

# DIVERSITY

& THE BAR<sup>®</sup>

NOVEMBER / DECEMBER 2014

## Looking Back, *Pushing Forward*

IMPROVING LAW  
SCHOOL DIVERSITY

OUR ANNUAL LIST  
OF RAINMAKERS

HOW LAW SCHOOLS  
ARE IMPROVING  
DIVERSITY

MCCA'S 15<sup>TH</sup> ANNUAL GENERAL COUNSEL SURVEY

Diverse Teams  
are  
Effective Teams

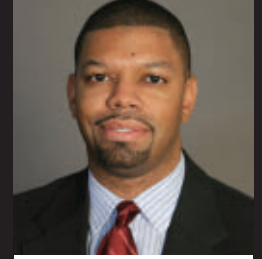
These are just a few  
of our diverse attorneys  
who deliver efficient advice  
and winning strategies.



DAVID PI



FELICE ROSE



LYNN WATKINS



PATRICIA BROWN HOLMES

#1 Diversity for Women  
#2 Diversity for Minorities

- Vault  
2015 U.S. law firm rankings



CLAY TILLACK



BINA JOSHI

Leading Attorneys and  
Practice Groups Nationwide

- Chambers USA



JOEL DEJESUS

Leading Law Firm for LGBT  
Inclusiveness and Equality

- Equality Illinois



LEAH WARD SEARS



NICK KAHLON



CINDY YANG



CALIDA MOTELY

“Top 50 Best Law Firms  
for Women”

- Working Mother and  
Flex-Time Lawyers



GABE RODRIGUEZ

Talk To Us  
About  
Diversity



# *Thank You for Your Support*

**Your participation in MCCA's 2014 Creating Pathways to Diversity® Conference made this event a success!**

The MCCA's Creating Pathways to Diversity® Conference is a full-day educational event promoting the advancement of diversity and inclusion in the legal profession. For details about our events, visit [www.mcca.com/events](http://www.mcca.com/events).



# DIVERSITY

& THE BAR

NOVEMBER/DECEMBER 2014

## TABLE OF CONTENTS

### FEATURES

#### ● 18 **MCCA's 15<sup>th</sup> Annual General Counsel Survey**

MCCA presents its annual report on women and minority general counsel of Fortune® 500 and 1000 companies. The survey examines current trends and developments for the diverse legal leaders in the C-suite of America's most successful companies. In addition to this exclusive annual report, *Diversity & the Bar's* writer Patrick Folliard has profiled six general counsel on our list: Richard A. Anzaldúa, MetLife, Inc.; Roya Behnia, Pall Corporation; An-Ping Hseih, Hubbell Incorporated; Kirkland Hicks, Towers Watson; Marie Oh Huber, Aglient Technologies, Inc.; and Halle F. Terrion, TransDigm Group Incorporated. **BY LYDIA LUM**

#### ● 36 **15 Rainmakers Share How They Shine**

*Diversity & the Bar's* Annual List of Rainmakers proves that the profession has talented lawyers who also have valuable business development skills. This list includes attorneys from around the country who practice a wide variety of law. Their success stories offer insight and value to lawyers at every career stage. **BY PATRICK FOLLIARD**



#### ● 42 **How Law Schools Are Improving Diversity**

Find out how some law schools are instituting new programs on recruitment and retention and re-evaluating admissions policies—in some cases, throwing out LSAT scores. **BY MELANIE PADGETT POWERS**



VISIT [WWW.MCCA.COM](http://WWW.MCCA.COM) FOR THE LATEST INFORMATION ON OUR EVENTS, AWARDS AND RESEARCH.





## ● COLUMNS

### 6 Notes from the President & CEO

### 8 Perseverance in Profile

Highlighting the contributions and talents of attorneys with disabilities. Richard Russeth

BY TOM CALARCO

### 11 Lawyers Lantern

Offering illuminating professional guidance for your career. Martina Vandenberg

BY LEKAN OGUNTOYINBO

### 14 Spotighting

Bruce A. Harris of the New Jersey Turnpike Authority

BY PATRICK FOLLIARD

## ● DEPARTMENTS

### 44 Tracking the Integration of the Federal Judiciary

### 46 Diversity News

### 47 Movers & Shakers

## MCCA® Board of Directors

### Stuart Alderoty

Senior Executive Vice President and General Counsel  
HSBC North America Holdings Inc.

### Vernon G. Baker, II

Former Senior Vice President & General Counsel  
Meritor Inc.

### Michelle Banks

Executive Vice President, General Counsel, Corporate Secretary & Chief Compliance Officer  
Gap Inc.

### A.B. Cruz, III

Executive Vice President and General Counsel  
Emergent Biosolutions Inc.

### Clarissa Cerda

Executive Vice President, Chief Legal Officer & Secretary  
LifeLock Inc.

### Anthony K. Greene

Executive Vice President  
Jamison Insurance Group

### Jean Lee

Vice President  
& Assistant General Counsel  
JP Morgan Chase Legal Department

### Don H. Liu

Executive Vice President, General Counsel and Secretary  
Xerox Corporation

### Hinton J. Lucas

(Ret.) Vice President & Assistant General Counsel  
DuPont Company

### Robbie E. B. Narcisse

Vice President of Global Ethics and Business Practices  
Pitney Bowes Inc.  
Corporate Legal Department

### Samuel M. Reeves

Senior Vice President and General Counsel  
Walmart US Legal

### Carlos Rincon

Partner  
Rincon Law Group PC

### Thomas L. Sager

(Ret.) Senior Vice President & General Counsel  
DuPont Company  
Partner  
Ballard Spahr

### Robin Sangston

VP/Chief Compliance Officer  
Cox Communications Inc.

### Kenneth S. Siegel

Chief Administrative Officer & General Counsel  
Starwood Hotels & Resorts

### Mary E. Snapp

Corporate VP, Deputy General Counsel  
Microsoft Business Development and Evangelism

### Lawrence P. Tu

Senior EVP and Chief Legal Officer  
CBS Corporation

### Neil Wilcox

General Counsel—Chase Card Services  
JP Morgan Chase & Co.

### Simone Wu

Senior Vice President, General Counsel, Corporate Secretary & Chief Compliance Officer  
Choice Hotels International Inc.

### Joseph K. West

President & CEO  
Minority Corporate Counsel Association

### Advertising

For advertising inquiries, contact M.J. Mvica Associates Inc. at [mjmvica@mvica.com](mailto:mjmvica@mvica.com)

### MCCA® Membership

Please visit [www.mcca.com](http://www.mcca.com) for membership and other information.

### General Information and Address Changes

Send your questions, complaints, and compliments to MCCA®, Kim Howard, CAE, Editor in Chief, [kimhoward@mcca.com](mailto:kimhoward@mcca.com). Address changes should be sent to MCCA's Vice President of Membership and Development at 1111 Pennsylvania Avenue, NW, Washington, DC 20004.

### Permissions and Reprints

Reproduction of Diversity & the Bar in whole or in part without permission is prohibited. The Copyright Act of 1976 prohibits the reproduction by photocopy machine or any other means of any portion of this issue, except with the permission of MCCA. To obtain permission, contact: Kim Howard, CAE, Editor-in-Chief, [kimhoward@mcca.com](mailto:kimhoward@mcca.com).

### Copyright

Copyright® 2014 by the Minority Corporate Counsel Association, Diversity & the Bar is published six times a year and is distributed to supporters and subscribers, 1111 Pennsylvania Avenue, NW, Washington, DC 20004. The information contained in this publication has been provided to the Minority Corporate Counsel Association (MCCA®) by a variety of independent sources. While MCCA makes every effort to present accurate and reliable information, MCCA does not endorse, approve, or certify such information, nor does MCCA guarantee the accuracy, completeness, efficacy, or chronological sequence

of any such information. Use of such information on the readers' part is entirely voluntary and reliance upon it should be undertaken only upon independent review and due diligence. References herein to any commercial product, process, or service by trade name, trademark, service mark, manufacturer, or otherwise shall not constitute or imply endorsement, preference, recommendation, or the favor of MCCA.

MCCA (including its employees and agents) assumes no responsibility for consequence resulting from the use of the information herein, or in any respect for the content of such information, including (but not limited to) errors or omissions, the accuracy or reasonableness of factual or other data, including statistical or scientific assumptions, studies or conclusions, the defamatory nature of statements, ownership of copyright or other intellectual property rights, and the violation of property, privacy, or personal rights of others. MCCA is not responsible for, and expressly disclaims and denies liability for, damages of any kind arising out of use, reference to, or reliance upon such information. No guarantees or warranties, including (but not limited to) any express or implied warranties of merchantability or fitness for a particular use or purpose, are made by MCCA with respect to such information.

Copyright in this publication, including all articles and editorial information contained herein, is exclusively owned by MCCA, and MCCA reserves all rights to such information.

MCCA is a tax-exempt corporation organized in accordance with section 501(c)(3) of the Internal Revenue Code. Its tax ID number is 13-3920905.

VISIT [WWW.MCCA.COM](http://WWW.MCCA.COM) FOR THE LATEST INFORMATION ON OUR EVENTS, AWARDS AND RESEARCH.



## MCCA® Law Department Members

The Minority Corporate Counsel Association (MCCA) acknowledges the support of the following law departments whose financial contributions have helped to advance the goal of furthering diversity in the legal profession.

