes of individualism, but your success will depend on a team and your ability to work with others.

The Law School may have misled you. We implied that we could turn you into the next Cardozo or George Washington or Mandela or Nussbaum or Posner or Posner or Senior Lecturer Obama, when our offer was really to train you to have the same skills as they. We have sought to provide you with enough analytic intelligence, empathy, legal acumen, and determination so that if offered the opportunity to change the world, you will in fact do at least as good a job as any celebrated hero. But it is far more likely that the good you do, and the satisfaction you gain, will derive from teamwork. If we had told you to come here in order to be molded into the best teammate possible, you would not have understood the great thing we offered, and the value of what you now possess, and we celebrate today, would never have been developed. You might have scoffed and suggested that if this team thing were true, then it is the team that ought to go into debt for your legal education. You would have been influenced by a culture of statues and Facebook pages, and you would probably have undervalued the teams in your future. But I warrant that we have equipped you to be great teammates. The statues, the questions about heroes, and even the graduation days are small tricks to encourage you onward. Once in a while a hero is convenient, but great teams are always needed. Think of health care crises, educational failures, climate change, crowded prisons, civil wars, ethnic cleansings, and corruption. None of these problems will be solved by an individual. All wait to be understood or even solved by you, as valuable members of the many teams lucky enough to have you.
Remarks of Steven Koch, ’82, Deputy Mayor of the City of Chicago

Parents and loved ones, the Class of 2013, Dean Schill, faculty, and honored guests—thank you for having me here—it is an extraordinary honor to have the chance to talk with you today.

Actually, when Dean Schill asked me to speak today, I thought it was because he needed me to settle your parking tickets down at City Hall so you could take the bar exam. That’s the way it used to work. Dozens from my graduating class might not be members of the Illinois Bar today if not for the deal the Dean at that time made with Ralph down at City Hall.

I broke with the standard protocol and started my greetings with the parents here today and the Class of 2013, because this day is truly about you. For the parents this is a great day for joy and satisfaction. You have had a glimmer of what Law School is about, through the prism of late-night calls, reports of intellectual breakthroughs (trust me, grads, when you called to report understanding the “rule against perpetuities” it didn’t mean anything to your fellows or friends), tales about the Socratic method, perhaps some stress or distraction noticed on visits.

For the graduates, it might be too soon to do a lawyerly assessment of the last three years. I wouldn’t have been able, at the point where many of you are, either recovering from the experience of the last three years or the celebrations of the last three weeks, to do a dispassionate assessment of what you may have been through and where it might lead you.

So, today I would like to talk a bit about what you’ve accomplished, a bit about what I think you have learned, and then, most importantly, what I would hope you do with that knowledge.

My three years at this law school were for me, and I hope for you, the most intense and transformative of my life. But I know that I appreciate what I learned here today in a far different way than when I was sitting where you are now.

Now, I am sure most of the graduates today were not
like me—most of you sailed through whatever you did prior to coming here, found law to be a natural talent, and immediately grasped how to succeed in law school.

That was not me. As I stand here today, I can still feel a distinct echo of the abject terror I felt first quarter, particularly in Elements of the Law.

I had the good fortune, but also the challenge, of taking Elements from Edward Levi—former Attorney General of the US, former President of the University, former Dean of the Law School, but, must importantly, one of the creators of the course.

It wasn’t just that Professor Levi came off as an austere man—he was actually the scariest man I had ever known or met since.

I am sure most of the graduates have had their own Ed Levi—a brilliant, looming professor who calls on you early in your first quarter and, three questions later, you are at the end of a dark intellectual alley with no escape but feeble, humiliating, surrender.

The good news is that within a short five or ten years, the nightmares from that go away.

But with his dusty dry wit, extraordinary intellect, and probing questions, Professor Levi—and all of the other faculty who put up with us—was beginning the process of teaching us how to think, analyze, and talk like lawyers.

As I, and most of those around me, settled down, I began to appreciate what was happening to our class. While we were drinking from a fire hose of new ideas and concepts,
we were also, almost unwittingly, learning a completely new way of organizing and thinking about how to regulate the human experience.

We were learning how to separate passion from fact—to distill emotion from decision making or analysis. Developing that skill is one of the incalculable benefits of legal training.

As you leave law school, some of you will have the challenge of tempering that skill—of ensuring that the passion you have about the law translates into practicing or applying law that matters to people. Success, on both a personal and professional level, will require connecting your passion about the law to the needs or lives of the people you are serving.

It’s true that your legal training gives you the distance you need to think logically and consider every fact and angle. But remember the human experiences that are at the foundation of every issue. Thinking logically and dispassionately about the challenges in front of you does not mean being oblivious to the underlying emotions of those around you.

There is unfortunately no course on emotional intelligence in law school—but developing and applying it is the core of being successful. And what is true for law is true for most any profession.

Whatever path your career takes, I think success requires a thoughtful blending of what you have learned here with a deep appreciation of the human emotion that underlies the matters at hand. Logic, analysis, and advocacy are all critical skills that you have learned and can now apply to whatever you will face. I can tell you that all those skills are dramatically more effective when you let your native emotional intelligence guide their application.

I was lucky enough to be taught this connection early. I had the chance to clerk after law school for a wonderful man who was not only a brilliant legal scholar but also a keen student of human life. He drove my co-clerks and me to think about law in a slightly different way than we had learned in law school. He certainly expected his clerks to provide him with a thorough analysis of the law involved in each case. But the moments I most remember from that year, the ones that influenced me the most, were those spent sitting in his chamber, listening to a wise, experienced
judge try to figure out what were the human elements underlying each case before him.

Understanding, using, and channeling passions to chart your path as a person and professional are just as important.

I almost completely changed the theme of this talk after reading that talking about passion is apparently the favorite topic of graduation speakers these days, but I think there are few graduates who have a greater need for those words than you, the graduates of the University of Chicago Law School.

Let me explain why: there are few communities that value the life of the mind and the powers of reason and logic more than the University of Chicago, and at the Law School, dispassion is held in even greater regard.

I have no doubt you will continue to live and explore the life of the mind—but remembering the emotions of life, particularly in running your own life, is just as important.

I believe that it is extremely difficult, if not impossible, to succeed, and to make a real difference, if you pursue a career that does not engage you in a complete, passionate, and personal way.
You will recognize that, in many ways, this was an unfortunate realization. Here I was, in law school, with a law degree. Many of those around me were, in fact, passionate about practicing law. I am happy to report, that 30 years later, at my Law School reunion, many of my classmates were still passionate about the law. I just knew I wasn't. Pretty much as a convenient alternative, I stumbled into a then relatively unknown backwater called investment banking.

It wasn't until I was a few years into a job in banking (a job I was sure was a temporary stop until I found out what I “really” wanted to do) that I realized this was not a just marking time, but actually I had a job that absorbed me completely. I loved the combination of ideas, advocacy, analysis that went into the transactions I was a part of. I particularly loved the chance to use my skills helping

Now, I am not suggesting that you immediately call the hiring partners at the firms you are joining and quit from your first law jobs.

What I am advocating is that when inflection points in your career come along, take into account both the careful analysis you have learned here as well as that feeling in your gut. You can have a law degree and still occasionally let your gut guide you.

Some of you may be thinking, “I don’t have a clue what my true passion is yet.” I understand this problem because I lived it. I had no idea what my passion was when I graduated. But I did know exactly what it wasn’t—and that was to practice law. I was intellectually awakened by law school, and equally by clerking, but I knew that practicing law did not truly make me tick.
people find a path through complex business issues that mattered deeply to them.

I had found, albeit accidently, a passion.

I understand that I was extremely lucky. I entered the realm of investment banking and mergers and acquisitions at the dawn of its modern era. It was certainly exciting that my chosen path happened to draw a lot of public interest—but it was more important to me that what I did day to day completely captivated me.

Expecting your passion to find you is actually not a perfect recipe for success. My story is one of both being open to stumbling into your passion and being open to letting it discover you.

My second career is all about passion finding me. About a year ago, I left the world of corporate M&A to serve as Deputy Mayor of Chicago. For those of you not from Chicago, whatever you may have heard about Chicago politics is really not true. It’s a dramatic understatement.

For my entire life I have always been in love with Chicago—the people are hardworking, warm and real, the City is beautiful and gritty, and politics is the sport in town that is the most entertaining and people care the most about.

That being said, my love for Chicago was complicated and a bit abstract in the context of a professional life that had me commuting to New York and traveling around the globe for 30 years. I have always made a lot of time for nonprofit work, but I really had nothing to do with the complex world of city politics and had no idea how it would captivate me.

When the opportunity arrived to work at City Hall—in
the form of a brilliant but insanely hyperactive new mayor who called incessantly until I said yes to the job—it made all the sense in the world. This job, for me, is the perfect combination of passion and skills—a chance to live my lifelong love for the city, while using the skills I had originally learned in law school and honed over the course of my career.

The questions we address every day matter on a very personal level: does this city work—can you live a decent, safe life—can your kids get a good education—are there people moving here, creating jobs, making the city even better everyday.

The problems the city faces—the problems faced by the country—are way too easy to bury in emotion. I would suggest that politics in Chicago, for many many years, have tended to be only about emotion—playing to and off of, people’s passions, instead of being about substance. In this place, you, the beneficiaries of this extraordinary training, know better than anyone how critically important it is to attack complex problems by listening to facts, applying thoughtful analysis and utilizing reasoned discourse and advocacy to meld emotion and the right outcome.

That is part of why the skills you have developed here at the Law School are vital not just to this city, but to our democracy. So wherever you start your job, wherever you live your life, make engagement with your community part of your life. As you engage, new opportunities to discover your passions and put your skills to work emerge. It both allows you to be an example of how to merge passion and
reason, and it will be a vehicle for you to build and live your own passions. It may be called public service, but there are few things that I have found more personally fulfilling.

Analytical understanding, persuasion, advocacy: those are the essential skills you and I learned at this law school. But if I didn’t let my passions lead me or occasionally let my gut guide me, I would not have been able to put them to their best possible use.

You graduate into a far different world than I did 30 years ago. The world economy is finally starting to recover from the Great Recession, the business of law is challenged like it has never been before. The need for legal rigor in all aspects of life has never been greater. One thing hasn’t changed—the challenge of bringing emotional intelligence, as well as the rigor of your reasoning and intellect, to both everything that you do professionally and to the challenge of charting the path of your own career.

Enjoy today, and what I hope is a brief break for most before you start in on your bar exam preparation. It will pass quickly. I predict you will all ace the bar exam and successfully embark on your paths. I just ask you to do things that you are passionate about, use the hard-won skills that you leave here with to advance those passions, stay connected in a meaningful (dare I say passionate one more time?) way with this, your professional birthplace, and you will make us all proud to call you fellow alums of the University of Chicago Law School.

Congratulations and good luck.
Mishan Wroe, ’13, was about to say goodbye to one of her favorite professors, Aziz Huq, but stopped herself when she saw he was talking to Justice Ruth Bader Ginsburg. The Supreme Court justice had just finished a talk at the Law School and was catching up with Huq, who clerked for her in 2003 and 2004, at a reception in her honor in the Green Lounge.

Wroe didn’t think she should interrupt, but Dean Michael Schill caught her hesitation and gave her a verbal push: “You should go meet Justice Ginsburg.” So Wroe approached Ginsburg and Huq, and Huq quickly pulled her into the conversation, telling Ginsburg about the Domestic Violence Project that Wroe helped start last year.

She reminded the young women in the audience that, as Chicago Law students, they have many opportunities that most women do not have. They must work, she said, to ensure that all women have better opportunities.

Ginsburg, a longtime defender of women’s rights and reproductive rights, offered a thoughtful, nuanced view of why Roe, the landmark 1973 Supreme Court decision that affirmed a woman’s right to an abortion, was flawed. For Ginsburg, Roe was too far-reaching and too sweeping, and it gave anti-abortion rights activists a very tangible target to rally against in the four decades since.

“My criticism of Roe is that it seemed to have stopped the momentum on the side of change,” Ginsburg said. She would have preferred that abortion rights be secured more gradually, in a process that included state legislatures and the courts, she added. Ginsburg also was troubled that the focus in Roe was on a right to privacy, rather than women’s rights.

“Roe isn’t really about the woman’s choice, is it?” Ginsburg said. “It’s about the doctor’s freedom to practice … it wasn’t woman-centered, it was physician-centered.” Ginsburg’s comments criticizing Roe, unsurprising to anyone who has followed her nuanced, reasoned approaches to law, made national news in a slew of major outlets.

Stone, a longtime scholar of reproductive rights and constitutional law, and Ginsburg talked for 90 minutes

By Meredith Heagney
before a capacity crowd in the Law School auditorium. The crowd was noisy and chattering before her arrival; as soon as Ginsburg was spotted walking down the aisle, it fell completely silent. She took the stage and offered a smile and a wave, prompting thunderous applause.

In his introduction for Ginsburg, Schill spoke of her ties to the Law School: her late husband, Martin, was a Visiting Professor; her son, James, attended the law school before starting a classical music record label; and, as mentioned, Huq was her clerk.

She is also a longtime friend of Stone. Both of them had front-row seats to Roe and other gender-related cases of the era. Stone was a clerk for Supreme Court Justice William Brennan during Roe and the first case Ginsburg argued before the Supreme Court, *Frontiero v. Richardson* (1973). In *Frontiero*, Ginsburg said that strict scrutiny should be applied to sex classifications just as it was to racial classifications. She could persuade only four justices to her side, but in the wake of *Frontiero*, the Court established a standard of intermediate scrutiny for constitutional issues of gender.

Two years before that, she wrote the brief in the 1971 Supreme Court case *Reed v. Reed*, which overturned an Idaho law granting men preference as estate administrators and extended the Constitution’s equal protection guarantee to women for the first time.

Stone recalled watching Ginsburg’s oral argument in *Frontiero*, which he called “mesmerizing.” (It continues to inspire: Wroe, the starstruck student who met Ginsburg in the Green Lounge, said she listened to it as preparation for her moot court semifinals appearance, which earned an honorable mention.)

In her back-and-forth with Stone, Ginsburg offered many fascinating observations. She talked about what life was like for women in the “not-so-good old days,” when judges believed that laws restricting women from certain work, such as bartending or lawyering, were there to protect the fairer sex. Her goal as a litigator was to show judges that those rules marginalized women, rather than protecting them from harm. Back then, abortions were illegal but they were hardly unheard of, Ginsburg said. “Well-heeled” girls and women who wanted abortions had the option, because they could travel abroad. Less wealthy women had no such option.

“For most young women, the only way to deal with it was to marry him,” Ginsburg said. But then, “women began to think, why shouldn’t I be able to make this decision, this most important decision, for myself?”

Ginsburg talked about the case she wished would have been the first reproductive freedom case before the U.S. Supreme Court, *Struck v. Secretary of Defense*. In that case, Ginsburg represented Captain Susan Struck, who was serving in the Air Force in Vietnam when she became pregnant. The Air Force gave her two options: terminate her pregnancy or leave the Air Force. Struck wanted to keep the baby and her job, and Ginsburg took her case. The Supreme Court agreed to hear it, but the Air Force relented and allowed Struck to keep her job, rendering the issue moot.

“I wish that would’ve been the first case. I think the Court would’ve better understood that this is about women’s choice,” Ginsburg said.

In response to a student question about what would happen if *Roe* were overturned now, Ginsburg said the effect would largely be restricted to poor women in anti-choice states. Many states would never outlaw abortion, and wealthier women will always be able to travel to those states, she pointed out.

“If you have the sophistication and the money, you’re
Brittany Gorin, ’15, asked Ginsburg what advice she has for young women taking up the mantle of the women’s rights movement. Ginsburg expressed disappointment that many young women shy away from the word “feminist” as if it is a foul word, and in the fact that young women aren’t pushing for the passage of the Equal Rights Amendment. She reminded the young women in the audience that, as Chicago Law students, they have many opportunities that most women do not have. They must work, she said, to ensure that all women have better opportunities.

“Now all the doors are open, but we haven’t come all the way,” Ginsburg said.

Afterward, Gorin said it was a thrill to ask Ginsburg a question, and that the justice’s message resonated with her.

“I feel very fortunate to be privileged enough to be here, going to have someplace in the United States where your choice can be exercised in a safe manner,” she said. “It would mean poor women have no choice. That doesn’t make sense as a policy.”

Sara Haley, ’15, said she planned to use a practical tip shared by Ginsburg about writing briefs. During the talk, Stone acknowledged that he drafted Brennan’s plurality opinion in *Frontiero* by relying heavily on Ginsburg’s brief.

“That was always my aim,” Ginsburg responded. “When I wrote briefs I wanted to give the court something it could convert into an opinion.”

Keiko Rose, ’15, said she was inspired to listen to Ginsburg talk through complex legal ideas. “You see immediately why she’s as successful as she is, the way her brain works,” Rose said. “People like us—women law students—have so many opportunities because of people like Justice Ginsburg,” she said.

Video of Justice Ginsburg’s talk is available at http://www.law.uchicago.edu/video/ginsburg051113.
Epstein and Posner Honored with Law School Portraits

On Saturday, May 4, 2013, the Law School unveiled portraits of two of its most legendary faculty members: Richard Posner and Richard Epstein. Posner and Epstein joined the esteemed group of faculty gracing the walls of the Classroom Wing, including Bernie Meltzer, Edward Levi, and Soia Mentschikoff.

Though it can be unusual to honor faculty members who are still very much present and active in this way (both Posner and Epstein have Senior Lecturer status), doing so provided the perfect opportunity to recognize and thank them for their many extraordinary contributions to the Law School. As Dean Michael Schill acknowledged, “For more than 40 years, Judge Posner and Professor Epstein have represented the very best of what the Law School has to offer: strong but not unyielding viewpoints, willingness to debate anyone on any topic, brilliant classroom teaching, and extreme devotion to students and scholarship alike. Both have been the pinnacle of good faculty citizens, devoting themselves to the administrative aspect of running a law school when called upon and ensuring that their own teaching and scholarship was both rich and varied.”

The nearly two hundred alumni and friends who gathered in the Law School’s auditorium early that Saturday morning would surely agree. In commemoration of the portrait unveiling, Posner and Epstein engaged in a conversation that ran the gamut in terms of topics, touching on everything from the latest developments in patent law, to the motivations of Supreme Court Justices, to man’s inherent nature and the relative value of skepticism versus optimism.

Those in the audience were treated to an entertaining discussion that often felt more like a debate, but underlying the verbal sparring between the two was a deep sense of mutual respect and a healthy dose of humor. Jan Crawford, ’93, CBS News’ Political Correspondent and Chief Legal Correspondent, moderated the conversation with great grace and skill, describing the experience as one that she...
“will forever treasure.”

As attendees reluctantly made their way to the Green Lounge for lunch immediately following the talk—several remarked that they could have listened to Posner and Epstein all day—they passed the portraits that will forever serve as a reminder of the great impact these two legal scholars have had at Chicago and beyond. As Richard Horn, ’73, remarked in a letter after the event, “I would like to write to Judge Posner and Professor Epstein to thank them for their extraordinary dialogue, which helped reignite my appreciation of the Law School’s contribution to my education.” (And he did.)
NEW FACULTY PROFILES

Constitutional Law Scholar
Coming to Chicago

When William Baude landed his new job as Assistant Professor of Law at the Law School, he knew he was headed for “the most engaging and dynamic place for young people who are interested in ideas.” He is right, as his soon-to-be colleagues say they are eager to engage with the rising star in constitutional law when he arrives in January.

“I am extremely excited that Will is joining our faculty,” Dean Michael Schill said. “His focus on originalism will bring an important perspective to our faculty. Will is Chicago through and through. As an undergraduate he went to school across the Midway, and he understands that the University of Chicago is synonymous with ideas.”

Professor Geoffrey Stone added: “Will Baude has all the makings of a great young constitutional law teacher and scholar. He brings a fresh perspective to the Law School through his interest in originalism, one lacking here since the days when Antonin Scalia and Michael McConnell walked our halls.”

McConnell, ’79, was on the Chicago Law faculty from 1985 to 1996 and is now at Stanford Law School, where he’s worked with Baude for the past two years in the Constitutional Law Center. Baude was a fellow there until last month, and he clerked for McConnell in 2007 and 2008 when McConnell was a Tenth Circuit Court of Appeals judge. Stone said that he knows McConnell is disappointed to lose Baude, but Stanford’s loss is Chicago’s gain.

Professor Richard McAdams, who chaired the hiring committee, said Chicago Law faced stiff competition to snag Baude.

“Will is supersmart, energetic, and eager to think outside the box. He will fit right in with our intense, idea-driven faculty, and he’ll add some intellectual diversity to our public law group. I expect him to become one of the leading constitutional law scholars of his generation and a fantastic teacher,” McAdams said.

During his two-year fellowship at Stanford, Baude taught Advanced Topics in Federalism. This year at the Law School, he will teach a class on federal courts and a constitutional law seminar on originalism with Eric Posner as coteacher. Besides constitutional law, his scholarship also focuses on federal courts and conflicts of law.

Teaching at Stanford “was great,” Baude said. “The students were incredibly enthusiastic and prepared and eager to argue with one another. It was a good starting place for the Chicago experience. I look forward to pushing my new students to think about why they think what they think and to respond to challenging arguments.”

Baude worked for nearly two years as an associate in the Washington, DC, firm of Robbins, Russell, Englert, Orseck, Untereiner & Sauber LLP, where he practiced “a mix of everything” in both trial and appellate litigation. He also spent a summer as a fellow in the University of San Diego Law School’s Center for the Study of Constitutional Originalism.

After earning a JD from Yale in 2007, where he was Articles and Essays Editor for the Yale Law Journal, Baude clerked for McConnell and then Supreme Court Chief Justice John Roberts. The experiences taught him how to boil down complicated cases to the issues that really matter, which is invaluable in teaching and writing, he said.

As Schill mentioned, Baude’s undergraduate degree is from the University of Chicago, where he graduated with honors with a degree in mathematics, specializing in economics. While an undergrad, he was a research assistant for Seventh Circuit Court of Appeals Judge Richard Posner, completing statistical analyses for economics projects, among other tasks. Posner, a Senior Lecturer in Law, will now be one of Baude’s colleagues.

Baude’s most significant work to date is a pair of papers, one published last year in the Stanford Law Review and one this year in the Yale Law Journal. The Stanford paper, “Beyond DOMA: Choice of State Law in Federal Statutes,” received extra attention this year because of the Supreme Court’s consideration of the Defense of Marriage Act. It was cited by Justice Antonin Scalia in his dissent in the DOMA case, U.S. v. Windsor. The paper explored the procedural consequences in the event of DOMA being struck down, as is now the case. The Yale Law Journal paper, “Rethinking the Federal Eminent Domain Power,” takes a modern look at the Necessary and Proper Clause.