|                                      |  |   |                                       |
|--------------------------------------|--|---|---------------------------------------|
| 3M Company                           | Dell Inc.  | Kaiser Foundation Health Plan Inc.      | Prudential Financial                  |
| AARP                                 | DHL America  | KeyCorp                                 | Quest Diagnostics Incorporated        |
| Accenture LLP                        | Diageo North America Inc.                              | Law School Admission Council            | RBS Americas                          |
| AECOM                                | Dignity Health   | Leading Educators                       | Reckitt Benckiser Inc.                |
| AGCO Corporation                     | DiversityInc Media, LLC                                | Leidos (formerly SAIC)                  | Reed Elsevier Inc.                    |
| Allstate Insurance Company           | Dow Corning Corporation                                | Leo Burnett Company Inc.                | Rockwell Collins                      |
| Altria Client Services               | Duke Energy Corporation                                | Liberty Mutual Insurance Company        | Rolls Royce North America Inc.        |
| American Airlines                    | DuPont Company   | Lifelock Inc.                           | Rosetta Stone Inc.                    |
| American Express Company             | Eaton Corporation                                      | LifeVantage Corporation                 | S.C. Johnson & Son Inc.               |
| AON Corporation                      | Eli Lilly & Company                                    | Liquidity Services Inc.                 | Sara Lee Corporation                  |
| Areas USA Inc.                       | Entergy Corporation                                    | Macy's Inc.                             | Scripps Networks Interactive Inc.     |
| AT&T                                 | Estée Lauder Companies Inc.                            | MAHLE Industries Incorporated           | Sears Holding Company                 |
| Avis Budget Group                    | Exelon Business Services Company                       | ManpowerGroup                           | Sempra Energy                         |
| Bechtel Corporation                  | Fannie Mae   | Marriott International Inc.             | ServiceMesh Inc.                      |
| Becton, Dickinson and Company        | Federal Home Loan Bank of San Francisco                | MassMutual Financial Group              | Shell Oil Company                     |
| BNY Mellon                           | Fickel Enterprises Inc.                                | McDonald's Corporation                  | Sony Electronics Inc.                 |
| Boehringer Ingelheim USA Corporation | Flagstar Bank  | Medifast Inc.                           | Southeastern Freight Lines Inc.       |
| Booz Allen Hamilton                  | Freddie Mac  | Merck & Co. Inc.                        | Southern California Edison Company    |
| BP America Inc.                      | Fujitec America Inc.                                   | MetLife                                 | Spanish Broadcasting Systems Inc.     |
| Bristol-Myers Squibb Company         | Gap Inc.   | Microsoft Corporation                   | Staples Inc.                          |
| The Brookings Institution            | Genentech Inc  | MillerCoors                             | Starbucks Coffee Company              |
| CALIBR, global leadership network    | General Electric Company                               | Mondelez International [formerly Kraft] | Starwood Hotels & Resorts Worldwide   |
| Capital Legal Solutions LLC          | General Mills  | Monsanto Company                        | Synopsis Inc.                         |
| Capital One Financial Corporation    | GlaxoSmithKline  | Morehouse College                       | Tanenbaum Harbor of Florida LLC       |
| Cargill Inc.                         | Goldman Sachs & Co.                                    | Morgan Stanley                          | Target Corporation                    |
| Carter's Inc.                        | Google Inc.  | Nabholz Construction Services           | Tessera North America Inc.            |
| Catalent Pharma Solutions            | Graduate Management Admission Council                  | National Grid                           | Towers Watson                         |
| CBIC Construction & Development LLC  | Halliburton Company                                    | Nationwide Mutual Insurance Company     | Tyson Foods Inc.                      |
| CH2M Hill                            | Herbert L. Jamison & Co. LLC [Jamison Insurance Group] | Navistar Inc.                           | UBS AG                                |
| Chevron Corporation                  | Hewlett-Packard Company                                | Neighborhood Defender Service           | UnitedHealth Group                    |
| Choice Hotels International Inc.     | H.J. Russell & Company                                 | New York Life Insurance Company         | United Parcel Service                 |
| The Church Pension Fund              | Honda North America Inc.                               | Newegg Inc.                             | United Technologies Corporation       |
| CIGNA Corporation                    | Honeywell International                                | NORCAL Mutual Insurance Company         | U.S. Foodservice Inc.                 |
| CITGO Petroleum Corporation          | Huntington Ingalls Industries                          | Northrop Grumman Corporation            | The Vanguard Group Inc.               |
| The Clorox Company                   | IBM Corporation  | Nuclear Electric Insurance Limited      | Verizon Communications                |
| The Coca-Cola Company                | Ingersoll-Rand PLC                                     | Office Depot Inc.                       | Walmart Stores Inc.                   |
| Colgate-Palmolive Company            | Intel Corporation                                      | Pacific Gas and Electric Company        | The Walt Disney Company               |
| Compass Group, The Americas          | International Paper Company                            | Pepco Holdings Inc.                     | Waste Management                      |
| ConAgra Foods Inc.                   | J.P. Morgan Chase Bank NA                              | PepsiCo Inc.                            | WellPoint Inc.                        |
| The Conference Board Inc.            | JC Penney Company Inc.                                 | Pfizer Inc.                             | Wells Fargo & Company                 |
| ConocoPhillips                       | JetBlue Airways Corporation                            | Pitney Bowes Inc.                       | The Williams Companies Inc.           |
| Cox Communications Inc.              | JM Family Enterprises Inc.                             | Porzio Life Sciences LLC                | Wireless Generation Inc.              |
| Crawford & Company                   | Johnson & Johnson                                      | PPG Industries Inc.                     | Xcel Energy                           |
| Darden Restaurants Inc.              |  | PRAXAIR Inc.                            | Xerox Corporation                     |
| DC Water and Sewer Authority         |  | PreCash                                 | Xylem Inc. (formerly ITT Corporation) |
| Deere & Company                      |  | Premier Media Inc.                      | Yazaki North America Inc.             |

## All Firm Affiliates Receive These Exceptional Benefits:

- Use of MCCA Law Firm Affiliate Network's logo for the firm's business cards, ads, website, etc. (under license agreement).
- Listed as a Firm Affiliate Network (FAN) member on the MCCA website—this will be regularly circulated to MCCA member companies who care about diversity for their information and reference.
- Ability to post bios and practice information on the firm's diverse attorneys in the Diverse Outside Counsel Database (DOCD) that is marketed to MCCA member companies for outside counsel selection.
- Access to MCCA's Career Center. Firms will be able to post jobs at low cost and review resumes at no cost.
- Special firm affiliate newsletter containing trends, statistics, article links and information on in-house counsel promotions.
- Two MCCA Diversity Planning Toolkits (compendium of diversity research and best practice information compiled by MCCA).



## MCCA® Law Firm Affiliates

MCCA® acknowledges the decision of the following law firms who have joined with MCCA to advance the goal of furthering diversity in the legal profession.

|   |   |  |
|---|---|--|
| Alchemy-Partners PC **                          | Gonzalez Saggio & Harlan LLP **                   | Peter Law Group **   |
| Alexander & Associates                          | Griffith, Sadler & Sharp PA **                    | Phelps Dunbar LLP  |
| Alvarez Arrieta & Diaz-Silveira LLP **          | Hamilton Miller & Birthisel LLP **                | Pinckney, Harris & Weidinger LLC **                                    |
| Anderson Kill PC                                | Helms & Greene LLC                                | Polsinelli PC  |
| Archer & Greiner PC                             | Hinckley Allen & Snyder LLP                       | Porzio Bromberg & Newman PC  |
| Arent Fox LLP                                   | Hughes Roch LLP **                                | Quarles & Brady LLP  |
| Arrastia & Capote LLP                           | Husch Blackwell LLP                               | Quintairos Prieto Wood & Boyer **                                      |
| Axiom   | Ice Miller LLP                                    | Rivero Mestre LLP  |
| Baldassare & Mara LLC **                        | Igbanugo Partners International Law Firm PLLC     | Roig, Tutan, Rosenberg, Martin & Stoller PA (formerly Infante Zumpano) |
| Benesch, Friedlander, Coplan & Aronoff LLP      | Innis Law Group LLC **                            | Rooney Rippie & Ratnaswamy LLP   |
| Berger Singerman LLP                            | Jeffrey Samel & Partners **                       | Sanchez & Amador LLP   |
| Beveridge & Diamond PC                          | Kasowitz, Benson, Torres & Friedman LLP           | Sanchez-Medina Gonzalez Quesada Lage Crespo Gomez & Machado LLP **     |
| Blank Rome LLP                                  | Kaufman Dolowich & Voluck LLP                     | Saul Ewing LLP   |
| Bond, Schoeneck & King PLLC                     | Kenyon & Kenyon LLP                               | Schiff Hardin LLP  |
| Bressler Amery & Ross PC                        | Kilpatrick Townsend & Stockton LLP                | Schwartz Hannum PC **  |
| Bricker & Eckler LLP                            | King Branson LLC                                  | Shella, Harris, and Aus PC **  |
| Brown Law Group                                 | Kirkland & Ellis LLP                              | Sher Garner Cahill Richter Klein & Hilbert LLC                         |
| Buchanan Ingersoll & Rooney PC                  | Kramer & Amado PC **                              | Shook, Hardy & Bacon LLP   |
| Butler Snow O'Mara Stevens & Cannada PLLC       | Kumagai Law Group PC **                           | Smith, Anderson, Blount, Dorsett, Mitchell & Jernigan LLP              |
| Calfee, Halter & Griswold LLP                   | Kumar Prabhu Patel & Banerjee                     | Snell & Wilmer LLP   |
| Cavitch, Familo & Durkin Co. LPA                | Law Office of LaVonne Lawson **                   | Steptoe & Johnson LLP  |
| Christian & Small LLP                           | Leader & Berkon LLP                               | Steptoe & Johnson PLLC   |
| Clifford Chance US LLP                          | Lim Ruger & Kim LLP                               | Stevens & Lee  |
| Cohen & Gresser LLP                             | Little Mendelson PC                               | Stradling Yocca Carlson & Rauth PC                                     |
| Cooley LLP                                      | Littleton Joyce Ughetta Park & Kelly LLP          | Sughrue Mion PLLC  |
| Cottrell Solensky & Semple PA                   | Loeb & Loeb LLP                                   | Sutherland Asbill & Brennan LLP  |
| Courington Kiefer & Sommers LLC                 | Lowe & Associates LLC - Counsellors & Advisors ** | Thompson Hine LLP  |
| Cozen O'Connor                                  | Marrero & Wylder                                  | Troutman Sanders LLP   |
| Crumbie Law Group LLC **                        | Martin & Martin LLP **                            | Vinson & Elkins LLP  |
| Davis & Gilbert LLP                             | Maynard Cooper & Gale PC                          | Waas Campbell Rivera Johnson & Velasquez LLP                           |
| DeMahy Labrador Drake Victor Payne & Cabeza     | McGuireWoods LLP                                  | Weil, Gotshal & Manges LLP   |
| Dickstein Shapiro LLP                           | Meckler Bulger Tilson Marick & Pearson LLP        | Wheeler Trigg O'Donnell LLP  |
| Drinker Biddle & Reath LLP                      | Messner & Reeves LLC                              | Willenken Wilson Loh & Delgado LLP **                                  |
| Duane Morris LLP **                             | Miles & Stockbridge PC                            | The Willis Law Group **  |
| Elliott Greenleaf                               | Miller Law Group                                  | Winston & Strawn LLP   |
| Epstein Becker & Green PC                       | Montgomery Barnett Brown Read Hammond & Mintz LLP | Wong Fleming PC  |
| Finnegan Henderson Farabow Garrett & Dunner LLP | Morgan Lewis & Bockius LLP                        | Young Conaway Stargatt & Taylor LLP                                    |
| Fish & Richardson PC                            | Moritt Hock & Hamroff LLP                         | Zuber Lawler & Del Duca LLP  |
| Fitzpatrick Cella Harper & Scinto               | Morris James LLP                                  | Zupkus & Angell PC **  |
| Florio, Perrucci, Steinhardt & Fader LLC        | Nemeth Burwell PC **                              | **Minority or Women-Owned Law Firm                                     |
| Gaffney Lewis & Edwards LLC **                  | Nicolson Law Group LLC **                         |  |
| GibbsWhitwell PLLC **                           | Ogletree Deakins Nash Smoak & Stewart PC          |  |
| Goldberg Segalla LLP                            | Patton Boggs LLP                                  |  |
| The Goldstein Environmental Law Firm PA         | Pepper Hamilton LLP                               |  |

■ Unlimited licenses to reprint articles/information from *Diversity & the Bar*® and MCCA Research Reports for internal educational use and distribution within the firm.

■ Bulk rate subscriptions\* to *Diversity & the Bar* for unlimited number of firm's attorneys.

\*This item will require an additional payment at MCCA's cost for printing and centralized shipping of a specified number of copies of the magazine to an office of the firm for the firm's further internal distribution.

**For more information,  
contact David Chu,  
MCCA's Vice President of  
Membership & Development,  
at 202-739-5906  
or davidchu@mcca.com.**

# GENERAL COUNSEL SURVEY REVEALS SMALL GROWTH; BUT DIVERSE RAINMAKERS FLOURISH

FOR THE FIRST TIME since MCCA began tracking women and minorities, our *15<sup>th</sup> Annual General Counsel Survey* reveals that in the Fortune® 1000, 20 percent of these companies have women serving as general counsel. While this is a milestone for women in general, women of color are still underrepresented comprising only 21 general counsel at Fortune® 500 companies. Men of color aren't faring much better: only 54 Fortune® 500 companies currently employ minority general counsel. The survey analysis and detailed charts can be found in our cover story that starts on page 18.

As MCCA Board Member Don H. Liu, executive vice president, general counsel and secretary of Xerox so aptly said in his interview for this story, "...this doesn't reflect the country's demographics. So, we have quite a bit of room left to grow." Indeed it does not. The U.S. Census Bureau's 2010 National Population results show that of our total population, 49.2 percent are male and 50.8 percent are female. On race, the results show 72.4 percent of people in the U.S. are white alone, 12.6 percent are African-American alone, 4.8 are Asian alone, .9 percent are American Indian and Alaska Native alone, .2 percent are Native Hawaiian and Other Pacific Islander alone, 6.2 percent are Some Other Race alone and 2.9 percent are Two or More races. The Hispanic population is 16.3 percent and noted separately in its own break-



down. These numbers only touch the surface of our diverse culture. Our corporate workplace—especially our leadership roles—should be more reflective of this.