When he’s not writing, Baude likes cooking, hiking with his dog, a terrier mix rescued from a shelter in Washington, DC, blogging, and tweeting at @crescat. (That is, of course, a nod to the University motto, “Crescat scientia; vita excolatur,” or, “Let knowledge grow from more to more; and so be human life enriched.”)
From Fellow to Faculty

It was good news for Jennifer Nou and even better news for the Law School: the Public Law Fellow who spent 18 months teaching and writing in office 506 is staying on permanently. Nou, whose scholarship focuses on administrative law, with additional interests in legislation and election law, is now an Assistant Professor of Law, as of July 1.

Said Professor Richard McAdams, who chaired the hiring committee: “Jennifer is brilliant, creative, and energetic. She has a wide range of legal interests and brings some top-notch legal experience in the federal government. I think she will be a wonderful and much-admired teacher and a leading administrative law scholar of her generation. We’re lucky to have her, considering the competition we faced from other top schools.”

Dean Michael Schill agreed. “Hiring Jennifer Nou is a coup for the Law School,” he said. “She is a superb public law scholar who brings to our faculty and students not only a razor-sharp mind, but also great experience from having worked with our colleague and friend Cass Sunstein at the Office of Information and Regulatory Affairs (OIRA). She impressed everyone here over the last two years as our Public Law Fellow, and I am confident she will go on to be an amazing scholar and teacher.”

Nou shares their excitement. “I’m thrilled to join the faculty,” she said. “I’m especially impressed by a “culture of horizontal engagement,” where senior and junior professors interact seamlessly. “People are excited to talk to you about your ideas and to offer new perspectives on them.”

She also appreciates the Law School’s ethos of “valuing ideas for their own sake, but also an appreciation for how things operate in the real world.”

Nou has a lot of real-world ideas to share. Her most recent work, “Agency Self-Insulation under Presidential Review,” published in the spring in the Harvard Law Review, explores how agencies may act strategically to insulate their policy decisions from presidential review and reversal.

Her scholarship aims to approach administrative law “from an internal point of view,” according to her research agenda. That is, “to ask from the perspective of various actors within institutions—Congress, agencies, election commissions—how they experience various legal regimes and what factors influence their perceptions.”

Nou has several future projects in the works already, including a paper on federal election administration and another on regulatory text and interpretation.

Before coming to the Law School, Nou worked as a policy analyst and special assistant to the administrator at OIRA, the executive branch office responsible for coordinating the review of federal regulations, among other functions. The administrator at the time was Sunstein, a longtime Chicago Law faculty member.

Before that, Nou clerked for Judge Richard Posner in the Seventh Circuit Court of Appeals in Chicago and Supreme Court Justice Stephen Breyer. Both of them encouraged her and their other clerks to look empirically at how the law applies in “real life,” she said, a lesson she’s kept with her.

Nou earned her JD from Yale Law in 2008, where she was Projects Editor for the Yale Law Journal. She also holds a Master of Philosophy in Politics from Oxford University, where she graduated, with distinction, in 2004. She earned her undergraduate degree from Yale in 2002, studying economics and political science.

Nou, who taught classes on administrative law and legislation last year, said over the summer that she was very excited to see her students again when the 2013–2014 academic year began in late September. She looked forward to hearing about their summer experiences, she said, especially considering that some of them worked for federal agencies and Congress.

“Teaching Chicago students is a privilege,” she said. “They’re smart, well-prepared, and ready to challenge the conventional wisdom.” This year, she will teach Administrative Law, Legislation and Statutory Interpretation, and a seminar on regulatory interpretation.

Chicago holds other, nonacademic pleasures for Nou as well. She loves the city’s theater and restaurant scene and the chance to run along Lake Michigan.

Professor David Strauss said he was thrilled when he found out Nou was appointed to the faculty.

“Jennifer had been with us for a year and a half, so we knew just how terrific she is,” he said. “She has been a great contributor to the life of the Law School from the day she arrived. She is already an accomplished scholar, an excellent teacher, and a first-rate colleague. Her practical knowledge about how law and government work make her all the more valuable to her students and colleagues.”
DOUGLAS G. BAIRD
Harry A. Bigelow Distinguished Service Professor of Law

Reconstructing Contracts (Harvard University Press 2013).


GARY S. BECKER
University Professor, Economics, Sociology, the Booth School, and the Law School


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“Contrived Inequality,” Hoover Digest 23 (Summer 2013).

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“How to Ignite Growth (It’s Not a Mystery),” Hoover Digest 46 (Fall 2012).

“Should Immigrants Pay at the Gate?” Hoover Digest 135 (Winter 2013).

OMRI BEN-SHAHAR
Leo and Eileen Herzel Professor of Law and Kearney Director of the Coase-Sandor Institute for Law and Economics

DIPESH CHAKRABARTY
Lawrence A. Kimpton Distinguished Service Professor, History, South Asian Languages and Civilizations, and the Law School
“Museums in Late Democracies,” in The Visual Culture Reader, Nicholas Mirzoef, ed. (Routledge 2013).

LISA BERNSTEIN
Wilson-Dickinson Professor of Law

ANTHONY CASEY
Assistant Professor of Law

OMRI BEN-SHAHAR
Leo and Eileen Herzel Professor of Law and Kearney Director of the Coase-Sandor Institute for Law and Economics

RICHARD A. EPSTEIN
James Parker Hall Distinguished Service Professor Emeritus of Law and Senior Lecturer

RICHARD A. EPSTEIN
James Parker Hall Distinguished Service Professor Emeritus of Law and Senior Lecturer


JANE DAILEY
Associate Professor, History and the Law School

JANE DAILEY
Associate Professor, History and the Law School

JANE DAILEY
Associate Professor, History and the Law School

JANE DAILEY
Associate Professor, History and the Law School
“The Deserved Demise of FCA (and Why the NLRA Should Share its Fate),” in Research Handbook on the Economics of Labor and Employment Law 177, Cynthia L. Estlund and Michael L. Wachter, eds. (Edward Elgar 2012).  
“TOM GINSBURG  
Leo Spitz Professor of International Law, Ludwig and Hilde Wolf Research Scholar and Professor of Political Science  
“Five Voting Systems Even Worse than the Electoral College,” Foreign Policy.com (November 6, 2012).  
“Gun Rights as American Exceptionalism,” Bloomberg View (March 7, 2013).  

LEE FENNELL  
Max Pam Professor of Law and Herbert and Marjorie Fried Research Scholar  

Hayek’s and Jose Cheibub).


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R. H. HELMHOLZ
Ruth Wyatt Rosenson Distinguished Service Professor of Law


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"Voice and Exit in Health Care Policy,” 17 Pathology Case Reviews 167 (2012).


"Promoting Social Mobility,” Forum on Promoting Social Mobility, Boston Review (September/October 2012).


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Saul LeVome
William B. Graham Distinguished Service Professor of Law


“From Hall of Fame to Affirmative Action,” Chicago Tribune (January 18, 2013)

John List
Homer J. Livingston Professor, Economics and the Law School


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Jonathan Masur
Deputy Dean and Professor of Law


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“Is Israel or Hamas Breaking International Law in Gaza?” Slate (November 27, 2012).


“Let’s Collect Everyone’s DNA!” Chicago Tribune (March 10, 2013)


“Let’s Collect Everyone’s DNA!” Chicago Tribune (March 10, 2013)


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“Ronald Dworkin’s Error,” Slate (February 19, 2013).


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RICHARD POSNER
Senior Lecturer in Law


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GREG REILLY
Lecturer in Law and Bigelow Teaching Fellow


JULIE ROIN
Seymour Logan Professor of Law


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RANDALL D. SCHMIDT
Clinical Professor of Law


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ALISON SIEGLER
Associate Clinical Professor of Law


NICHOLAS STEPHANOPOULOS
Assistant Professor of Law


GEOFFREY R. STONE
Edward H. Levi Distinguished Service Professor


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"Why Did the Republicans Win the House?” Huffington Post (November 10, 2012).

Lior Strahilevitz
Sidley Austin Professor of Law

DAVID A. STRAUSS  
Gerald Ratner Distinguished Service Professor of Law  
“Commerce Clause Revisionism and the Affordable Care Act,” 2012 Supreme Court Review 1.  

NAVEEN THOMAS  
Lecturer in Law and Transactional Clinic Fellow  

DAVID WEISBACH  
Walter J. Blum Professor of Law and Senior Fellow, the Computation Institute of the University of Chicago and Argonne National Laboratory  
“Should Environmental Taxes be Precautionary?” 65 National Tax Journal 453 (June 2012).  
“Should There Be a Price on Carbon?” Wall Street Journal (October 5, 2012)  

DIANE WOOD  
Senior Lecturer in Law  

“Remembering Irving Goldberg,” The Storied Third Branch 1 (October 2012).  
Dear University of Chicago Alumni:

I continue to learn about all the elements that make Chicago the greatest law school in the country. Alumni constantly share with me their stories about how singularly formative their experiences here were. Not only stories about how young minds were shaped by the likes of Currie, Blum, or Epstein, but also how connections with classmates turned into business partnerships, marriages, and lifelong friendships. You all have made clear your desire to reengage and reconnect with each other and with the school that brought you together. Our goal is to help make that happen.

To that end, Dean Schill and our team in External Affairs recently concluded a truly remarkable set of events and activity. Since I last wrote you in the spring, the Dean has visited with alumni in South America (including Rio de Janeiro, São Paolo, and Santiago), New York, Washington, DC, San Francisco, Los Angeles, Houston, and Denver. In many of these locations, our alumni hosted events that welcomed the Dean and provided a forum for classmates and colleagues to reconnect.

Our Reunion Weekend broke almost every record—whether it be attendance, participation, or giving. We hosted events for our young alumni and LLM students and welcomed the most recent Class of 2013 graduates into our alumni family. If we wanted to put a number on or tried to quantify such things (and, being Chicago, of course we do!), you would be able to say that over 4,500 of our alumni are “engaged.” That is, of our roughly 10,000-strong alumni population, over 1,600 attended an event, over 3,300 gave to the Law School, and 1,300 volunteered to help students or fellow classmates. What a fantastic demonstration of your passion for Chicago!

This passion is also evident in our fiscal year 2013 final fundraising results. You all committed $40.8 million in new gifts and pledges on behalf of the Law School. This number represents exactly twice the prior Law School record from fiscal year 2011 of $20.4 million. Spurred on by the generous Dean’s Circle Challenge issued by Mark Mamolen, ’77, you also set a new Law Fund giving record of $4.8 million—exceeding the existing record by almost $600,000 and providing critical day-to-day operating support to our clinics, student financial aid, and our amazing faculty. More importantly, over 36 percent of you made the Law Fund a priority this year, extending vital flexibility to the Dean.

In every way, you made this the single greatest year of support our school has ever seen. The impact of these commitments will be felt in the incredible talent and quality of our incoming students, in the innovative and original content in our programs and centers, as well as in the unsurpassed scholarship and pedagogy of our faculty. I celebrate and salute you—our alumni and friends—for achieving such a wonderful result!

While we should (and do) celebrate our past results, we will also look forward to meeting and speaking with more of you as we kick off fiscal year 2014. We need to maintain this incredible momentum as an alumni body, especially as we prepare for the upcoming capital campaign. Dean Schill, the External Affairs staff, and I will look forward to seeing you at an event or on campus soon.

Warmest Regards,

Eric Lundstedt
Associate Dean

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**Annual Fund**

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Raised (in millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>$3.4</td>
</tr>
<tr>
<td>2010</td>
<td>$3.6</td>
</tr>
<tr>
<td>2011</td>
<td>$3.8</td>
</tr>
<tr>
<td>2012</td>
<td>$4.0</td>
</tr>
<tr>
<td>2013</td>
<td>$4.8</td>
</tr>
</tbody>
</table>
Reunion

The Law School welcomed nearly 900 alumni and friends back to campus for Reunion Weekend 2013. More than $5.4 million was raised by the Reunion Classes to support the Law School Annual Fund, student scholarship aid, faculty research, and the clinics. This year, the majority of our classes surpassed their previous Reunion class gift totals, and the Classes of 1973, 1988, 1993, and 2008 broke records at the Law School for the largest class gift for their respective Reunion. The Class of 2003 had the highest attendance for this year’s reunion with 90 class members participating in reunion weekend and the Class of 1963 brought in the largest class gift with $1,760,190 in cash and pledges raised.

Every class did their part and none of our success would have been possible without the hard work and efforts of the Reunion Chairs and several hundred Committee Members who worked tirelessly over the course of the year, generating excitement and participation among all class members. Thank you so much to everyone who made Reunion 2013 such an incredible success!

**Reunion Chairs**

<table>
<thead>
<tr>
<th>Class Year</th>
<th>Reunion Chairs</th>
</tr>
</thead>
<tbody>
<tr>
<td>1963</td>
<td>Burt Glazov, Terry Diamond</td>
</tr>
<tr>
<td>1968</td>
<td>Tony Barash</td>
</tr>
<tr>
<td>1973</td>
<td>Lee Hutchinson, Doug Kraus, Stan Stevens</td>
</tr>
<tr>
<td>1978</td>
<td>Nick Berberian, John Emerson</td>
</tr>
<tr>
<td>1983</td>
<td>Pam Meyerson, Peter Altabef, Bob Goodman</td>
</tr>
<tr>
<td>1988</td>
<td>Ed Adams, Bill McCabe, Stuart Mills</td>
</tr>
<tr>
<td>1993</td>
<td>Jeryl Bowers, Seth Levine</td>
</tr>
<tr>
<td>1998</td>
<td>Dave Gordon, Ashley Parrish</td>
</tr>
<tr>
<td>2003</td>
<td>Andy Baak, Ben Lang</td>
</tr>
<tr>
<td>2008</td>
<td>Kate Casale MacNally, Sara Feinstein</td>
</tr>
</tbody>
</table>

**Thank You Reunion 2013 Classes!**

<table>
<thead>
<tr>
<th>Reunion Year</th>
<th>Class Year</th>
<th>Participation Rate</th>
<th>Total Cash and Pledges Raised</th>
</tr>
</thead>
<tbody>
<tr>
<td>50TH</td>
<td>1963</td>
<td>61%</td>
<td>$1,760,190</td>
</tr>
<tr>
<td>45TH</td>
<td>1968</td>
<td>48%</td>
<td>$165,917</td>
</tr>
<tr>
<td>40TH</td>
<td>1973</td>
<td>54%</td>
<td>$853,806</td>
</tr>
<tr>
<td>35TH</td>
<td>1978</td>
<td>34%</td>
<td>$205,201</td>
</tr>
<tr>
<td>30TH</td>
<td>1983</td>
<td>54%</td>
<td>$407,988</td>
</tr>
<tr>
<td>25TH</td>
<td>1988</td>
<td>77%</td>
<td>$1,313,835</td>
</tr>
<tr>
<td>20TH</td>
<td>1993</td>
<td>42%</td>
<td>$570,176</td>
</tr>
<tr>
<td>15TH</td>
<td>1998</td>
<td>35%</td>
<td>$613,342</td>
</tr>
<tr>
<td>10TH</td>
<td>2003</td>
<td>43%</td>
<td>$109,393</td>
</tr>
<tr>
<td>5TH</td>
<td>2008</td>
<td>45%</td>
<td>$32,056</td>
</tr>
</tbody>
</table>

Thank you!

The Law School is deeply grateful for the ongoing support of our alumni, students, and friends. In 2012-13, more than 4,000 individuals made a contribution to the school, with 36.2% of JD graduates making a gift. Not only did the Law School set a record for total Annual Fund dollars raised, but key programs such as the Firm Challenge and the 3L Class Gift Campaign set participation records.

Last year, gifts to the Law School Annual Fund provided critical support for scholarships, academic programs, clinics, conferences and workshops, as well as our expanded Public Interest Program. On behalf of the entire Law School community, thank you!

*Please make your 2013-14 Annual Fund gift by returning the enclosed gift form or by calling (773) 702-9629. You can also make your gift online at [http://www.law.uchicago.edu/give/makeyourgift](http://www.law.uchicago.edu/give/makeyourgift).*

*To learn more about the impact your gift will have, visit [http://www.law.uchicago.edu/give/](http://www.law.uchicago.edu/give/).*
Feirson Lectureship Focuses on Invaluable Real-World Perspective

A generous endowment gift to the Law School from Steven B. Feirson, ’75, has led to the creation of the Steven Feirson Distinguished Lectureship. The current Feirson Lecturer, former U.S. Attorney Patrick Fitzgerald, taught a class on national security law in the spring quarter this year, and he has also participated in many activities at the Law School. Fitzgerald, among other things, led the investigations that resulted in the convictions on corruption charges of Illinois governors George Ryan and Rod Blagojevich. He will continue to hold the Feirson Lectureship, teaching classes and engaging with the Law School community, in future years.

Steven Feirson has been at Dechert LLP, in Philadelphia, since he graduated from the Law School. He is a deputy chair of the firm. He says that the lectureship he has endowed will serve an important purpose: “The University of Chicago Law School is the preeminent theoretical law school in the world. There’s no faculty anywhere that thinks about cutting-edge issues more critically or more influentially. My goal in establishing the Feirson Lectureship is to add the seasoning of real-world experience and perspective to the Law School’s superb scholarly tradition.”

Feirson remembers one of his own first real-world lawyering experiences, which occurred not long after he joined Dechert: “About two months after I passed the bar, I walked into court to try my first case. Looking back on it now, I realize it was a small case and of no particular importance—except to a brand-new lawyer who had never spoken in a courtroom. I showed up early on the first day with my carefully prepared direct and cross-examination outlines, my meticulously marked exhibits, having repeatedly rehearsed my opening and closing. I was ready—until I realized that I had no idea where to sit. So, fighting off panic, I planted myself in the spectator section until my experienced opposing counsel came in. When he sat down at one counsel table, I made the quick deduction that the other table had to belong to me.”

It didn’t take long for Feirson to show that he could find his way around a courtroom with the very best, as he earned the praise that various legal journals have directed at him: “a premier litigator with incredible legal skills”; “a stellar reputation for complex cases”; “amazing in all respects.” Those skills have been manifested in many client relationships over the years. For example, beginning in 1984 he represented Getty Oil Company and its officers and unaffiliated directors for five years during and after the Pennzoil-Texaco battle that culminated in a $13 billion jury verdict against Texaco. His recent activities have included representing JP Morgan in defense of a billion-dollar claim arising from the collapse of a subprime lender; representing the independent directors of a Jersey Isle corporation in a multi-billion-dollar derivative action filed in Jersey; and defending Starwood Capital against a multi-hundred-million-dollar claim relating to its $2.1 billion acquisition of Taïttinger’s assets in France. He has also argued two cases before the US Supreme Court.

“T I learned many important things at the Law School,” Feirson says, “but one has really stood out. I would describe it as always asking the next question—always pushing to go that one extra step along the path that brings you to a new idea. Among many great faculty members, David Currie in particular was masterful at that. He’d always ask great ‘Why?’ questions, and when you thought he couldn’t go any farther with them, he did. While I would never pretend to have Professor Currie’s box of intellectual gifts, all of us in his classes were exceptionally privileged, even if only for a brief moment, to reach into that package and extract lifelong insights.”

During Feirson’s tenure at Dechert, the firm grew from a primarily Philadelphia-centered firm into a national and international legal powerhouse, with 26 offices and a third of its lawyers based outside the United States. He has been widely credited as one of the principal leaders of that transformation. “We saw earlier than a lot of firms that the marketplace was changing and that we needed to get out ahead of that change,” Feirson recalls. “The problem was, there was no great road map for doing that. We found our way, in part because the firm had the talent to grow, and in part because we so often asked that crucial ‘next question’ before proceeding.”

“The Law School challenged me and stretched me in ways that have helped me throughout my legal career,” Feirson says. “I’m grateful for that, and I’m grateful for the financial aid I received that made it all possible. I feel very fortunate to be able to give back now to help the Law School maintain its position as one of the world’s great educational institutions.”
Kreisman’s Gift Puts Focus on Housing Policy and Regulation

A substantial gift from David Kreisman, AB ’60, JD ’63, and his wife, Susan, has led to the creation of a program that will support teaching and research in housing law, policy, and finance. Based within the Law School’s Coase-Sandor Institute for Law and Economics, the program will be multidisciplinary, involving faculty from the Harris School of Public Policy, the Booth School of Business, and other university entities as well as Law School faculty.

Kreisman is Managing Partner of the LOGS Legal Network, a multistate law firm with a practice concentrating on the representation of mortgage bankers and servicers. The LOGS Network is by far the most expansive organization of its kind. Starting in Illinois in 1971 as Shapiro & Kreisman, the principals have been leaders in using cutting edge technology to expand to coverage in 29 states with approximately 2,000 attorneys and staff.

Kreisman is also Vice Chairman of The LOGS Group, LLC, which provides proactive default management solutions to lenders and servicers along with back-office non-legal support to the network’s firms, title, and trustee operations.

“Susan and I are excited about the potential of this program to bring the rigorous thinking of the Law School and the rest of the university community to bear on housing policy and regulation, where politics often trump sound policy,” Kreisman says. “The country is awash in ideas and opinions about housing and the extent to which the government should backstop the industry. The lack of discipline in dealing with housing programs has caused an imbalance in the marketplace and created a dysfunctional relationship between government and the financial community. There needs to be clarity and transparency in this most important area, as homes are the foundation for community life. We would hope that this program will make a substantial contribution to developing constructive policies that will benefit the country in the long term, getting past the finger-pointing, name calling, and Draconian proposals that characterize too much of the debate today.”

The David and Susan Kreisman Program will support speakers, conferences, courses, research, and publications.

In 2013-2014, it will host a panel on the impact of the Dodd-Frank Act on national mortgage markets and support the development of courses on housing policy, regulation, and finance. It will also produce publications aimed at policymakers and the general public. “This is a conversation that should involve every American,” Mrs. Kreisman says. “Educating political leaders and citizens is an important part of the program.”

Mr. Kreisman has been an innovative leader throughout his career. In the late 1970s and into the 1980s, the LOGS Network gained a strong competitive advantage by making use of computer technology. In 1974, he computerized his office operations with an IBM System 32 minicomputer.

“That computer was not designed for word processing or use in a law firm environment, and even IBM did not think we could create documents. To the best of my knowledge we were the first law firm, or among the first, to use computer technology to run a law firm practice,” Kreisman recounts. “Then we also went forward to computerize our reporting requirements before anyone else. Those capacities enabled us to handle a large volume of work, and as the mortgage servicing industry expanded with securitizations we were well positioned to grow, which led to our expansion into a multistate environment.”

Kreisman’s professional and industry leadership arise in part from the important lessons he learned while a student at the College and the Law School. “There was always a spirit of inquiry and students were confident enough to not feel uncomfortable asking ‘dumb’ questions,” he says. “Asking questions, and the interplay between an outstanding faculty and intellectually-minded students, was the key to growth and learning. We developed an awareness that thinking was not about ‘inside the box’ or ‘outside the box.’ We learned that there is no box, and it was that stimulating environment that those who went to the University benefited from. For many, this experience was the catalyst for embracing new ideas and different ways of doing things. It was mine.”