For those of us involved in helping to foster a more diverse workforce, we understand the business case for diversity. How can we communicate and implement this within our workplace? MCCA has plenty of research to help you make your case. Visit [www.mcca.com/research](http://www.mcca.com/research) for our various offerings or schedule "The Academy for Leadership and Inclusion" in 2015 at your workplace. You can visit [www.mcca.com/academy](http://www.mcca.com/academy) for details about this 90-minute interactive training program.

Also, this issue profiles our annual rainmakers. *Merriam-Webster* defines a rainmaker as "a person (as a partner in a law firm) who brings in new business; a person whose influence can initiate progress or ensure success." There are so many talented attorneys out there who are consistent rainmakers for their firms. This year's winners bring a variety of experiences and expertise to the table. We hope that you enjoy reading about them as much as we enjoy showcasing them.

JOSEPH K. WEST  
*President & CEO*

JOSEPH K. WEST  
*President & CEO*

 MCCA\_law

 [www.facebook.com/mcca.law](http://www.facebook.com/mcca.law)

## Publications Staff

### President & CEO

Joseph K. West

### Founder and Publisher Emeritus

Lloyd M. Johnson Jr.

### Editor-in-Chief

Kimberly A. Howard, CAE

### Advertising

M.J. Mrvica Associates Inc.

### Design/Art Direction

BonoTom Studio Inc.

### MCCA® Staff

Mahzarine Chinoy

David Chu

Donna Crook

Charles Hollins

Jessica Martinez

Aracely Muñoz Petrich

Andrea Pimm



MARSHALL  
GERSTEIN  
BORUN LLP



Different strengths.  
One focus.

Intellectual Property Law



Pamela L. Cox  
Partner and Chair, IP Transactions  
2014 MCCA Rainmaker



Sharon M. Sintich, Ph.D.  
Partner and  
Chair, Diversity Committee



Paul B. Stephens  
Partner and  
Chair, Pro Bono  
Committee



Li-Hsien (Lily) Rin-Laures, M.D.  
Partner, Member,  
Executive Committee, and  
2012 MCCA Rainmaker



Sandip H. Patel  
Partner and  
Former Chair, Recruiting  
Committee



Julianne M. Hartzell  
Partner and  
Chair, Recruiting  
Committee



Jeremy D. Protas  
Partner and  
2013 MCCA Rising Star

Attorneys. Scientists. Engineers. Artists.

At Marshall, Gerstein & Borun LLP, the technical backgrounds of our attorneys are as diverse as our life experiences. Together, we have built a unique intellectual property law firm that celebrates our differences and takes pride in our collective strength.

Discover more about us at [www.marshallip.com](http://www.marshallip.com).

233 South Wacker Drive • 6300 Willis Tower • Chicago, IL 60606-6357

Intellectual Property Law

- PATENT PROSECUTION
- OPINIONS/COUNSELING
- LITIGATION
- TRANSACTIONS
- TRADEMARKS
- COPYRIGHTS

For more information, contact:  
**Jeffrey S. Sharp, Managing Partner**  
T: 312.474.9578  
E: [jsharp@marshallip.com](mailto:jsharp@marshallip.com)

# RICHARD RUSSETH

## All Of Us Face Challenges

BY TOM CALARCO

Everyone, even his parents, thought that attorney Richard Russeth, who was born with a hearing impairment, had a learning disability when he was growing up.



“

IT WAS TOUGH,” he says of growing up in Minnesota. “It was the early ’60s. My parents and teachers didn’t understand. They all equated a hearing problem with a lack of intelligence. They didn’t figure out that I needed hearing aids until seventh grade. Until then, I was a *really* poor student.”

But he now looks back on the experience as a positive: “I became good at reading body language, filling in the missing parts of a conversation and learning to read really well. I read a lot of books since the radio and TV didn’t work with my hearing. It all really helped me later as a lawyer, actually.”

His father, Quentin Russeth, didn’t dwell on Richard’s disability, never let him use it as an excuse for avoiding a challenge or suffering a failure, and he always supported his efforts. But even though his grades improved after receiving hearing aids, he was still often treated differently. “My guidance counselor in high school tried to steer me



to a menial profession because he was concerned about my hearing disability,” he says.

Things changed when Russeth earned a perfect score on a high school intelligence test. “The perception of me was so different after that,” he says. “I was placed in honors/advanced placement courses, where I met an English teacher, Sharon Roe, who mentored, encouraged and made me feel there was nothing I couldn’t do. I am still in touch with her 40 years later. I owe a great deal of my success to her.”

Russeth graduated *summa cum laude* from St. Cloud State University, but says he still struggled in class despite using two powerful hearing aids. “I’ve never been able to take notes because I depended then

almost totally on lip reading, so I couldn’t just look down and take a note because I’d miss the next thing the professor said. I sat and listened. After the lecture, I would try to replay the lecture in my head and make notes.”

Russeth, who majored in history, says he thought about becoming a professor but didn’t because he felt uncomfortable at the time talking in front of people. He says he was always driven to prove “people wrong—that being deaf or severely hearing impaired doesn’t limit what someone can achieve in this world.”

As a result, he matriculated at the University of Minnesota Law School, where he formed close friendships with fellow students—who helped him on that note-taking thing. His eventual entry into the practice of law was aided by family associations.

“My father worked for the Pillsbury Company. My family belonged to a ski group made up of Pillsbury people,” he says. “During the holidays, we would go skiing with them. As a little kid, I used to ride up the chair lift with people like the president of Pillsbury and also Bill Powell, who was their general counsel back in the ’60s.”

Another Pillsbury lawyer from those ski trips was Ron Lund, the assistant general counsel, who eventual-

ly hired Russeth as an intern. Russeth worked almost full-time throughout law school. The internship led to a lawyer position at Pillsbury, where he worked 13 years, rising from clerk to the position of general counsel for the Haagen-Dazs Ice Cream Company (his favorite career position despite gaining 20 lbs.!). Success at Pillsbury led to a series of senior legal positions in the food industry. Currently, he is the general counsel and vice president of corporate affairs for Denver-based Leprino Foods, where he has been since 2005. Leprino is the world’s largest manufacturer of mozzarella cheese.

“My mantra is ‘always try to avoid saying no to a client’s needs.’ But that approach means I have to make doubly sure that the client never takes a risk that it doesn’t fully understand,” says Russeth. He likens his role to providing a “roadmap” that will keep his company within the boundaries of the law, but still get it to where it wants to go on the safest path.

But over the years, his hearing continued to worsen. By 2006, he was, for all intents, legally deaf and worried that he might have to leave the profession due to his rapidly failing hearing.

“I’ve always carried it with me (this hearing impairment),” he says. “There is always prejudice out there, even oth-

**My mantra is ‘always try to avoid saying no to a client’s needs.’ But that approach means I have to make doubly sure that the client never takes a risk that it doesn’t fully understand.**

er lawyers underestimating me (often to their own client's detriment) because of my hearing. I think disability prejudice is, like so much prejudice, hardwired into our society."

Because of his rapidly worsening hearing, he decided to undergo surgery for a cochlear implant. A receiver is implanted in the person's head that runs electrodes into the cochlea of the ear. The receiver communicates with an external transmitter that sits on one's ear and creates "sound" by sending signals to those electrodes thousands of times a second.

"Two weeks after the surgery, I could hear things I'd never before heard," he says. "I heard a knocking one day that was a clock ticking. But I didn't know what it was because I didn't know what a clock sounded like—it drove me crazy! Everything sounded new—even old songs sounded brand-new to me."

Law has been a good career for Russeth, but, like for so many, stressful. He's a big believer that creative outlets such as writing, photography, yoga and volunteering can ease the stress. "Everyone needs something to give them perspective, to get them away from thinking about the law constantly," he says. "Lawyers are so crunched for time; they often don't take care of themselves very well. Exercise is great, but the mind needs different stimulation, too. Having strong outside interests and activities helps me be more mentally sharp, more creative and ultimately a better lawyer for my clients. I think that would be true for most lawyers."

Writing has been a longtime love of Russeth's. He writes poetry, which reflects not only on contemporary issues but on the meaning of life. One poem, "Prophets," muses on the general obliviousness of modern society to the ills of the world and shows the depth of Russeth's thinking. It concludes:

There is always prejudice out there,  
even other lawyers underestimating me  
(often to their own client's detriment)  
because of my hearing. I think  
disability prejudice is, like so much  
prejudice, hard wired into our society.

If I were a prophet, I might say to you:

"In this perfectly broken world,  
you must see  
that which strives to be hidden,  
hear those voices others would  
deny,  
taste the bitterness of the  
forgotten,  
and yet love all of it without  
exception,  
as if your life depended on it—  
because it does."

His interest in photography culminated recently in his first public exhibition from which a portion of the proceeds went to the organization Art from Ashes, which uses creative writing to help troubled youth.

Russeth says that religion was never a big part of his life until he read a book called "Velvet Elvis" by Rob Bell, which opened his eyes to a movement known as emergent Christianity. The book offered a fresh take on Jesus and asserts that Jesus wanted people to live in tune with reality. "Bell's vision of Christianity left room for doubts and doubters," says Russeth, "which describes me." He then was drawn to a small Lutheran church in Denver, House for All Sinners and Saints, pastored by Nadia Bolz-Weber, a minister who has authored several books about emergent Christianity. "The church is an inclusive community and reflects my outlook in life," he says. "Not

only has it brought community to me and my wife, but it has provided spiritual support for me as a lawyer."

His experiences with the church inspired him to chair the board of the Urban Servant Corps, a nonprofit that advocates for social change on behalf of the people at the fringe of society. "They have a program in which they place volunteers full time for one year at various nonprofits that work with all kinds of issues, from the homeless to those learning to deal with, survive and overcome the discrimination that the LGBT (lesbian, gay, bisexual and transgender) community constantly faces," he says. After three years, Russeth stepped down as chairman last year.

"I'm in between gigs as far as volunteering goes," he says, "and looking for something new and exciting. At the moment, I'm fascinated by the Art from Ashes program."

Whatever he does, he wants to help people learn that they can achieve their goals—if they put in the effort. "All of us face different challenges," he says. "I want people to realize that there are others who have come before them and faced and overcome the same challenges." **D&B**

---

**TOM CALARCO** is a freelance writer and author of seven books on the Underground Railroad. He is based in Loveland, Ohio, and can be contacted at [tomcalwriter@yahoo.com](mailto:tomcalwriter@yahoo.com).



## MARTINA VANDENBERG

BY LEKAN OGUNTOYINBO

Martina Vandenberg is fast becoming the legal face of the fight against human trafficking in the United States. In 2012, Vandenberg, 45, established the Human Trafficking Pro Bono Legal Center, which has trained hundreds of pro bono lawyers and assigned dozens of cases to high-profile law firms around the country. In a career spanning 20 years, Vandenberg, a Rhodes scholar, has represented victims pro bono in immigration, criminal and civil cases. A widely regarded expert on human rights issues, she has testified before the Senate Judiciary Committee, the Helsinki Commission, the House Foreign Affairs Committee and the House Armed Services Committee.



**Your extensive experience includes investigations in several countries, including Israel, Russia, Uzbekistan and Bosnia-Herzegovina. Tell us about your background. How did you choose this as your life's work?**

Long ago, while conducting thesis research in Russia as a graduate student at Oxford, I met a woman who had been raped. The police told her that it was her fault. They instructed her to go home and “sleep it off.” That blatant impunity horrified me. So in 1994, I co-founded a rape crisis center in Moscow. I have been doing this work in some form ever since—either as my full-time gig or as my pro bono docket. Five years at Human Rights Watch set me on the path to becoming a human rights lawyer. I realized that I did not just want to document human rights violations, including human trafficking. I wanted to end the impunity

## The one characteristic that all trafficking victims share is that they could all benefit from competent legal counsel.

enjoyed by those who perpetrate these crimes. And after nine years at a private law firm, I realized that pro bono lawyers had the power to change the entire game. My life's work became a mission to ensure that every trafficking victim who wants a pro bono lawyer gets one.