“It’s that kind of open and honest inquiry we would like to see our gift promote,” Susan Kreisman says. “It is important to all of our futures to get housing right.”

The Kreismans’ own future was further brightened earlier this year by the birth of their first grandchild to their son Daniel (MPP ’07, PhD ’12) and Cara Castellana Kreisman (MPP ’08).
1935
Samuel J. Eisenberg
March 21, 2012

1939
Stanley J. Stroud
November 6, 2012

1940
A. Eugene Grossmann Jr.
December 9, 2012

Grossmann, 98, worked for the Kansas City, Missouri, law firm of Ryland, Stinson, Mag & Thompson from 1940 to 1983, where he rose to become head of the firm’s corporate law department while also serving as vice chairman of the Missouri State Bar’s Corporations Law Business Organizations Committee. His law career was interrupted after three years in practice when he entered the U.S. Army in 1943; Grossmann served in the 540th Field Artillery Battalion and fought in the Battle of the Bulge. Grossmann married his wife, Glad, in 1941, and they enjoyed sailing and iceboating on Lake Lotawana outside Kansas City; he also chartered sailboats all over the world, often accompanied by family.

1941
Delcombe Brodt Hollins
June 6, 2012
Byron E. Kabot
November 17, 2012

1942
Donald Ridge
April 7, 2013

Ridge, 94, spent most of his career in private practice in Waukegan, Illinois, first as a partner at Diver, Ridge, Brydges & Bollman, and then in 1975 he went into practice with his son, Scott. Ridge joined the U.S. Army in 1942 as second lieutenant of a rifle company in the Third Army under General Patton. He was wounded in September 1944 and evacuated to southern England, where he served as commandant of a prisoner-of-war camp. During his years in law practice, Ridge was active as a local business leader as well as in Republican politics.

1944
William J. Durka
May 12, 2013

Durka, 91, served as attorney and manager of General Electric’s International Trade Policy Operation and was also a graduate of the College. The Kenosha, Wisconsin, native served as editor of the Law Review and research assistant to the university president Robert M. Hutchins for two years. Unable to serve in the military due to childhood polio, Durka nonetheless signed up with the U.S. Navy to give talks on how people at home could aid the war effort. An avid reader who loved to discuss theories and ideas, Durka once met with Albert Einstein for two hours in the scientist’s Princeton home to discuss philosophy.

1945
Ralph B. Ettinger
August 25, 2012

1948
Ahrens, 94, was a professor at Washburn University School of Law in Topeka, Kansas, from 1948 to 1988. He designed the Washburn Law Institute and served as the faculty advisor for the Washburn Moot Court Team, taking teams to the national finals. Ahrens also began comparative law programs for the countries of Yugoslavia and England. His career honors included being named Washburn Distinguished Professor of Law and having an endowment in tort law in his name. Ahrens received his JD after serving as an officer in the Army/Air Force Intelligence Corps in China.

1949
Kuo-Ho Chang
February 23, 2013

Chang, 91, served as a simultaneous interpreter at the United Nations from 1949 to 1982. The Chinese native, who spoke fluent Mandarin, English and French, also worked as...
chief of languages and training, editor of *Secretariat News*, and chief of staff services. During World War II, he left his native Shanghai and worked as an interpreter for the British Military Mission, a radio monitor for the U.S. Office of War Information, and later as a colonel in the army of Chiang Kai-Shek. Chang met his wife, the former Irene Conley, AB ’45, as a law student at University of Chicago and eventually asked her to marry him while doing a handstand on the beach during a trip to China.

1950

**Sybil Marie Jones Dedmond**  
March 24, 2013

Dedmond, 91, participated in pre-oral arguments for *Brown v. Board of Education* and other noteworthy civil rights cases in the 1950s. She became the first African American woman to teach full time and achieve tenure in an American law school, in 1951 at North Carolina Central University, where she taught criminal and real estate property law. In 1964, Dedmond returned to her hometown of Pensacola, Florida, to go into private practice with her husband, Nathaniel, and she later served as a county government administrator. Late in her career, Dedmond became a professor at Pensacola Junior College, where she retired in 1994.

**Calvin R. Sutker**  
April 25, 2013

Sutker, 89, had a successful political career as a Cook County Board commissioner, where he helped gain support for the Illinois Holocaust Museum & Education Center in Skokie, Illinois; as a Skokie village trustee, where he helped to pass the first open housing law in Illinois; and as a state representative. Sutker’s interest in the Holocaust Museum stemmed at least partly from having been part of a World War II battalion that was among the first to reach the Dachau concentration camps; he received combat service ribbons for his service in Germany, France, and Austria. His law career included stints as chief hearing officer in the Illinois secretary of state’s office and as chief attorney for the Cook County Forest Preserve District.

**1951**

**Robert N. Kharasch**  
May 16, 2013

**Edward R. De Grazia**  
April 11, 2013

De Grazia, 86, was a First Amendment lawyer who helped to defeat government bans on sexually explicit books such as Henry Miller’s *Tropic of Cancer* and William Burroughs’ *Naked Lunch*, broadening the scope of what Americans would be allowed to read, during the 1950s and 1960s. He championed the causes of other writers, publishers, and filmmakers and once defended the controversial comedian Lenny Bruce. De Grazia wrote about a dozen plays and a comprehensive history of literary censorship titled *Girls Lean Back Everywhere: The Law of Obscenity and the Assault on Genius*. He was also a founding member of the Cardozo School of Law at Yeshiva University in New York in 1976; he retired in 2006.

**Hubert E. Hermanek**  
July 2, 2013

Hermanek, 84, a longtime personal injury lawyer in Cook County and a retired captain from the Riverside (Ill.) Auxiliary Police Corps, joined the law practice of his son, Hubert Jr., 20 years ago and continued practicing until about two months before his death. After graduation from law school, Hermanek was drafted in the U.S. Marines during the Korean War; he was stationed in San Diego and served as a member of the Judge Advocate General’s Corps.

**Hubert Jr.**  
20 years ago and continued practicing until about two months before his death. After graduation from law school, Hermanek was drafted in the U.S. Marines during the Korean War; he was stationed in San Diego and served as a member of the Judge Advocate General’s Corps.
1952
Winfred K. Liepe
April 5, 2013
A district court judge in Oregon for 22 years starting in 1972, Liepe, 87, spent several more years as a senior judge in retirement. The German-born Liepe and his parents moved to Yankton, South Dakota, as war refugees in 1939, and five years later he flew as a tail gunner in a B24 Liberator bomber. After graduating from the Law School, he moved to Oregon in 1955 with his family and practiced law until his appointment to the bench.

1955
Joseph N. DuCanto
February 8, 2013
A founder of the Chicago firm Schiller DuCanto & Fleck, DuCanto, 85, was considered an expert on tax issues impacting divorcing couples and was remembered by Cook County Judge Grace Dickler in the Chicago Tribune as “one of the giants of matrimonial law. … He elevated the status of the practice by underscoring the importance of tax law in matrimonial cases.” His partner, Donald Schiller, whom he met as opposing counsel and went into practice with in 1981, said DuCanto “saved people a great deal of money” in high-net-worth cases. DuCanto was orphaned as a young boy and had a tough childhood but found his sense of purpose fighting as a Marine in the South Pacific during World War II—signing up at age 16 after lying about his age.

1956
Jerome S. Sloan
August 31, 2012
Sloan, 83, was a comparative law scholar focusing on international constitutional law who taught at Temple University’s law school. He wrote several article and books, most notably Law Science and Policy, and during the Watergate hearings, in the summer of 1973, a brief he wrote that traced the doctrine of immunity back to the Magna Carta and British common law was cited several times in helping to define the concept of high crimes and misdemeanors. Sloan enjoyed chess and spent his later years studying advanced mathematics, teaching himself Latin and rereading literary classics.

1957
Robert M. Dobbins
March 5, 2013
Dobbins, 86, was a resident of Elizabeth City, North Carolina.

1959
John V. Gilhooly
February 5, 2013
A former senior vice president of Texas Instruments, Gilhooly, 83, also served as assistant general counsel of two major Dallas-based corporations. The native of Providence, Rhode Island, spent 4½ years as a U.S. Air Force pilot after college. A lifelong Catholic, he served as a eucharistic minister for many years and as president of the St. Thomas Aquinas Parish Parents’ Association for one year, while volunteering with Meals on Wheels and Catholic Charities Immigration and Legal Services.

1960
Donald M. Spanton
May 26, 2013
Spanton, 77, practiced as an estate attorney for 52 years.

1961
George P. Blake
February 2, 2013
Blake, 79, was a retired partner at Vedder Price.

1965
Walker D. Miller
March 25, 2013
A federal judge in the District Court of Colorado who was nominated by President Clinton in 1996, Miller, 74, received his master’s of comparative law jointly from the University of Chicago and the University of Freiburg (Germany) on a Ford Foundation Scholarship. He worked briefly in private
practice in his hometown of Greeley, Colorado, before becoming a law professor at the University of Kansas from 1966 to 1969. Then Miller returned to Greeley to work as a “country lawyer” until his appointment to the federal bench. He took senior inactive status in 2011 to spend more time with his family as well his passions for trout fishing, University of Colorado sports, reading, and watercolor painting.

1969
Michael A. Campbell
February 8, 2013
Campbell, 68, served as an administrative law judge for the state of California. He grew up in Alaska, Georgia, Tennessee, Germany, and Turkey as his father’s Air Force career dictated, and Campbell himself enlisted as an Air Force captain after law school. An accomplished guitarist, piano, and trumpet player, Campbell enjoyed photography, the outdoors, bike riding, dog walking, snow skiing, boating, playing indoor soccer, and watching the Oakland Raiders.

1967
Frank S. Cottrell
June 18, 2013
Cottrell, 70, worked for the Deere & Company law department from 1966 to 1999, culminating his career as corporate secretary, general counsel, and senior vice president. He worked on the full gamut of legal issues for the company, including litigation and foreign operations. Cottrell also served on the board of directors of MidAmerican Energy, Knox College, Arrowhead Ranch, and William Butterworth Trust, and he coached kids’ soccer in his hometown of Moline, Illinois, for 15 years.

Kenneth Wilson Yeates
August 27, 2012
An attorney for more than 43 years in Salt Lake City, Yeates, 70, practiced at the firms of Prince, Yeates & Geldzahler; VanCott, Bagley, Cornwall, & McCarthy; and Savage, Yeates, & Waldron. A native of both Salt Lake City and Idaho Falls, Idaho, Yeates served a church mission in Germany after graduating from Harvard College and before entering law school.

Frederick Axley
March 18, 2013
Axley, 71, practiced law at McDermott, Will & Emery for 34 years. He served on the board of several organizations, including Business and Professional People for the Public Interest, Friends of the Chicago River, and Housing Opportunity Development Corporation. Axley served in the U.S. Navy early in life, and he developed a great passion for hiking and the outdoors.

1971
Gerald David Letwin
April 8, 2013
Letwin, 65, was a distinguished civil rights attorney who worked at the U.S. Equal Employment Opportunity Commission, serving as Baltimore District director and in the Office of General Counsel.