### **How did you come to establish the Human Trafficking Pro Bono Legal Center? How is it structured? How is it funded? How do you decide what cases to accept or reject?**

At my firm, Jenner & Block, my partners and I joked that I was the leader of the Human Trafficking Practice Group. That practice group existed only in my mind, of course. But at some stage, I realized that I loved my trafficking pro bono work at the firm and wanted to do all pro bono all the time. A fellowship from the Open Society Foundations (an organization whose mission includes strengthening respect for human rights and minorities) made it possible for me to establish HT Pro Bono.

We are quite small, with just two lawyers. We have a board of directors to oversee the center's work. We are funded entirely by foundations and private individuals. Our budget is quite small. We leverage the power and resources of large firms to handle the cases, which means that our operation can be quite lean. We provide mentoring and technical assistance to the pro bono attorneys who handle cases referred by HT Pro Bono, but we do not litigate the cases directly. Cases are referred to us by non-governmental organizations. We

review the facts of each case and try to find a good legal assistance fit for the trafficking survivor.

### **What have been the center's biggest triumphs in its brief existence? Have there been any major disappointments?**

Our biggest triumphs have come with trafficking survivors who feel, as one told her social worker, "like the powerful people are on my side." We are trying to upend the power imbalance between the traffickers and their victims. Every time we place a case and find a pro bono lawyer, we have shifted the balance of power. Pro bono attorneys have even managed to vacate and expunge criminal convictions of trafficking victims. Those victims should never have been prosecuted in the first place. The lawyers we connect to these survivors are able to undo the harm.

I had hoped to see a steeper rise in the number of civil cases brought by trafficking victims. The numbers are still quite disappointingly small. Since 2003 there have only been 130 civil cases filed in the entire country. That's a function of ignorance about the law because if trafficking victims were more informed, I think a lot more would do it. The onus is on us to get the word out so people can make informed decisions.

### **What are some of the biggest myths about human trafficking?**

There are three pervasive myths that drive me insane. First, I fre-

quently confront the myth that all trafficking is sex trafficking. Not true. According to the International Labour Organization and experts, trafficking for forced labor is more pervasive than trafficking for sex. Second, people frequently seem to believe that trafficking does not happen in the United States. It does. Finally, there is a myth that foreign-born trafficking victims all enter the United States illegally. Not so. All of the clients that I have represented in the United States had legal, legitimate work visas issued by a U.S. consulate abroad. Many were trafficked to this country by [foreign] diplomats.

### **Many people associate human trafficking with organized crime. Is there a typical profile of those engaged in human trafficking?**

These cases are all unique. I cannot say that there is one profile for trafficking victims. That said, foreign-born trafficking victims in the United States have frequently come to this country legally, eager to work and to remit money to families back at home. These individuals' dream of building a better life for themselves and their families is twisted into a nightmare in the United States. For U.S. citizen and legal permanent resident trafficking victims, the picture is more complicated. Some of the children trafficked into the sex industry have already passed through the foster care system. We need to ask ourselves: How are we failing?

The one characteristic that all trafficking victims share is that they could all benefit from competent legal counsel.

Trafficking is a combination of organized and disorganized crime. I don't think there is a particular

profile of a trafficker. I have seen corporate executives, physicians and diplomats accused of trafficking.

**How extensive is human trafficking in the United States? What are some realities about these illegal acts in this country that would amaze people?**

Human trafficking is pervasive in the United States. While Americans frequently express shock at the estimated number of children trafficked into the sex industry in the U.S., the trafficking that they don't hear about might shock them even more. In New Jersey, the U.S. Attorney's Office successfully prosecuted three defendants for trafficking girls and young women from West Africa into forced labor. The defendants forced the girls to braid hair in several hair salons for up to 12 hours a day. The perpetrators apparently banked close to \$4 million from the girls' labor. In Wisconsin, federal prosecutors obtained convictions in a case against two doctors who trafficked a young domestic worker into their home for forced labor. The defendants held the young woman for 19 years and paid her nothing. And in Pennsylvania, the U.S. Attorney's Office prosecuted a group of Ukrainian men for trafficking men and women from that country to work as midnight cleaning crews in offices and retail stores. Testimony at trial showed that at least one of the defendants raped the women as part of the scheme. Forced labor in the U.S. hides in plain view.

**What have powerful nations like the United States and groups like the United Nations done right in addressing this issue?**

The United States federal government has, over the past decade, adopted a "victim-centered approach" to trafficking. But the states are far



behind in handling highly traumatized victims of trafficking. In many states, trafficking victims are prosecuted for crimes the traffickers forced the victims to commit. We have a long way to go before we succeed in fully respecting the human rights of trafficking victims.

We have a UN protocol on trafficking that enjoys almost universal ratification. But the Palermo Protocol provides few protections for trafficking victims. The main thrust of the international agreement is criminal prosecution, but the world has dropped the ball. According to the U.S. State Department, there were just 9,460 prosecutions brought in the entire world in 2013 (there are an estimated 2.5 million human trafficking victims at any given time) And only 1,199 of those prosecutions were for forced labor.

**What are the center's goals for the coming years?**

Our ultimate goal is for every trafficking victim in the United States to have a lawyer. We have trained nearly 1,000 pro bono attorneys across the United States; we plan to train thousands more. These attorneys can provide high-quality legal assistance to trafficking survivors [as they] confront their traffickers in civil and criminal cases. Most of all, we hope to let trafficking survivors in the United States know that they have rights and that there are lawyers who will help them—pro bono.

We are also beginning to build a network of international pro bono attorneys. We need partners abroad to protect victims subjected to retaliatory lawsuits brought by traffickers in the countries of origin. [D&B](#)

*Lekan Oguntoyinbo is a freelance journalist based in Columbia, Mo. Contact him at [oguntoyinbo@gmail.com](mailto:oguntoyinbo@gmail.com).*

## GENERAL COUNSEL OF THE NEW JERSEY TURNPIKE AUTHORITY

**Bruce A. Harris**

BY PATRICK FOLLIARD

Attorney Bruce Harris is not easily pigeonholed. African-American and gay, he is also Republican. Despite avowing to hate insects, he avidly promotes the viability of honey bees—as the current mayor of Chatham Borough, N.J. He ranks a community bee garden among his preferred projects. And while he spent most of his legal career as a bond and bank attorney in private practice, two years ago Harris went in-house, accepting an appointment to serve as general counsel of the New Jersey Turnpike Authority.

**S**ome might find his next move unexpected, and that's OK with him, says Harris. He just asks that people not presume to know what he thinks. Already a respected lawyer, Harris gained wider attention in 2012 when New Jersey's Governor Chris Christie nominated him to be an

associate justice on the New Jersey Supreme Court. After extensive preparation and hearings, Harris's nomination was rejected by a slim margin based mostly on party lines. "A lot of assumptions were made about who I'd be as a justice. How I'd decide on education, housing or gay marriage cases. I can only say I would have followed the law," says Harris. He agrees that the experience was a political baptismal by fire that left him disappointed, but in the end Harris was glad that he pursued the nomination. "I gave it my best shot," he says.

Throughout much of his working life, Harris has been the only or one of very few African Americans in the office. Often, he was the first black man to hold his position. Whether he was practicing transactional law for 12 years at Riker, Danzig, Scherer, Hyland & Perretti LLP's Morristown, N.J., office or later at Greenberg Traurig LLP's office in nearby Florham Park, there weren't a lot of people who looked like him doing what he was doing.

Prior to attending law school at Yale, Harris was a marketing manager with the Bell System for 16 years. Part of his early training at New England Telephone involved being one of the company's first black foremen of an installation crew. And today, he is the GOP's first-ever African American, openly gay mayor.

"Let's make it clear; my intent has never been to be a role model. I just followed my interests and do my job. Nonetheless, I'm honored if some people think of me as an example. It makes me feel good when people see what I have accomplished and then think it's possible for them, too."

"I don't really think of myself as a mentor," adds Harris, 63. "Friends will call for advice, and I'll listen and tell them what I think. Recently, a black municipal attorney wanted to explore options. I was happy to share my thoughts."





Edwin Chociey, a commercial litigator at Riker Danzig since 1994 and a partner since 2002, values his former colleague's substantive knowledge in the transactional area and his impeccable judgment. He describes Harris as extraordinarily generous with his time for colleagues: "Young attorneys often went to Bruce seeking advice. At Riker, he was a wonderful resource for attorneys with questions about his areas of expertise. He was the de facto mentor for a number of young attorneys in the corporate area. They often went to him for advice."

Chociey, who collaborated with Harris on legal matters and served with him on hiring and recruitment committees at Riker, says Harris had the ability to seamlessly navigate relationships with everyone at an over 150-attorney firm. And that unique ability, Chociey says, is just one of Harris's many strengths.

Harris had the ability to seamlessly navigate relationships with everyone at an over 150-attorney firm. And that unique ability, Chociey says, is just one of Harris's many strengths.

In part, Harris's ability to connect with varied personalities may be a result of his own diversity. He has been openly gay since his sophomore year at Amherst College, where he graduated with a BA in black studies. "The Stonewall riots had already taken place in '69, and gay liberation was in the air. It wasn't hard to be gay on campus," he explains. Professionally, Harris never chose to come out formally: "If you got to know me, you found out. And that's how I handled

it." At Greenberg, he brought Marc Boisclair, his partner of 34 years, to various parties and events. Harris says, "I think I enjoyed it more than he did."

Have his minority statuses ever hindered his career? "I'm sure they have. Here I was in a job where you have to do a lot of rainmaking and cozy up to clients who play golf and follow sports, two things I don't do. And I'm black, and I'm gay. There are a lot of things that make me differ-

## His talent for bringing people together in pursuit of a common goal is undoubtedly helpful in his political endeavors.

ent and that probably hasn't always worked in my favor."

After his nomination was rejected, Harris weighed his many options. After two months, he accepted appointment from the governor's office to be general counsel for the New Jersey Turnpike Authority, his first in-house legal position. "In recent years, I'd never considered going in-house at a private corporation, but serving the government was something I'd been thinking about doing for a while."

As general counsel, Harris heads the Turnpike Authority Law Department's staff of eight attorneys and support personnel. Most litigation is handled by outside counsel, so he spends a lot of time managing them. Other responsibilities, he says, include "real estate acquisitions for roadways, right of way and easements, procurement matters—bidding and bid protests and contracts. We also handle equal employment opportunity under my office, toll violations and subpoenas, open public records requests—the full gamut."

For Harris, the in-house culture at the Turnpike Authority feels familiar. "It reminds me of my time with the Bell System in many ways. In both places there are a lot of career employees. The Bell System was a regulated monopoly when I was there. Its main mission was to make sure people never lost dial tone. In the same way, there's a real feeling of disappointment here when inclement weather closes a road or a car accident isn't cleared away in 30 minutes or less. We all want to do our best for the customers."

Harris' interest in government reaches back to student council and regional student government in his native Cedar Rapids, Iowa. The son of the city's first African American physician and a homemaker, Harris says his parents led by example. They were always involved in the commu-

nity. Also, they encouraged him and his 11 siblings to do whatever they did best. "We grew up surrounded by music, art and culture. It was a great environment to explore our interests," says Harris, the eldest of the dozen. "Today our ranks include a doctor, three lawyers, several teachers and musicians. We're spread across the country."

Entering the law arena with an MBA, he was attracted more toward negotiation than litigation. "I've always seen myself more working on deals. While I like debate, when I walk away from a debate I find myself thinking 'What I should have said was...'" Other elements of transactional work that he likes include its discrete start and ending and project management and that it involves negotiating rather than fighting. "There are different positions and interests in transactions, but everyone wants the deal to happen. You're looking out for your client's interests, and it's important how everything is worded, but ultimately the real win is for the transaction to close."

His talent for bringing people together in pursuit of a common goal is undoubtedly helpful in his political endeavors. In addition to his full-time job with the Turnpike Authority, Harris puts in a lot of hours as mayor of Chatham Borough, a non-paying position he thoroughly enjoys.

As mayor of the mostly Republican, northern New Jersey town with a population of 9,000 since 2012, Harris says he possesses a lot

of little ideas about how government should work, and likes being able to implement those. "I enjoy being able to manage the way we listen to people, evaluate proposals—manage the town in general. It's a challenge but satisfying."