1978
Christopher Keith Hall
May 27, 2013
Hall, 66, was an international human rights lawyer and senior legal adviser to Amnesty International, where he led the international justice project and co-founded the coalition of nongovernmental organizations behind the formation of the International Criminal Court in 1998, which seeks accountability for genocide, war crimes, and crimes against humanity. A Vietnam War veteran, Hall earlier in his career spent four years at the New York firm of Fried, Frank, Harris, Shriver & Jacobson, where he focused on pro bono work for Haitian and Cuban refugees; two years practicing and teaching law at the University of Miami; and six years as assistant attorney general for New York State, specializing in appeals and litigating one case before the U.S. Supreme Court.

1983
John F. Cullinan
April 27, 2013
Cullinan, 55, wrote for the National Review Online on religious and political issues and worked for the Catholic Bishops Conference in Washington, DC.
Class Notes Section – REDACTED

for issues of privacy
Philanthropist Looks Back at Decades of Leadership

When Jerome Katzin, ’41, earned his degree, the study of law at the University of Chicago Law School was a four-year process that began when a student was still an undergraduate. This short-lived educational experiment, sometimes known as the New Plan, was intended to produce well-rounded, intellectually curious graduates who would be engaged citizens of the world as well as effective lawyers.

In Katzin’s case, the New Plan achieved its goals. During a distinguished professional career in the public and private sectors, he was civically and philanthropically active, and his philanthropic activities have only increased since his retirement in 1990. And he is still, at the age of 95, deeply engaged with the world around him.

Katzin recalls the faculty from his law school days. “There were Wilbur Katz, Malcolm Sharp, and Charles Gregory,” he says. “Robert Maynard Hutchins himself taught our evidence class—actually, he co-taught it along with the philosopher Mortimer Adler. Harry Bigelow taught real estate. Henry Simons taught economics, and we also studied accounting and English history. Edward Levi taught the forerunner of Elements of Law—I think it was just his first or second year on the faculty.”

Katzin’s admiration for Levi is unabated: “That class possibly has meant more to me in my lifetime than any other course I took,” he says. He’s now reading the recently published book Restoring Justice: The Speeches of Attorney General Edward H. Levi. “It should be read by everyone—and particularly everyone at the Justice Department,” Katzin observes.

Shortly after graduating, Katzin got married—he and his wife, Miriam, whom he met when they were students at the College, celebrated their seventy-second anniversary earlier this year—and he went to work at the Securities and Exchange Commission (SEC), where his supplemental New Plan studies in accounting and economics served him well. With an extended interruption for wartime service in the Army, he remained at the SEC until 1953, becoming the director of the Public Utilities Division.

After the SEC, he worked until his retirement for the prominent investment bank Kuhn Loeb & Company, where he became a partner. At Kuhn Loeb, he pioneered innovative methods for private financing of rural electric utilities, a topic he had addressed during his time with the SEC.

“People don’t realize it today,” he observes, “but when I graduated from the Law School, only about a third of the farms in the US had electricity. We were able to supplement the government’s program by opening hundreds of rural electrical co-ops to funding from the private capital markets. This method of financing has raised several billion dollars over the years.”

Katzin has been a director of companies that include technology giant Qualcomm and the Fortune 500 oil and gas company Coastal Corporation. He has been active in municipal financing, merchant shipping, aircraft and equipment leasing, and as a financial advisor to federal and state entities.

When he and his wife moved to California in the early 1980s, they lived near the campus of the University of California—San Diego. One day they were approached by a university fundraiser to donate money for the university’s Judaic Studies program. "I opened my big mouth," Katzin recalls, "and the next thing I knew I was committed to raising money for an endowed professorship." He succeeded, creating the first endowed chair at the university. Since then, he has wholeheartedly supported the university in many capacities, and both Mr. and Mrs. Katzin have given generously to organizations in San Diego and around the world. They have been honored by the San Diego Association of Fundraising Professionals as Philanthropists of the Year.

“We have been blessed,” Jerome Katzin says, “and my education at the Law School ranks high among those blessings.”

1954

Judith Weinshall Liberman reports: [1] My book Passion: Poems of Love and Protest (Universe, 2013) has been published. The book contains 150 new poems and lyrics. Like all my books, Passion can be found on my author’s page at Amazon.com by entering “Judith Weinshall Liberman” in the search bar. [2] My picture book Ice Cream Snow (Dog Ear Publishing, 2013) has been published. I wrote the story and did the illustrations back in 1996, but only recently got around to publishing it as a children’s book. [3] I am currently working on a book of my mother’s poetry. The book will be called Zina: A Selection from Her Poems and Photographs. My mother, Zina Weinshall, who was born in Russia but later lived in Israel, wrote some of her poetry in Russian and some in Hebrew. The book Zina will present her poems to English-speaking readers for the first time. The book will also include many family photographs. [4] I have been working on a new picture book, The Little Fairy. Since my eyesight has deteriorated and I am therefore unable to illustrate my own children’s books, I am collaborating with a gifted illustrator on the illustrations for the book.

1957

Herbert Caplan reports: I found the two most valuable experiences in Law School for me to be the Hinton Moot Court competition and the Legal Poetry Competition. Both my winning argument in the competition and my poem about the discovery rules in Hickman v. Taylor reassured me that I hadn’t made a terrible...
A Powerful Influence in Politics, Media, and Culture


He has assisted those people in a variety of capacities: some as an author’s representative, some in employment negotiations, some as a career advisor and facilitator, and many of them in more than one of those roles. He is not an agent; he takes no percentage of his clients’ earnings but instead charges them an hourly rate as clients of the firm where he has worked since 1975, Williams & Connolly.

Political consultant Mary Matalin has said of him, “He’s like a one-man vertical and horizontal operation for all things at the nexus of politics and culture and media.”

Entertainment Weekly has cited him as one of the hundred most powerful people in the entertainment industry. When Washingtonian magazine named DC’s top lawyers, Barnett was the first one mentioned.

Although his client list is wholly bipartisan, Barnett does not hide his own political affiliation. He has worked on nine Democratic presidential campaigns since 1976, holding important advisory positions and also helping candidates with debate preparation by playing the role of their debate opponent. In 1984, 1988, and 1992, he stood in for George H. W. Bush; in 2000 and 2004 he was Richard Cheney. He held more that 20 practice debates with Bill Clinton during the 1992 presidential campaign, and he helped Hillary Clinton prepare for debates during her senatorial and presidential-primary runs.

Barnett acknowledges that his well-known clients and activities give him a high profile, but he says they constitute only a small part of his overall practice. “Most of my time has been spent representing, and now mostly supervising the representation of, corporate clients in a wide range of matters: deal-making, litigation, government relations, crisis management, media relations—all the usual things that lawyers do,” he says.

“For most of my younger life I thought I was going to become a high school English teacher,” Barnett recalls, “and even when I came to the Law School I had no clear vision of what I wanted to do. But when you are taught by giants—like Soia Mentshikoff, Harry Kalven, Bernie Meltzer, Walter Blum, Grant Gilmore, Phil Neal, and so many others—and you have classmates who are very smart and very interesting, you’re going to learn important things and you’re going to get excited and inspired. The Law School launched my career and gave me the core skills to be successful.” He clerked for Court of Appeals Judge John Minor Wisdom and Supreme Court Justice Byron White after graduation, and then worked for Senator Walter Mondale before joining Williams & Connolly (then Williams Connolly & Califano).

Barnett was recognized as a Distinguished Alumnus of the Law School in 2010. He has served on the Visiting Committee, and at the 2011 reunion he joined Professor Geof Stone in a very engaging “fireside chat” moderated by Dean Schill. He has been married since 1972 to CBS news correspondent Rita Braver, whom he met while they were in college (he proposed to her on their first date; she accepted five years later). Their daughter, Meredith, is a freelance consultant and writer. Asked once to name his proudest accomplishment, he answered, “Meredith Barnett. I wish I had four more Meredith Barnett.” These days his daughter has to share star billing in her father’s firmament with her son, Theodore Braver Penn. “I wish I had twenty more Teddy Penns,” Barnett says.

Advocacy and Welfare Reform during Reagan’s Gubernatorial Years was published this spring as a special issue of the Hastings Law Journal. It includes as an appendix the transcript of his 45-minute 1975 interview with Ronald Reagan, which he did as part of his political science doctoral dissertation research. In recent years, as part of his clinical teaching responsibilities, he has taught and directly overseen the work of students in the Community Economic Development Clinic, which provides comprehensive legal assistance to a coalition of community and labor groups concerned about the community benefits and environmental impacts of a proposed $2 billion hospital complex. Based largely on the community coalition’s agenda, San Francisco and the hospital developer finalized a development agreement this July, which provides for a greatly restructured hospital project and a host of favorable public benefit terms including strong commitments regarding the provision of charity care, local hiring requirements, and $70 million nonstatutorily required community benefits. He is moving slowly into full retirement as a law professor emeritus; the one teaching responsibility in the fall will be a course he developed this year at Hastings, Mark reports, is our civil procedure teacher, Geoffrey Hazard, now in his mid-60s. Who could have possibly imagined when we were law students that they both would wind up on the same law school faculty? . . .

Also on retirement track is Lee Bull who is ending his bankruptcy practice in Seattle. . . .

Henry Underwood was recently named to Chicago’s Top Rated Lawyers list for 2013. LexisNexis Martindale-Hubbell collaborated with ALM media to provide a list of attorneys that hold the AV Preeminent Rating, its highest rating for ethics and legal ability. The AV Peer Review Rating from Martindale-Hubbell
Grit and Determination are Lawyer’s Keys to Remarkable Career

Nancy Lieberman, ’79, went off to college when she was 16. She started at the Law School when she was 19. At 22, she was clerking for a US Court of Appeals judge. When she was 30, after less than six years as an associate, she became the youngest partner in the history of Skadden Arps Slate Meagher & Flom LLP. Not long after that, she was named as one of the 50 most influential women lawyers in America.

“I’m not brilliant,” she says. “I’m goal-driven and tough. I have a lot of grit.” Many would disagree with the first part of her self-characterization, but her life has demonstrated that there is no doubt about her toughness and her grit.

She says that one thing she loves about the Law School is that it demands, and builds, those same qualities of grit and determination. She recalls the storm-of-the-century blizzard that hit Chicago during her third year: “Everything was shut down. No one could get around. There were mountains of snow and then temperatures fell below zero, so everything was covered with ice. But the Law School was open and we were expected to somehow get ourselves to class on time. And we did.”

“It was the same at the academic level,” she says. “The Law School was hard and intense. But you dealt with it. And when you did, your determination was rewarded. After Chicago, everything else was a cakewalk.”

Her work at Skadden Arps has focused on mergers and acquisitions. She recalls the challenges and the exhilaration of her early days in that field: “There was hardly any legal structure for M&A work then. We were making it up as we went along. One day Carl Ichan would be going after a client of ours and we’d be figuring out what to do. Another day one of the great geniuses, a Joe Perella or a Bruce Wasserstein, would want to do some far-out thing and we’d figure that out, too. We always were working at the outer edges of what was possible.”

Into the 1990s and beyond, honors and client assignments flowed in for her. When she was 40 she got married, to Mark Ellman. They have a son, Eric, who is now a teenager.

On the day before Christmas in 2007, she was skiing when she lost control and headed into a grove of trees. She hit one of them, and it broke her neck, rendering her quadriplegic. Through surgeries, stretches in hospitals, and more than a year of dogged recuperation, she regained the use of her arms and limited use of her hands. A new, experimental treatment aided her recovery, and she has been a determined fundraiser in support of further advances for treating spinal cord injuries.