His pet projects typically surround finding innovative uses of open space. After becoming aware of the crisis facing the honey bee population, Harris thought the bee project was something Chatham Borough citizens could get behind and make a difference. He imagined that the vast unused space beneath high-tension power lines that passed through town would make a great place to keep bee hives and in time significantly increase the bee population. "We face a lot of sustainability issues, and besides being careful with our electric and water use and recycling, there's not a lot most people can do as individuals. I thought this we could do to make a difference."

When Harris first went public with the idea and talked about locating a bee keeper, the town council thought he was kidding. "But when they realized I was serious and then saw how other people in town became interested, they put their support behind me, and it's taken off. The bees are close to my heart." **D&B**

---

**PATRICK FOLLIARD** is a Washington, D.C.-based writer. His work has appeared in *New York Magazine*, *The Washington Blade*, *The Washington Post* and many others. He can be contacted at [epf2810@gmail.com](mailto:epf2810@gmail.com).



# Thank You for Your Support



Your participation made the 2014 Academy a success!



1111 Pennsylvania Avenue, NW, Washington, DC 20004

[www.mcca.com/academy](http://www.mcca.com/academy)





# Looking Back, *Pushing*



# Forward

BY LYDIA LUM

**M**ICHELLE BANKS ACCEPTED AN IN-HOUSE POSITION at the San Francisco-based Gap in 1999, a time when corporate lawyers became instant millionaires by hopping aboard the dot-com bandwagon barreling through town.

About 2,500 miles away in Malvern, Pa., Don H. Liu became general counsel of IKON Office Solutions.

When the Minority Corporate Counsel Association conducted its first *GC survey* that year, Liu was the sole Asian-Pacific American among 11 chief legal officers of color at Fortune® 500 companies.

Banks's accomplishments for Gap's international retail and distribution operations led to her becoming the company's senior director of corporate compliance and governance. She reported directly to Gap's general counsel, who by 2004 was one of 76 female legal chiefs in the Fortune® 500.

Liu remained in the Northeast when he moved to Toll Brothers, then Xerox. When MCCA conducted its 2009 survey, Liu was one of 43 minority GCs among the nation's 500 highest-grossing businesses. At the time, Xerox's Chief Executive Officer Anne Mulcahy was turning over the reins to Ursula Burns in the first woman-to-woman succession of its kind in the Fortune® 500.

Back on the West Coast, Banks gained firsthand experience in a woman-to-woman handoff in 2006 when she became general counsel at Gap, replacing Lauri Shanahan. Like her predecessor, Banks has appeared in MCCA's survey of female GCs multiple times.

As legal chiefs, Banks and Liu have mentored and guided women and ethnic minorities in their respective law departments, at other companies and in different spheres of the legal profession in hopes of bringing more members of historically underrepresented populations into the GC fold.

Today, Liu and Banks are also board members of the MCCA, which has regularly conducted surveys since 1999. Just as San Francisco's dot-com boom went bust and started anew, the march toward parity for female and minority general counsel has seen highs and lows.

"Unfortunately, women and minorities still have to prove themselves," says Joseph K. West, MCCA's president and CEO. "But when they shine, it helps mitigate vestiges of bias."

Join us for a look at the current state of representation, a glimpse at the past and a snapshot of the remaining challenges. [D&B](#)



# Women and

BY LYDIA LUM

**F**OR THE FOURTH STRAIGHT YEAR, MORE THAN 100 WOMEN ARE STEERING the law departments of America's highest-revenue corporations, a sign that gender diversity in such executive posts is likely sustainable.

But for women of color, the prospects are more uncertain. They comprise only 21 of the female general counsel at Fortune® 500 companies this year. Men of color aren't faring much better, meaning that minority chief legal officers remain rarities. Only 54 Fortune® 500 companies currently employ minority general counsel—six more than a year ago.

"The growth isn't pronounced," says Joseph K. West, president and CEO of the Minority Corporate Counsel Association, which conducts an annual survey of gender and race among in-house leaders. "We see instances of minority talent development only anecdot-

# Minorities as General Counsel

ally among some companies and in organizations such as ours. I would like to see a sustained focus on minorities among more corporations."

Of these 54 GCs, the breakdown by race is 29 African-Americans, 10 Hispanics, 14 Asian-Pacific Americans and one multi-ethnic. They consist of 33 men and 21 women. That's four more men and two more women than a year ago.

The current roster also marks the first time in the history of the *MCCA General Counsel Survey* that the head count has broken into the 50s.

*Story continues on page 24*

# Minorities Fortune® 500

| COMPANY                           | GENERAL COUNSEL                         | 2013 RANK | 2012 RANK | INDUSTRY                                       |
|-----------------------------------|---|-----------|-----------|--|
| Citigroup                         | <b>Rohan Weerasinghe</b>                | 26        | 26        | Commercial Banks                               |
| AmerisourceBergen                 | <b>John Chou</b>                        | 28        | 32        | Wholesalers: Health Care                       |
| Home Depot                        | <b>Teresa Wynn Roseborough</b>          | 33        | 34        | Specialty Retailers: Other                     |
| MetLife                           | <b>Ricardo Anzaldua</b>                 | 42        | 40        | Insurance: Life, Health (stock)                |
| PepsiCo                           | <b>Tony West<sup>1</sup></b>            | 43        | 43        | Food Consumer Products                         |
| Google                            | <b>David C. Drummond</b>                | 46        | 55        | Internet Services and Retailing                |
| United Parcel Service             | <b>Teri Plummer McClure</b>             | 50        | 53        | Mail, Package and Freight Delivery             |
| INTL FCStone                      | <b>R. Rene Friedman</b>                 | 66        | 39        | Diversified Financials                         |
| United Continental Holdings       | <b>Brett Hart</b>                       | 78        | 79        | Airlines                                       |
| Cigna                             | <b>Nicole Jones</b>                     | 97        | 103       | Health Care: Insurance and Managed Care        |
| 3M                                | <b>Ivan Fong</b>                        | 101       | 101       | Miscellaneous                                  |
| Publix Super Markets              | <b>John Attaway Jr.</b>                 | 104       | 108       | Food and Drug Stores                           |
| McDonald's                        | <b>Gloria Santona</b>                   | 106       | 111       | Food Services                                  |
| Fluor                             | <b>Carlos Hernandez</b>                 | 109       | 110       | Engineering, Construction                      |
| Aflac                             | <b>Audrey Boone Tillman<sup>1</sup></b> | 125       | 118       | Insurance: Life, Health (stock)                |
| US Foods                          | <b>Juliette Pryor</b>                   | 133       |           | Wholesalers: Food and Grocery                  |
| Abbott Laboratories               | <b>Hubert Allen</b>                     | 136       | 70        | Medical Products and Equipment                 |
| Xerox                             | <b>Don H. Liu</b>                       | 137       | 131       | Information Technology Services                |
| Kraft Foods Group                 | <b>Kim Rucker</b>                       | 156       | 151       | Food Consumer Products                         |
| General Mills                     | <b>Roderick Palmore</b>                 | 159       | 169       | Food Consumer Products                         |
| Cummins                           | <b>Sharon Barner</b>                    | 168       | 160       | Construction and Farm Machinery                |
| Illinois Tool Works               | <b>Maria Green</b>                      | 171       | 155       | Industrial Machinery                           |
| Bristol-Myers Squibb              | <b>Sandra Leung</b>                     | 176       | 158       | Pharmaceuticals                                |
| CBS                               | <b>Lawrence P. Tu<sup>1</sup></b>       | 182       | 186       | Entertainment                                  |
| PG&E Corp.                        | <b>Hyun Park</b>                        | 183       | 183       | Utilities: Gas and Electric                    |
| Consolidated Edison               | <b>Elizabeth Moore</b>                  | 225       | 226       | Utilities: Gas and Electric                    |
| DaVita HealthCare Partners        | <b>Kim Rivera</b>                       | 230       | 311       | Health Care: Medical Facilities                |
| Praxair                           | <b>James Breedlove</b>                  | 233       | 241       | Chemicals                                      |
| Entergy                           | <b>Marcus Brown</b>                     | 242       | 261       | Utilities: Gas and Electric                    |
| Guardian Life Ins. Co. of America | <b>Tracy Rich</b>                       | 245       | 238       | Insurance: Life, Health (Mutual)               |
| Office Depot                      | <b>Elisa D. Garcia C.</b>               | 248       | 253       | Specialty Retailers: Other                     |
| Centene                           | <b>Keith Williamson</b>                 | 251       | 303       | Health Care: Insurance and Managed Care        |
| SYNNEX                            | <b>Simon Leung</b>                      | 260       | 262       | Wholesalers: Electronics and Office Equipment  |
| L Brands                          | <b>Douglas Williams</b>                 | 263       | 258       | Specialty Retailers: Apparel                   |
| WellCare Health Plans             | <b>Lisa Iglesias</b>                    | 294       | 345       | Health Care: Insurance and Managed Care        |
| Dover                             | <b>Ivonne Cabrera</b>                   | 301       | 308       | Industrial Machinery                           |
| HD Supply                         | <b>Ricardo Nuñez</b>                    | 317       | 330       | Wholesalers: Diversified                       |
| Darden Restaurants                | <b>Teresa Sebastian</b>                 | 319       | 328       | Food Services                                  |
| Broadcom                          | <b>Arthur Chong</b>                     | 328       | 327       | Semiconductors and Other Electronic Components |
| AECOM                             | <b>David Y. Gan<sup>1</sup></b>         | 332       | 320       | Engineering, Construction                      |
| Avis Budget Group                 | <b>Michael Tucker</b>                   | 340       | 350       | Automotive Retailing, Services                 |
| Corning                           | <b>Lewis Steverson</b>                  | 343       | 326       | Network and Other Communications Equipment     |
| Hershey                           | <b>Leslie Turner</b>                    | 366       | 384       | Food Consumer Products                         |

<sup>1</sup>New to list



## Ricardo A. Anzaldua

Executive Vice President and  
General Counsel

MetLife Inc.

New York, N.Y.



**A**s executive vice president and general counsel for insurance giant MetLife since 2012, Ricardo Anzaldua is committed to promoting diversity in the profession. “It’s in my DNA to mentor and assist in the careers of women and minorities. It’s a priority for me, and I’ve made developing diverse talent a core initiative for our organization,” he says.

“We ask a lot of our employees, and in return, it’s important that we make career opportunities available to everyone,” he adds. “It’s a responsibility that is near and dear to my heart.” MetLife has a long history of supporting other organizations that are committed to workplace diversity. This meeting of missions is just one of the things that make Anzaldua a perfect fit at MetLife.

He is also passionate about collaborating on business strategy: “All of us in the MetLife C-suite are expected to participate in making key decisions and recommendations to the board about the company’s direction. For me, it’s the most fun aspect of the job. Each day’s new activity and analysis is what drives my adrenaline and makes me excited about coming to work.”

Prior to his in-house career, Anzaldua was happy as a partner with Cleary, Gottlieb, Steen & Hamilton LLP in New York but ready for a different practice experience. He left the firm to head corporate legal at The Hartford, the huge financial and insurance corporation.

Initially, he was concerned about finding opportunities to demonstrate his capabilities. “It’s not uncommon for lawyers coming from high-pressure firms to feel this way,” he says. “But I adjusted to the difference in focus, and then the financial crisis opened the door for me to demonstrate my management

and leadership capabilities.” After three years there, he was named general counsel of The Hartford’s property and casualty businesses, becoming both legal and business advisor to the engine room of the company—the place where the company actually operated and made its money.

Anzaldua first considered a legal career in the mid-’80s while working at the Center for U.S.-Mexican Studies, a University of California think tank focusing on research. “I wanted to do something more practical. After seeking out advice from academicians and fellows at the center, I came to the conclusion that I’d be happier advising sovereign governments on issues like economic development.” He received his JD from Harvard Law School in 1990 and entered the profession.

“Lack of success was not an acceptable outcome at any stage of my life,” he says half-jokingly. Born into an old Hispanic borderland family, Anzaldua grew up in New Mexico and Texas. “There was intense pressure. Not getting straight A’s was failure for me,” he says. “But I enjoyed my school work, athletics and music, and I’m grateful that my parents instilled that kind of drive in me. It’s a big part of what keeps me going and looking for the next challenge.”

## Minorities Fortune® 500 (continued)

| COMPANY                 | GENERAL COUNSEL               | 2013 RANK | 2012 RANK | INDUSTRY                                       |
|-------------------------|-------------------------------|-----------|-----------|--|
| PetSmart                | Paulette Dodson               | 376       | 377       | Specialty Retailers: Other                     |
| Symantec                | Scott Taylor                  | 378       | 379       | Computer Software                              |
| Agilent Technologies    | Marie Oh Huber                | 384       | 371       | Scientific, Photographic and Control Equipment |
| Targa Resources         | Paul Chung                    | 395       | 435       | Pipelines                                      |
| Allergan                | Arnold Pinkston               | 408       | 440       | Pharmaceuticals                                |
| Anixter International   | Justin Choi                   | 420       | 405       | Wholesalers: Diversified                       |
| CH2M HILL               | Gregory S. Nixon <sup>1</sup> | 437       | 415       | Engineering, Construction                      |
| Andersons               | Naran Burchinow               | 453       | 472       | Food Production                                |
| Spectra Energy          | Reginald Hedgebeth            | 461       | 475       | Pipelines                                      |
| Asbury Automotive Group | George Villasana              | 472       | 506       | Automotive Retailing, Services                 |
| Bemis                   | Sheri Edison                  | 492       | 479       | Packaging, Containers                          |

<sup>1</sup>New to list

## Minorities Fortune® 501-1000

| COMPANY                | GENERAL COUNSEL                              | 2013 RANK | 2012 RANK | INDUSTRY                                       |
|------------------------|--|-----------|-----------|--|
| Neiman Marcus Group    | <b>Tracy Preston</b>                         | 527       | 547       | Specialty Retailers: Apparel                   |
| CA Technologies        | <b>Clifford DuPree<sup>1</sup></b>           | 529       | 499       | Computer Software                              |
| Hanesbrands            | <b>Joia Johnson</b>                          | 530       | 518       | Apparel  |
| KeyCorp                | <b>Paul Harris</b>                           | 541       | 510       | Commercial Banks                               |
| Burlington Stores      | <b>Paul Tang</b>                             | 551       | 577       | Specialty Retailers: Apparel                   |
| MasTec                 | <b>Alberto de Cardenas</b>                   | 567       | 606       | Engineering, Construction                      |
| NVIDIA                 | <b>Brian Cabrera<sup>1</sup></b>             | 589       | 553       | Semiconductors and Other Electronic Components |
| Towers Watson          | <b>Kirkland Hicks</b>                        | 648       | 649       | Diversified Outsourcing Services               |
| Alliant Energy         | <b>James Gallegos</b>                        | 687       | 655       | Utilities: Gas and Electric                    |
| Lennox International   | <b>John Torres</b>                           | 689       | 658       | Industrial Machinery                           |
| Hubbell                | <b>An-Ping Hsieh</b>                         | 705       | 705       | Electronics, Electrical Equip.                 |
| Sabre Corporation      | <b>Rachel Gonzalez<sup>1</sup></b>           | 712       |           | Internet Services and Retailing                |
| Varian Medical Systems | <b>John Kuo</b>                              | 737       | 747       | Medical Products and Equipment                 |
| American Water Works   | <b>Kellye Walker</b>                         | 745       | 731       | Miscellaneous                                  |
| Harsco                 | <b>A. Verona Dorch</b>                       | 748       | 704       | Metals   |
| Carter's               | <b>Michael C. Wu<sup>1</sup></b>             | 798       | 841       | Apparel  |
| Popular                | <b>Ignacio Alvarez</b>                       | 820       | 875       | Commercial Banks                               |
| WGL Holdings           | <b>Leslie Thornton</b>                       | 849       | 831       | Energy   |
| Triple-S Management    | <b>Carlos L. Rodríguez-Ramos<sup>1</sup></b> | 865       | 832       | Health Care: Insurance and Managed Care        |
| Hawaiian Holdings      | <b>Hoyt Zia</b>                              | 926       | 954       | Airlines                                       |
| SunEdison              | <b>Martin Truong</b>                         | 967       | 803       | Semiconductors and Other Electronic Components |
| EP Energy              | <b>Marguerite Woung-Chapman</b>              | 990       |           | Mining, Crude-Oil Production                   |

<sup>1</sup>New to list

Yet it's tough to muster excitement over this milestone—even when revisiting MCCA's original survey in 1999, which revealed 11 minorities.

MCCA board member Don H. Liu was among the 11 and the only Asian-Pacific American. Back then, he was GC of IKON Office Solutions.

"The five-fold increase in minority general counsel is good," Liu says, comparing the current figure to that of 1999. "But this is under 11 percent of the Fortune® 500 and doesn't adequately reflect the country's demographics. So we have quite a bit of room left to grow."

Meanwhile, the current tally of 113 female legal chiefs, encompassing all ethnicities, is a high-water mark for MCCA's survey and eight more than a year ago. Since 2011, the Fortune® 500 has boasted at least 102 women annually, meaning 20 percent or higher.

Nevertheless, the meager number of minority women creates an ever-deepening disparity among historically underrepresented groups and hampers the progress and advancement of all women and minorities.

Executive leadership positions aren't explicitly out of reach for lawyers of color, but shards of racial bias continue to cloud the paths of minorities of both genders.

Sometimes, these impediments influence who receives a letter of acceptance to law school and who doesn't.

### Roadblocks to Progress

Minority, female general counsel now populate about 4 percent of all Fortune® 500 and interestingly, Fortune® 100 companies. The 21 women of the Fortune® 500 marks the first time this head count has crept into the 20s. It was 19 a year ago.

Even more sobering is that this head count never reached double digits until 2010 and stalled at eight the two previous years. The 1999 survey revealed only one woman of color.

MCCA's West calls the barriers to entry and success in the legal profession "especially difficult" for minority women. Many of them are sole income-earners in their households, juggle child care challenges, find themselves primary caregivers to aging relatives or shoulder a similar combination of pressures outside the office.

"These barriers tend to be higher than they are for their non-minority colleagues, who have more flexibility," West says. "I cannot tell you how many conversations I have had with female minorities at firms or even at supportive,

## Halle F. Terrion

General Counsel and Chief  
Compliance Officer

TransDigm Group Incorporated  
Cleveland, Ohio

“I’ve never liked marketing myself, and that’s a big part of being a partner in a firm,” says Halle Terrion. “Also, at a big firm, I didn’t feel like I was part of something that moves the needle. Being in-house, I feel like I’m part an integral part of the team. I like working on a matter from beginning to end.”

As GC and chief compliance officer at TransDigm, the Cleveland-based global designer, producer and supplier of commercial and military aircraft components, Terrion heads a two-person legal department whose primary responsibilities include acquisitions, commercial contracts and litigation management. She also devotes considerable time to training conferences, focusing on operations and procurement, sales, controller and contracting basics. In Europe she teaches export compliance and ethics and anti-corruption training.

“I stumbled into law,” says Terrion. She entered the University of Michigan planning to become an English teacher, but her distaste for poetry quashed that dream. She opted instead for a career in law and attended Case Western Reserve University School of Law. “Because I can see both sides of an issue I thought I’d make a great litigator, but I later learned this quality is better suited to negotiation. Seeing both sides makes it incredibly difficult to advocate for the client.”

Before going in-house at TransDigm in 2012, Terrion was a mergers and acquisitions partner in Baker & Hostetler’s Cleveland office, where since 2004 TransDigm was her biggest client. By 2011, she was billing 2,000 hours annually, so it was not a surprise when the company created a general counsel



position specifically for her. “Because TransDigm’s culture is so extraordinarily non-bureaucratic and they possessed a lean private equity spirit, there was a reluctance to change things. But since I was in effect already doing the job, they brought me on board.”

Terrion credits her success to her broad legal background and a few lucky accidents: She started as a corporate generalist in a small firm “where associates were still red-lining by hand and standing in front of a copy machine.” And later at Baker she was free to explore different practice areas while continuing to serve as an M&A attorney—all good experiences if you want to go in-house, says Terrion.

To be an effective general counsel, Terrion recommends combining tact and candor. “I never shy away from giving the difficult answer. I think that helps to make me a valuable counselor,” she says. “I’m also a problem-solver. If that’s learned, I’m not sure. Maybe it’s just my personality or it comes from being a working mother of three. Whatever the reason, I see problems as obstacles to overcome and not as roadblocks.”

corporate law departments where this has been the case. These systemic issues are disproportionate and serious enough that they affect recruiting and promotion.”

He adds, “In order to make the number of minority women grow, law firms need to offer more support and more flexible work options.”

There’s certainly no shortage of qualified GC candidates, often within the labyrinth of any given firm or corporation. Take, for instance, the promotion of Audrey Boone Tillman at Aflac (125) this year. Since joining the insurance titan in 1996, Tillman has held roles in the legal and human resources divisions. Most recently, she was Aflac’s executive vice president of corporate services.

Meanwhile, the number of minority male general counsel in the Fortune® 500 isn’t as sparse as that of their female counterparts, but it still lags far behind those of non-minorities—and has actually slipped since 2009. This year’s roster of 33 men of color is only one more than that of 2010 and two fewer than that of

2009. Minority male numbers slid into the 20s from 2011 to 2013.

West says that minorities of both genders face biases that block their paths into law school, resulting in fewer potential GCs.

He cites American Bar Association statistics that show disturbing disparities in admission rates between whites and minorities whose LSAT scores didn’t meet the criteria for ABA-accredited schools. Of those applicants, only 31 percent of whites failed to gain admission, compared with 60 percent of African-Americans and 45 percent of Hispanics.

Put another way, African-Americans in this subgroup were twice as likely as whites to get shut out of law school. “This is a major problem in the pipeline,” West says.

The stereotyping of minorities often continues long after law school graduation and bar exam passage.

In 2006, MCCA’s survey showed that six Asian-Pacific American legal chiefs worked for Fortune® 500 companies. That year, the National Asian Pacific American Bar Association launched its “10 x 10 Initia-

## Roya Behnia

Senior Vice President, General Counsel and Corporate Secretary  
Pall Corporation  
Port Washington, N.Y.



**A**s GC of Pall Corporation, a global filtration, separation and purification solutions company, Roya Behnia cites two things that distinguish what she does from her peers. With most of Pall's revenue coming from outside the United States, there is a significant international dimension to her work. "Increasingly, I'm involved in global operations. Currently I'm dealing with a diverse array of businesses in dozens of countries."

Also, timing has also made her GC experience unique. Behnia joined Pall in 2012 (just one year after the new CEO) when the multi-billion company was re-invigorating itself from every angle, including technical, innovation, customer service and product development.

"As GC, I don't have an agenda, and this frees me up to give good advice to our CEO," she says. "A CEO's job can be a lonely one. They need people they can trust. Giving straightforward advice is a core function of my position."

Born in Tehran, Iran, Behnia and her family moved to the Chicago area when she was four so that her father could receive medical training. Impressed with the educational and career opportunities they could offer their daughters in the U.S., her parents decided to stay.

Like so many immigrant families, education was important to hers. Behnia was expected to excel in school and eventually succeed professionally. She earned her law degree from the University of Chicago Law School. "As an Iranian-American, I'm very proud of my background and my culture. I believe it's

helped me working in a global corporation and with negotiating transactions. It's given me sensitivity and appreciation for cultural differences and an understanding of how people may communicate differently."

Behnia's motto is "Say yes to everything," a maxim that she says women who may be reluctant to take career risks should adopt. "It's the only way to expand your skill set, and that's what gets you ahead."