She returned to work, at first in an administrative role, in the wheelchair that she still requires today and with only a very constricted ability to do many of the tasks, such as word processing, that most lawyers take for granted. Soon she was taking on the same kinds of assignments that she had been handling before the accident and doing them at the same high level. Last year, for client work that included extricating a biotech company from its contract with a big pharma giant and then helping to sell it to a different giant in a seven-billion-dollar deal, she was named by Law 360 as one of a handful of the world’s “M&A MVPs.”

“Skadden has been fantastically supportive in every way throughout my career, through all of the ups and downs,” she says. “In my view, it’s the most progressive law firm ever.”

Among those who visited her during her recuperative year were Geoff Stone and Richard Epstein. She credits Stone with having turned around her law school career when she went to his office to confess that she was understanding virtually nothing in the evidence class he was teaching. “He sat with me for three hours, patiently taking me through the materials, until suddenly it all clicked. Not just evidence, but really what the study and practice of law were about and how to succeed at them. I owe my career to him, and to the many other faculty members who then were able to fill my head with what they knew. Richard Epstein, Bernie Meltzer, Phil Neal—you name them and I’m grateful to them. I’m just an average American who knows a lot of things and works really hard, but those faculty members who taught me how to think differently—they were brilliant.”

1978
CLASS CORRESPONDENT
Peggy Livingston
5375 Tenino Avenue
Boulder, CO 80303-4127
peggyliv@indra.com

Hello again. You’ll be happy to hear that our elected officials are hearing from us these days:

John Emerson has been nominated by President Obama to be the US ambassador to Germany and, as of the time this went to press, was preparing for his confirmation hearing.

Maurice Emmer wrote that he has engaged in a three-year career of writing annoying letters (editor’s note: these are all his words—I’m not calling them annoying) to the local papers critical of Aspen city government. He successfully led a referendum effort to stop an irresponsible public works project, resulting in a vote against the project in November’s election. Just before the deadline for entering the race, he decided to and did in fact run for mayor in May, his first campaign for public office. The electorate rejected Maurice for the post, but placed him third among the six candidates. Four of the other five were sitting city council members. This surprised the city council members and local papers, all of whom predicted, and perhaps hoped, Maurice would come in last. Maurice promptly announced that he will run again in two years. This annoyed local...
Accomplished Prosecutor Seeking Justice in New Role

Earlier this year, President Obama appointed Mythili Raman, ’94 (née Tharmaratnam), as Acting Assistant Attorney General for the Criminal Division of the Department of Justice (DOJ). Her new role, in which she oversees nearly 800 staff attorneys and works closely with 93 U.S. Attorneys, is the outcome of a steady career progression within the Department of Justice, which she joined in 1996.

“I realized when I was in law school that I wanted to be a prosecutor,” she says. “It was a way to do good, and to embark on a meaningful career in public service. What I didn’t fully realize until I got into it was that it would be so energizing and so much fun.”

She applied for a Department of Justice position during her clerkship with a Court of Appeals judge, but then decided to take a law firm job instead so she could be closer to her fiancé (and now husband), Ven Raman, who was in medical school in Boston. “I remember contacting Professor [David] Strauss for advice, and he told me that there would always be lots of career opportunities, so I should do what was right for my life first. He was right about that.”

But it wasn’t long before she was working at Justice. She lost the first case she tried (a case of assault with intent to kill involving two prison inmates, about which she says, “you can only imagine the cast of characters”). As a line prosecutor, she didn’t lose another trial after that one. “Disappointing as it was, that acquittal was good for me,” she says. “It made me more determined and gave me a lasting respect for the jury system. It also reminded me that our job as prosecutors is not to win every case, but to do justice.”

After a few years prosecuting cases around the country for DOJ’s Narcotic and Dangerous Drug Section, she joined the U.S. Attorney’s Office in Maryland, where she prosecuted and supervised hundreds of criminal cases involving violent crime, financial fraud, narcotics, child exploitation, and civil rights offenses. She particularly recalls a series of successful prosecutions involving the enslavement and sexual abuse of young immigrant girls. “Those cases were hard to prove for a number of reasons, including the girls’ fear of testifying, but we succeeded,” she says. “It felt very good.” At the U.S. Attorney’s Office, she also served as Chief of the branch office and then Appellate Chief.

Returning to the DOJ’s criminal division in 2008, she served as acting chief of staff, and then as Principal Deputy Assistant Attorney General and Chief of Staff, before assuming her current position at the top of the division.

She highlights protecting Americans from financial crime as one of her top priorities for the division. She points proudly to the 110-year sentence handed down to R. Allen Stanford for perpetrating a $7 billion investment hoax, to the successes of the criminal division’s health care fraud strike forces, and to the insider trading convictions earlier this year of two prominent financiers.

Other forms of corruption are also high on her agenda, including enforcement of the Foreign Corrupt Practices Act and the prosecution of corrupt public officials such as former U.S. Representative Richard Renzi, who was found guilty in June of fraud, extortion, and money laundering.

Discussing the challenges of her position, she quickly mentions the effects of budget limitations: “Our funding is lower now than it was two years ago, even as the challenges grow more complex. We’re constantly looking for better ways to do what we need to do with limited resources.” As an example of the increasing complexity of the division’s work, she cites cybercrime, which she says has become “increasingly global and transnational, requiring close cooperation with other countries.” The division’s recent indictments related to an enterprise charged with laundering over $6 billion in criminal proceeds, for example, required coordinated action with law enforcement officials in 17 countries.

“I never stopped loving being in a courtroom and standing up for justice,” Raman says. “Now the satisfactions are more indirect, but I am so proud to represent the hard-working, dedicated—and simply excellent—men and women of the Criminal Division.”
A Big Name in the Big Apple, and Beyond

Bradley Tusk, ’99, has clout. He has it in New York City—where within the past year one publication placed him twenty-fourth among the hundred most powerful New Yorkers and another placed him in the top twenty—and now he is rapidly expanding his influence throughout the United States and beyond with the company he started in 2010, Tusk Strategies.

It’s not hard to see where Tusk’s clout in the Big Apple comes from. He managed Michael Bloomberg’s successful 2009 campaign for a third term as the city’s mayor (a campaign described by the New York Times as a “juggernaut”). He was an aide to New York Senator Charles Schumer for two years, including the time directly after the 9/11 attacks. He was an advisor to the city’s influential parks commissioner, Henry Stern. And he’s friendly with the fellow who ranked seventh in the top-100 power list, Deputy Mayor Cas Holloway, a 2001 graduate of the Law School.

Having served powerful people very well doesn’t hurt, but Tusk showed very early in his career that he knows how to get things done on his own. In 2003, less than four years out of law school, he was appointed as the Deputy Governor of Illinois. Because his boss, Rod Blagojevich, was largely disengaged from the daily responsibilities of governing the state, much responsibility settled on the shoulders of Deputy Governor Tusk. “Mr. Tusk was your governor in the first term,” Chicago journalist Bob Arya wrote in a letter to Illinois legislators. “He made everything happen.”

Tusk—who was uninvolved in any of the Blagojevich scandals and was praised by prosecutors for standing up to Blagojevich and acting in the state’s best interests—is widely credited with spearheading the administration’s most notable successes, such as broadly expanding medical insurance for children, and for effectively overseeing a massive proportion of the state’s operations, including its $60 billion budget and its 57,000-person workforce.

His interest in politics began when he was very young, and he came to the Law School doubting that he would ever become a practicing lawyer. He says that he learned many things at the Law School that have greatly aided his career, but two in particular stand out. First, “We learned how to recognize the key facts and the core issues in any situation and then to deal efficiently with what matters and dispense with what doesn’t matter. This skill has been invaluable to me for cutting to the heart of things and making good decisions fast. I use it every day, many times.” Second, he says, “We were taught that rigorous logic is essential, but it isn’t enough—you have to allow room for creative solutions to emerge and be heard. That’s another practice I try to uphold every day.”

He’s now applying those skills at his New York–based political and strategic consulting firm, Tusk Strategies, which helps clients facing complex goals develop and execute large-scale campaigns that involve state and local governments across the country. “We help figure out a strategy and then we put together a team and manage the campaign,” he explains. “There is virtually no one else who really offers to do all we do in the hands-on way we do it.” Among his diverse clients are many large corporations (including Walmart and AT&T), more than ten education-focused organizations, tech startups including Uber and CLEAR, and advocacy groups that include the New York Organ Donor Network and Mayors Against Illegal Guns. The firm’s successful campaign to raise the allowable number of charter schools in New York was called a “coup for the charter school movement” by the Wall Street Journal, a “huge win for the kids” by the New York Daily News, and a “significant victory” by the New York Times.

“We’ve had some good success and we’re growing quickly,” Tusk says. “I’m looking forward to what the future may bring.”

1999

SEE YOU APRIL 25–27, 2014, AT OUR 15TH REUNION!
CLASS CORRESPONDENT
Julie Prieto
18 McIntosh Avenue
Clarendon Hills, IL 60514-1143
j_reichgott@yahoo.com

Rex Sears has changed firms. He’s now with Maschoff Brennan (a new firm), of Park City, Salt Lake City, and Orange County.

Britton Guerrina is like partner—but only CPAs can be principals. (Principal partners, so non-CPAs are principals.) Britt continues to be a Global Deputy General Counsel for PwC’s international website: www.maschoffbrennan.com. Rex is still focusing on intellectual property and other complex commercial litigation. His wife, Stacie, is going back to school for an MSW.

In the spring of 2012, Renee Newman Knake cofounded Relinvent Law, a law laboratory devoted to technology, innovation, and entrepreneurship in legal services: www.RelinventLaw.com. Her Relinvent Law work reconnected her with a few classmates who were part of Relinvent Law Silicon Valley in March 2013—Adam Long, Shirish Gupta, and Karnig Kerkonian (where he launched his legal-tech startup, Velavivity.com). Renee remains a law professor at Michigan State University, with tenure as of July 2013!

As of July 1, Britton Guerrina will be a principal in the US firm of PwC. (Principal is like partner—but only CPAs can be partners, so non-CPAs are principals.) Britt continues to be a Global Deputy General Counsel for PwC's international
Novice CEO Propels Company to Success

In 2007, Jack Nelson, ’03, left his job at a big law firm in Austin, Texas, and moved his family to San Antonio, where he, along with a college buddy and another fellow, started up a small company making loans that were hard for its customers to get from conventional financial institutions. Nelson served as CEO of the new company.

“In the beginning, we were all over the place,” Nelson recalls. “We didn’t have a business plan. Our CEO—me—had zero real-world business experience. We made loans that were collateralized by people’s mineral rights; we looked at the risky student loan market; we even loaned money to a guy who was putting up billboards in Honduras and Nicaragua.”

How did that work out? Well, last year the company, Propel Financial Services, was bought by a bigger company, Encore Capital Group, for $186.8 million. Nelson is still at the helm, leading almost 80 employees, and he sees great growth potential ahead.

Three primary factors turned around the company’s inauspicious beginning, Nelson says. First, they zeroed in on a profitable niche: lending money to homeowners to pay their property taxes. In Texas, penalties and interest can add as much as 48 percent to late property tax payments, so getting a loan to pay them on time is close to being a no-brainer. Second, they built very advanced cloud-based IT systems that fully automated virtually all aspects of the business, which reduced costs and increased responsiveness from the beginning of the lending process to its end.

The third factor was that the other person who started the company with Nelson and his pal was the legendary Texas entrepreneur Billy Joe “Red” McCombs, who has enjoyed a place on Forbes magazine’s list of the 400 richest Americans for more than a decade. “Mr. McCombs is brilliant and determined,” Nelson says, “and he’s also encouraging and good-hearted. The company wasn’t going to come up short with him around.”