Behnia previously served as GC at Internet marketing/financial services company Rewards Network Inc., where she gained corporate governance experience. She learned to be an operating GC at SPX Corporation and held her first in-house position at Brunswick Corporation—both global Fortune® 500 companies. Despite making partner at Kirkland & Ellis in Chicago, Behnia says she didn't want to spend the rest of her professional life taking depositions and going to trial. "At the firm, I did interesting work, but sometimes I felt I was on the outside and didn't have a stake in the outcome, whereas in-house you're embroiled in the business and part of a common purpose. It's like being in the trenches, and I like that."

tive" to increase this head count to 10 by 2010 through stepped-up networking, referrals to companies with job vacancies and raising awareness among executive recruiters about the talent pool.

By fall 2007, the figure of six had doubled. MCCA board member Liu, who was among the lawyers who carried out the NAPABA endeavor, recalls how the proud achievement was accompanied by a belief that the higher head count created more APA visibility and therefore could help fuel additional hires and promotions.

But since then, that head count of 12 has barely grown, as evident by this year's 14 GCs of Asian-Pacific descent.

"We were somewhat misled by the quick success—that we had made such great progress so soon," says Liu, who's currently executive vice president, general counsel and secretary at Xerox (137). "Unfortunately, the

bamboo ceiling is alive and well. The issues facing Asian Pacific Americans are larger than ever, in my view. Many of us are still seen as followers, not leaders."

Looking beyond race and ethnicity, not everyone is satisfied with the pace of gender diversification atop company law departments.

MCCA board member Michelle Banks has been a workshop panelist and facilitator for Project 5/165, which began in 2012. The initiative consists of training sessions around the country and networking to help support and accelerate the professional development of women into GC positions. It targets increasing the number of Fortune® 500 female legal chiefs to 165—which is 33 percent—by 2017.

With only 113 women this year, "it does not look like we will meet that aspiration, so in that sense, it's too slow for me," Banks says, referring to annual growth.

*Story continues on page 29.*



# Women Fortune® 500

| COMPANY                      | GENERAL COUNSEL                         | 2013 RANK | 2012 RANK | INDUSTRY                                      |
|------------------------------|---|-----------|-----------|---|
| Walmart                      | <b>Karen Roberts</b>                    | 1         | 1         | General Merchandisers                         |
| Phillips 66                  | <b>Paula Johnson</b>                    | 6         | 4         | Petroleum Refining                            |
| UnitedHealth Group           | <b>Marianne Short</b>                   | 14        | 17        | Health Care: Insurance and Managed Care       |
| McKesson                     | <b>Lori A. Schechter<sup>1</sup></b>    | 15        | 14        | Wholesalers: Health Care                      |
| Kroger                       | <b>Christine Wheatley<sup>1</sup></b>   | 24        | 23        | Food and Drug Stores                          |
| Procter & Gamble             | <b>Deborah Majoras</b>                  | 31        | 28        | Household and Personal Products               |
| Home Depot                   | <b>Teresa Wynn Roseborough</b>          | 33        | 34        | Specialty Retailers: Other                    |
| ConocoPhillips               | <b>Janet Langford Kelly</b>             | 47        | 45        | Mining, Crude-Oil Production                  |
| United Parcel Service        | <b>Teri Plummer McClure</b>             | 50        | 53        | Mail, Package and Freight Delivery            |
| Enterprise Products Partners | <b>Stephanie Hildebrandt</b>            | 56        | 64        | Pipelines                                     |
| Lockheed Martin              | <b>Maryanne Lavan</b>                   | 59        | 59        | Aerospace and Defense                         |
| CHS                          | <b>Lisa Zell</b>                        | 62        | 69        | Wholesalers: Food and Grocery                 |
| FedEx                        | <b>Christine Richards</b>               | 64        | 63        | Mail, Package and Freight Delivery            |
| INTL FCStone                 | <b>R. Rene Friedman</b>                 | 66        | 39        | Diversified Financials                        |
| Prudential Financial         | <b>Susan Blount</b>                     | 72        | 29        | Insurance: Life, Health (stock)               |
| Honeywell International      | <b>Kate Adams</b>                       | 77        | 78        | Electronics, Electrical Equip.                |
| Deere                        | <b>Mary K.W. Jones</b>                  | 80        | 85        | Construction and Farm Machinery               |
| Oracle                       | <b>Dorian Daley</b>                     | 82        | 80        | Computer Software                             |
| DuPont                       | <b>Stacy L. Fox<sup>1</sup></b>         | 86        | 72        | Chemicals                                     |
| Sears Holdings               | <b>Kristin Coleman<sup>1</sup></b>      | 87        | 71        | General Merchandisers                         |
| New York Life Insurance      | <b>Sheila Davidson</b>                  | 88        | 89        | Insurance: Life, Health (Mutual)              |
| American Express             | <b>Laureen Seeger<sup>1</sup></b>       | 90        | 90        | Commercial Banks                              |
| Nationwide                   | <b>Patricia Hatler</b>                  | 91        | 100       | Insurance: Property and Casualty (Mutual)     |
| Allstate                     | <b>Susan Lees</b>                       | 92        | 92        | Insurance: Property and Casualty (Stock)      |
| Supervalu                    | <b>Karla Robertson</b>                  | 94        | 86        | Food and Drug Stores                          |
| Cigna                        | <b>Nicole Jones</b>                     | 97        | 103       | Health Care: Insurance and Managed Care       |
| International Paper          | <b>Sharon Ryan</b>                      | 105       | 107       | Forest and Paper Products                     |
| McDonald's                   | <b>Gloria Santona</b>                   | 106       | 111       | Food Services                                 |
| TJX                          | <b>Ann McCauley</b>                     | 108       | 115       | Specialty Retailers: Apparel                  |
| NIKE                         | <b>Hilary Krane</b>                     | 115       | 126       | Apparel                                       |
| Occidental Petroleum         | <b>Marcia Backus<sup>1</sup></b>        | 116       | 125       | Mining, Crude-Oil Production                  |
| Avnet                        | <b>Erin Lewin</b>                       | 117       | 117       | Wholesalers: Electronics and Office Equipment |
| Northrop Grumman             | <b>Sheila Cheston</b>                   | 122       | 120       | Aerospace and Defense                         |
| Duke Energy                  | <b>Julie Janson</b>                     | 123       | 145       | Utilities: Gas and Electric                   |
| Aflac                        | <b>Audrey Boone Tillman<sup>1</sup></b> | 125       | 118       | Insurance: Life, Health (stock)               |
| Alcoa                        | <b>Audrey Strauss</b>                   | 130       | 128       | Metals  |
| US Foods                     | <b>Juliette Pryor</b>                   | 133       |           | Wholesalers: Food and Grocery                 |
| Union Pacific                | <b>Gayla Thal</b>                       | 135       | 138       | Railroads                                     |
| HollyFrontier                | <b>Denise McWatters</b>                 | 145       | 143       | Petroleum Refining                            |
| AbbVie                       | <b>Laura J. Schumacher<sup>1</sup></b>  | 152       |           | Pharmaceuticals                               |
| Whirlpool                    | <b>Kirsten Hewitt</b>                   | 153       | 154       | Electronics, Electrical Equip.                |
| Kraft Foods Group            | <b>Kim Rucker</b>                       | 156       | 151       | Food Consumer Products                        |
| Altria Group                 | <b>Denise Keane</b>                     | 161       | 159       | Tobacco                                       |

<sup>1</sup>New to list

## Women Fortune® 500 (continued)

| COMPANY                          | GENERAL COUNSEL                     | 2013 RANK | 2012 RANK | INDUSTRY                                 |
|----------------------------------|-------------------------------------|-----------|-----------|--|
| Dollar General                   | Rhonda Taylor                       | 164       | 175       | General Merchandisers                    |
| TRW Automotive Holdings          | Robin Walker-Lee                    | 165       | 173       | Motor Vehicles and Parts                 |
| United States Steel              | Suzanne Rich Folsom <sup>1</sup>    | 166       | 147       | Metals                                   |
| Cummins                          | Sharon Barner                       | 168       | 160       | Construction and Farm Machinery          |
| Illinois Tool Works              | Maria Green                         | 171       | 155       | Industrial Machinery                     |
| Bristol-Myers Squibb             | Sandra Leung                        | 176       | 158       | Pharmaceuticals                          |
| Gap                              | Michelle Banks                      | 178       | 179       | Specialty Retailers: Apparel             |
| ConAgra Foods                    | Colleen Batcheler                   | 184       | 209       | Food Consumer Products                   |
| Marathon Oil                     | Sylvia Kerrigan                     | 188       | 174       | Mining, Crude-Oil Production             |
| Community Health Systems         | Rachel Seifert                      | 192       | 184       | Health Care: Medical Facilities          |
| FirstEnergy                      | Leila Vespoli                       | 195       | 181       | Utilities: Gas and Electric              |
| Starbucks                        | Lucy Helm                           | 196       | 208       | Food Services                            |
| Chubb                            | Maureen Brundage                    | 208       | 202       | Insurance: Property and Casualty (Stock) |
| Whole Foods Market               | Roberta Lang                        | 218       | 232       | Food and Drug Stores                     |
| Consolidated Edison              | Elizabeth Moore                     | 225       | 226       | Utilities: Gas and Electric              |
| Tenet Healthcare                 | Audrey Andrews                      | 229       | 269       | Health Care: Medical Facilities          |
| DaVita HealthCare Partners       | Kim Rivera                          | 230       | 311       | Health Care: Medical Facilities          |
| CSX                              | Ellen Fitzsimmons                   | 231       | 231       | Railroads                                |
| J.C. Penney                      | Janet Dhillon                       | 235       | 215       | General Merchandisers                    |
| Visa                             | Kelly Mahon Tullier <sup>1</sup>    | 238       | 260       | Financial Data Services                  |
| VF                               | Laura Meagher                       | 241       | 250       | Apparel                                  |
| Office Depot                     | Elisa D. Garcia C.                  | 248       | 253       | Specialty Retailers: Other               |
| Health Net                       | Angelee F. Bouchard                 | 254       | 236       | Health Care: Insurance and Managed Care  |
| CDW                              | Christine Leahy                     | 265       | 267       | Information Technology Services          |
| Sempra Energy                    | Martha Wyrsh                        | 267       | 281       | Utilities: Gas and Electric              |
| R.R. Donnelley & Sons            | Suzanne Bettman                     | 268       | 264       | Publishing, Printing                     |
| Sherwin-Williams                 | Catherine Kilbane                   | 278       | 282       | Chemicals                                |
| Estée Lauder                     | Sara Moss                           | 279       | 279       | Household and Personal Products          |
| Public Service Enterprise Group  | Tamara Linde <sup>1</sup>           | 284       | 276       | Utilities: Gas and Electric              |
| Hilton Worldwide Holdings        | Kristin Campbell                    | 289       |           | Hotels, Casinos, Resorts                 |
| WellCare Health Plans            | Lisa Iglesias                       | 294       | 345       | Health Care: Insurance and Managed Care  |
| Discover Financial Services      | Kelly McNamara Corley               | 296       | 294       | Commercial Banks                         |
| Principal Financial              | Karen Shaff                         | 298       | 290       | Insurance: Life, Health (stock)          |
| AutoZone                         | Kristen Collier Wright <sup>1</sup> | 300       | 306       | Specialty Retailers: Other               |
| Dover                            | Ivonne Cabrera                      | 301       | 308       | Industrial Machinery                     |
| Owens & Minor                    | Grace den Hartog                    | 303       | 297       | Wholesalers: Health Care                 |
| Hormel Foods                     | Lori Marco                          | 311       | 319       | Food Consumer Products                   |
| Campbell Soup                    | Ellen Oran Kaden                    | 315       | 338       | Food Consumer Products                   |
| Darden Restaurants               | Teresa Sebastian                    | 319       | 328       | Food Services                            |
| Precision Castparts              | Ruth Beyer                          | 322       | 355       | Aerospace and Defense                    |
| Pacific Life                     | Sharon Cheever                      | 333       | 369       | Insurance: Life, Health (stock)          |
| CenterPoint Energy               | Dana O'Brien <sup>1</sup>           | 334       | 344       | Utilities: Gas and Electric              |
| Thrivent Financial for Lutherans | Teresa Rasmussen                    | 335       | 325       | Insurance: Life, Health (Mutual)         |
| WESCO International              | Diane Lazzaris                      | 349       | 385       | Wholesalers: Diversified                 |
| Spectrum Group International     | Carol Meltzer                       | 353       | 331       | Miscellaneous                            |