Nelson says that many things he learned at the Law School helped him overcome his inexperience and become an effective CEO: “First of all, I was constantly humbled being around so many incredibly smart people at the Law School. I think that gave me a kind of resilience to keep plugging away, and that has been very helpful at Propel. Then there were practical skills of problem analysis and problem solving that I use every day. For example, we work in a complex political and regulatory environment, so it’s been very useful to me to have learned how to look at all the layers of an issue before going forward. I also have had a big advantage from just the basic legal skills of being able to read and understand statutes and other legal instruments. That’s still very helpful as we expand into more states—all with different laws.”

Nelson notes that Propel’s customers like its services and like the way they are provided—at last check, 98.6 percent of the company’s customers reported themselves as either extremely satisfied or very satisfied. Doing good in good ways also helps create a satisfied team at work: This year, Propel was rated as one of the best places to work in all of Texas, and it has enjoyed a similar distinction in San Antonio for each of the last three years.

The company’s goal of expanding nationally requires the enactment of appropriate legislation, state by state, which means that Nelson is now involved in testifying before legislators. “We have a great story to tell and I enjoy telling it,” he says. “What we do is good for everyone: our customers, local and state governments, our employees, and our business. It’s a win-win-win-win situation—just the kind of solution we learned to look for at the Law School.”
For the Degree of Master of Laws
Elise Janet Adams
Esqi Babur
María Laura Bociti Cristóforo
Konstantin Bondarenko
Alissa Christine Cantrell
Xinxing Chen
Pauline Marie Cougoülic
Sophie Cecile Marguerite
Andree Ghislaine Delvaide
Yi Ding
Dichun Duan
Melissa Erdogdu
Guillermo Edinson Flores Borda
Michael John Frese
Shivangi Gangwar
Marcos David García Domínguez
Antonio Garcia R. Medeiros Neto, Jr.
Caio Gargione Habice Prado
Clara Gazzinelli de Almeida Cruz
Daniel Alejandro Gonzales La Rosa
Felipe Guimaraes de Castro Prado
Robert Edward Hare
Pokawat Hemrachatanant
Gert-Jan Hendrix
Megan Cerissa Hickey
Ana Cristina Iru Medeiros
Changsho Kim
Peter Sebastian Klomann
Jorge Roylei Kou
Tatsuya Kotobuki
Carl Michael Kröber
Fanis Krystallis
Yasushi Kudo
Jung Yun Lee
Min Li
Siyu Liu
Zhuan Liu
Daria Lopatina
Ling Lu
Robert James Maloney Derham
Federico Martens Alva
Evgeny Maslenkinn
Carolina Andrea Mattei De-Bove
Leila Mashref Mohseni
Marco Antonio Muñoz Chamy
David Nguyen
Felipe Ning
Daria Lopatina
Maria de los Angeles Padilla Zubiri
Yuhao Pan
Victoria Pernt
Vinicius Matarazzo Picanço
Paul William Ramsey Calle
Pedro Ignacio Rencoret Gutiérrez
Cecilia Andrea Rinaldi
Prashant Roy
Faust Taulik Rumí Pérez
Miranda Constanza Saldaña Izquierdo
Motoya Sasaki
Shashvatsha Shukla
Nilesh Sinha
Yusuke Suehiro
Yuko Tanaka
André Thibiliel
Kazuki Tobio
Juan Tomas Turner Fabres
Oliver M. J. M. G. Van Vouwe
Lorenzo Vitali
Hayag Volovsky
Bernol Afkhan von Schwander

For the Degree of Doctor of Jurisprudence
Rodrigo Jose Delaveau Swett

For the Degree of Doctor of Law
Joshua Phares Ackerman ***
Renée Ahlers
Bernardo Oscar Ainza
Motunrayo Dideolu Akinmurele
Andrea Alvarez
Jaipit Rajnikant Amin
Ariane Aimee Post Andrade
Jessica Jean Arett
Robert Wallace Armstrong, Jr.
Katharine Nicole Arnold
Taimoor Khalid Aziz
Omobola Arike Babarinsa
You Rim Bak
Catherine Agnes Barrett
Rachel Cedrone Bell
Joshua Louis Benesh ***
Alexander William Bergerons
Patrick Joseph Bisenius *
Cheleisa L. Black
William Cody Black
James Ian Blackwood
Kevin Robert Block
Avryl Auliya Blum
Gabriela Cristina Botifoll
Samuel Turner Silk Boyd *
Matea Bozja *
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Fowler Brown, Jr.
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Xiaobo Chen
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Edward Choi
Cara Brown Chomski
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Samuel Dedeh
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Jason Adam Feld **
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Ishmael Anthony Green
Nathan Samuel Greenberg
Robert Allen Greer
Patrick Demetrios Grindlay
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Caleb J. Hanlon
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Owais M. Mahersri
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Catherine Mary Matioub
Sonali Rema Mehta Maulik
Timothy Del McDevitt **
Casey James McGushin *
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Angus Fei Ni *
Brett Robert Nolan ***
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Maria de las Victorias Ortuondo
Kimball Dean Parker
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Elizabeth Lee Payne
Maria Teresa Pellegrini
Joycelyn S. Peyton
Tiffany Xuanhuong Phan
David Yoonsung Pi
Timothy Conrad Pickert *
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Miranda Poonaal
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Matthew Larsen Porter
Christina Nicole Prassas
Kimberly Michele Rhoten
Eliza Clark Riffe
Harley Tomás Rimalower
Andrew William Robb *
Ian David Rogers *
Evan Michael Rose ***
Garet Robert Rose ***
Meredith Filak Rose
Marilyn Boskey Rosen
Patrick Matthew Roy *

Graham William Saty ***
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Scott Andrew Schonfeld
Laura Anne Seaton *
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Peter Carmen Soldato
Adam Howard Solomon
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Sarah Margaret Staudt *
Nicolas W. Stemen
Adam Michael Susser *
Robert Hallock Svensk *
Charles Andrew Talmes
Nathan Arlen Tanner **
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Mishan Raini Wroe *
Yichen Wu
Catherine Liuyi Yang
Noah Butler Yavitz **
Adrienne Nicole Young
Kenneth Alan Young *
Justin Yu *
Charles David Zagnoti **
Michael Z. Zhu
Tammy T. Zhu

*** Highest Honors
** High Honors
* Honors
† Order of the Coif
†† Kirkland & Ellis Scholar
WHERE ARE THEY NOW?

**ALABAMA**
- Birmingham
  - Joshua Ackerman
  - Hon. William Pryor, 11th Cir.
- Taylor Meehan
  - Hon. William Pryor, 11th Cir.

**CALIFORNIA**
- Century City
  - Hilary Lee Wong
  - O'Melveny & Myers
- Harry Rimalower
  - O'Melveny & Myers
- Los Angeles
  - Bernardo Aina
  - Foley & Lardner
- Blake Fallar
  - Gibson Dunn & Crutcher
- Richard Hanania
  - UCLA
- Asher Luzzatto
  - Pirch Nichols
- Tiffany Phan
  - Gibson Dunn & Crutcher
- Robert Svensk
  - Paul Hastings
- Jonathan Volk
  - Gibson Dunn & Crutcher
- Vania Wang
  - Gibson Dunn & Crutcher
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  - Irell & Manella
- Justin Yu
  - Mayer Brown
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  - William Black
  - Fenwick & West
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  - Daniel Lim
  - Paul Hastings
- Palo Alto
  - Meredith Dodd
  - Ropes & Gray
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  - Paul Hastings
- Jennifer Lin
  - Wilson Sonsini
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  - Quinn Emanuel
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  - Hon. Alex Kozinski, 9th Cir.
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  - Hon. Sandra Ikuta, 9th Cir.
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  - Jeremy Klein
  - Gunderson Dettmer
- Redwood Shores
  - Alexa Clinton
  - Weil Gotshal
- San Diego
  - Andrew Dixon
  - Morrison & Foerster
- Brittany Merrill
  - Latham & Watkins
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  - Osama Hamdy
  - Pillsbury Winthrop Shaw Pittman
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  - Quinn Emanuel
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  - San Francisco Public Defender and PreTrial Diversion Program
- San Francisco and Palo Alto
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  - Booz Allen Hamilton
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  - White & Case
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  - Kirkland & Ellis
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  - Debevoise & Plimpton
- Meredith Mann
  - Cleary Gottlieb
- Jessica Michaels
  - Cadwalader
- Renard Miller
  - Fried Frank
- Christopher Mortorff
  - Microsoft
- Joycelyn Peyton
  - Jenner & Block
- Miranda Poonai
  - U.S. Equal Employment Opportunity Commission
- Patrick Roy
  - Ropes & Gray
- Diane Shrewsbury
  - Crowell & Moring
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  - Hogan Lovells
- Adam Susser
  - Sidley Austin
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- Yichen Wu
  - Wilson Sonsini
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  - Miami
  - Robert Galbo
  - Greenberg Traurig
  - Ishmael Green
  - Akerman Senterfitt
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      - Dustin Liddle
      - Hawley Troxell
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  - Chicago
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    - Ariane Andrade
    - Winston & Strawn
  - Taimoor Aziz
    - Center for Workplace Democracy
  - Omobola Babarinsa
    - The University of Chicago, Masters Program in Computer Science
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    - DLA Piper
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    - Sargent Shriver Center on Poverty Law
- Caleb Hanlon
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- Melanie Harmon
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  - The Invisible Institute Youth Police Project
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  - The University of Chicago, Office of Legal Counsel
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  - Lavelle Law, Ltd.
- Jessica Kruil
  - Sidley Austin
- David Kurczezwski
  - Baker & McKenzie
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  - Foley & Lardner
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  - Mayer Brown
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  - Boston Consulting Group
- Lauren Modelski
  - Ropes & Gray
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- Anthony Pastore
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- Maria Pellegrini
  - Reed Smith
- David Pi
  - Schiff Hardin
- Timothy Pickert
  - Kirkland & Ellis
- Jennifer Plagman
  - Jones Day
- Garet Rose
  - Hon. Frank Easterbrook, 7th Cir.
- Meredith Rose
  - Center for Economic Progress
- Marilyn Rosen
  - SNR Denton
- Scott Schonfeld
  - Seyfarth Shaw
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**Where Are They Now? Continued:**

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<td>Fulbright &amp; Jaworski</td>
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<td>WASHINGTON</td>
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<td>Kimberly Rhuten</td>
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<tr>
<td>Jindal Law School, Center for Health Law, Ethics and Technology</td>
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MEET THE CLASS OF 2016

GENERAL STATISTICS:
- 97 undergraduate institutions
- 46 undergraduate majors
- 20 graduate degrees
- 41 states represented
- 39 countries lived/worked in
- 23 languages spoken

FUN FACTS:
- Twenty-one congressional interns
- Four Fulbright Scholars
  - Two PhDs
  - Seven Eagle Scouts
- Five collegiate varsity athletes
- Nine Teach for America alumni
- Four AmeriCorps volunteers
  - One CIA analyst
  - One research assistant to a Nobel Laureate
  - One Irish dancer
  - One firefighter
  - One Junior Olympian
  - One founder of an improv group
  - One “Funniest Person in the World” at the World Universities Debating Championship
  - One third-degree black belt
  - One windsurfing instructor
  - One yoga instructor
  - One ski instructor
  - One juvenile probation officer
  - One competitive flute and piccolo player
  - One animal foster parent
  - One flamenco dancer
  - One licensed cake decorator
Save the Date
REUNION WEEKEND
APRIL 25-27, 2014