<sup>1</sup>New to list

## Women Fortune® 500 (continued)

| COMPANY                                | GENERAL COUNSEL                          | 2013 RANK | 2012 RANK | INDUSTRY                                       |
|--|--|-----------|-----------|--|
| UGI                                    | <b>Monica Gaudiosi</b>                   | 362       | 388       | Energy   |
| Hershey                                | <b>Leslie Turner</b>                     | 366       | 384       | Food Consumer Products                         |
| Biogen Idec                            | <b>Susan Alexander</b>                   | 375       | 454       | Pharmaceuticals                                |
| PetSmart                               | <b>Paulette Dodson</b>                   | 376       | 377       | Specialty Retailers: Other                     |
| Agilent Technologies                   | <b>Marie Oh Huber</b>                    | 384       | 371       | Scientific, Photographic and Control Equipment |
| Casey's General Stores                 | <b>Julie Jackowski</b>                   | 389       | 392       | Specialty Retailers: Other                     |
| CMS Energy                             | <b>Catherine M. Reynolds<sup>1</sup></b> | 394       | 406       | Utilities: Gas and Electric                    |
| Avery Dennison                         | <b>Susan Miller</b>                      | 398       | 375       | Chemicals                                      |
| Foot Locker                            | <b>Sheilagh Clarke<sup>1</sup></b>       | 400       | 413       | Specialty Retailers: Apparel                   |
| Advance Auto Parts                     | <b>Sarah Powell</b>                      | 402       | 409       | Specialty Retailers: Other                     |
| Ingredion                              | <b>Christine Castellano</b>              | 412       | 386       | Food Production                                |
| NCR                                    | <b>Jennifer Daniels</b>                  | 423       | 441       | Computers, Office Equipment                    |
| Expeditors International of Washington | <b>Amy Scheer</b>                        | 425       | 428       | Transportation and Logistics                   |
| J.M. Smucker                           | <b>Jeannette Knudsen</b>                 | 435       | 452       | Food Consumer Products                         |
| Energy Future Holdings                 | <b>Stacy Doré</b>                        | 438       | 447       | Energy   |
| Kindred Healthcare                     | <b>M. Suzanne Riedman</b>                | 441       | 410       | Health Care: Medical Facilities                |
| Booz Allen Hamilton Holding            | <b>Nancy Laben<sup>1</sup></b>           | 443       | 436       | Information Technology Services                |
| NiSource                               | <b>Carrie Hightman</b>                   | 448       | 480       | Utilities: Gas and Electric                    |
| Integrus Energy Group                  | <b>Jodi Caro</b>                         | 450       | 559       | Utilities: Gas and Electric                    |
| Clorox                                 | <b>Laura Stein</b>                       | 451       | 461       | Household and Personal Products                |
| Wynn Resorts                           | <b>Kim Sinatra</b>                       | 452       | 478       | Hotels, Casinos, Resorts                       |
| Realogy Holdings                       | <b>Marilyn Wasser</b>                    | 476       | 512       | Real Estate                                    |
| Host Hotels & Resorts                  | <b>Elizabeth Abdo</b>                    | 477       | 469       | Real Estate                                    |
| McGraw Hill Financial                  | <b>Lucy Fato<sup>1</sup></b>             | 484       | 390       | Financial Data Services                        |
| Bemis                                  | <b>Sheri Edison</b>                      | 492       | 479       | Packaging, Containers                          |

<sup>1</sup>New to list

Still, she believes women are increasingly seeking out and aiming for top in-house jobs because the corporate establishment continues turning to them. She cites as an example the promotion of Karen Roberts almost two years ago to GC of Walmart, the No. 1 U.S. company.

“Positive stories and strong role models are now plentiful,” says Banks, who’s executive vice president, general counsel, corporate secretary and chief compliance officer at Gap (178). “I think hitting 20 percent in the Fortune® 500 helped, and hitting 30 percent would help even more.”

She credits robust succession planning to her becoming the third of three female GCs at Gap. “To the extent that formal succession planning is adopted across more corporations, I believe it could result in more women being selected as general counsel,” she says.

She hasn’t given up on the 2017 goal—not even when incumbent GCs have vacated their posts. For example, after a 37-year career at American Express (90) that was capped by a decade as its legal chief, Louise

Parent left for a position in private practice. Lauren Seeger departed McKesson (15) in the summer to fill the void at American Express, which paved the way for Lori A. Schechter’s promotion to general counsel at the health care giant.

“The more GC openings, the more potential opportunities for women,” Banks says.

### Fortune® 501–1000

MCCA’s survey shows 95 female general counsel working at Fortune® 501–1000 (Fortune® 1000) companies this year, a spike from 84 a year ago. Observers across the corporate landscape commonly focus on players in the Fortune® 500, but the women who comprise this second group boast credentials that are just as formidable.

Take, for instance, Susan C. Levy of Northern Trust (574). Before joining the financial services company this year, Levy was managing partner of Jenner & Block LLP, where she had spent her entire 30-year career.

## Women Fortune® 501-1000

| COMPANY                         | GENERAL COUNSEL                  | 2013 RANK | 2012 RANK | INDUSTRY                                   |
|---------------------------------|----------------------------------|-----------|-----------|--|
| FlowsERVE                       | Carey O'Connor                   | 501       | 508       | Industrial Machinery                       |
| YRC Worldwide                   | Michelle Friel                   | 506       | 498       | Trucking, Truck Leasing                    |
| Fiserv                          | Lynn S. McCreary <sup>1</sup>    | 508       | 532       | Financial Data Services                    |
| Exelis                          | Ann Davidson                     | 510       | 453       | Aerospace and Defense                      |
| ABM                             | Sarah Hlavinka McConnell         | 512       | 551       | Diversified Outsourcing Services           |
| Quad/Graphics                   | Jennifer Kent                    | 513       | 567       | Publishing, Printing                       |
| Genesis Energy                  | Kristen O. Jesulaitis            | 517       | 579       | Pipelines                                  |
| Avaya                           | Amy Fliegelman Olli <sup>1</sup> | 520       | 477       | Network and Other Communications Equipment |
| Northern Tier Energy            | Melissa M. Buhrig <sup>1</sup>   | 525       | 546       | Petroleum Refining                         |
| Neiman Marcus Group             | Tracy Preston                    | 527       | 547       | Specialty Retailers: Apparel               |
| Hanesbrands                     | Joia Johnson                     | 530       | 518       | Apparel                                    |
| Cincinnati Financial            | Lisa Love                        | 543       | 572       | Insurance: Property and Casualty (Stock)   |
| Intuit                          | Laura Fennell                    | 544       | 558       | Computer Software                          |
| Wisconsin Energy                | Susan Martin                     | 545       | 557       | Utilities: Gas and Electric                |
| Graphic Packaging International | Lauren Tashma <sup>1</sup>       | 547       | 549       | Packaging, Containers                      |
| Alliance Data Systems           | Leigh Ann Epperson               | 571       | 626       | Financial Data Services                    |
| Team Health Holdings            | Heidi Allen                      | 573       | 618       | Health Care: Pharmacy and Other Services   |
| Northern Trust                  | Susan C. Levy <sup>1</sup>       | 574       | 561       | Commercial Banks                           |
| Colfax                          | A. Lynne Puckett                 | 579       | 599       | Industrial Machinery                       |
| FMC                             | Andrea Utecht                    | 581       | 617       | Chemicals                                  |
| Hyatt Hotels                    | Rena Hozore Reiss                | 584       | 593       | Hotels, Casinos, Resorts                   |
| SunGard Data Systems            | Victoria Silbey                  | 585       | 550       | Financial Data Services                    |
| Hasbro                          | Barbara Finigan                  | 597       | 576       | Toys, Sporting Goods                       |
| Tiffany & Co.                   | Leigh Harlan <sup>1</sup>        | 604       | 611       | Specialty Retailers: Other                 |
| Protective Life                 | Deborah Long                     | 609       | 628       | Insurance: Life, Health (stock)            |
| Graham Holdings                 | Veronica Dillon                  | 614       | 580       | Education                                  |
| Xylem                           | Claudia Toussaint <sup>1</sup>   | 617       | 612       | Industrial Machinery                       |
| PolyOne                         | Lisa Kunkle                      | 618       | 715       | Chemicals                                  |
| Polaris Industries              | Stacy Bogart                     | 621       | 674       | Transportation Equipment                   |
| Meritor                         | Sandra Quick <sup>1</sup>        | 634       | 536       | Motor Vehicles and Parts                   |
| Patterson                       | Jonelle Burnham                  | 642       | 636       | Wholesalers: Health Care                   |

<sup>1</sup>New to list

Another source of GCs lies among corporations that select 30-somethings who work in their law departments to lead them. Since 2012, at least three women in their 30s have ascended to the top: Leigh Harlan of Tiffany & Co. (604), Candice J. Wells of LINN Energy (878) and Lacey J. Bundy of Express (913).

A CPA prior to law school, Bundy was an Express vice president, corporate secretary and counsel when she was promoted. Wells became acting GC and seven months later was named to the permanent position. Harlan's promotion occurred about two years after joining the jewelry retailer. She and Wells worked for law

firms before moving in-house.

At *Diversity & the Bar's* press time, drilling contractor Helmerich & Payne (671) announced succession plans to promote deputy general counsel Cara M. Hair to the top job in the spring, continuing a trend in recent years of businesses in historically male-dominated industries tapping women for these posts.

But racial diversity still trails gender inclusiveness across all industries, just as it does in the Fortune® 500. Only seven of the 95 female incumbents in the Fortune® 1000 are minorities, the same figure as that of the previous survey. None of the tallies from 2009 to 2012 was as high as seven.



## Women Fortune® 501-1000 (continued)

| COMPANY                            | GENERAL COUNSEL                                      | 2013 RANK | 2012 RANK | INDUSTRY                                       |
|------------------------------------|--|-----------|-----------|--|
| Lam Research                       | Sarah O'Dowd   | 647       | 775       | Semiconductors and Other Electronic Components |
| CareFusion                         | Joan Stafslieen                                      | 651       | 622       | Medical Products and Equipment                 |
| NuStar Energy                      | Amy Perry <sup>1</sup> , Karen Thompson <sup>1</sup> | 661       | 389       | Pipelines                                      |
| New Jersey Resources               | Mariellen Dugan                                      | 699       | 863       | Energy   |
| Sabre                              | Rachel Gonzalez <sup>1</sup>                         | 712       |           | Internet Services and Retailing                |
| Cooper Standard                    | Aleksandra Miziolek <sup>1</sup>                     | 714       | 733       | Motor Vehicles and Parts                       |
| Green Plains Renewable Energy      | Michelle Mapes                                       | 721       | 645       | Energy   |
| Alere                              | Ellen Chiniara                                       | 725       | 745       | Medical Products and Equipment                 |
| Exide Technologies                 | Barbara Hatcher                                      | 732       | 698       | Motor Vehicles and Parts                       |
| International Flavors & Fragrances | Anne Chwat   | 734       | 743       | Chemicals                                      |
| DENTSPLY International             | Deborah Rasin  | 735       | 724       | Medical Products and Equipment                 |
| CME Group                          | Kathleen Cronin                                      | 738       | 726       | Securities                                     |
| American Water Works               | Kellye Walker  | 745       | 731       | Miscellaneous                                  |
| Harsco                             | A. Verona Dorch                                      | 748       | 704       | Metals   |
| Brookdale Senior Living            | Geri Krupp-Gordon                                    | 750       | 755       | Health Care: Medical Facilities                |
| Steelcase                          | Lizbeth O'Shaughnessy                                | 753       | 758       | Home Equipment, Furnishings                    |
| StanCorp Financial Group           | Holley Franklin                                      | 755       | 730       | Insurance: Life, Health (stock)                |
| Endo International                 | Caroline Manogue                                     | 766       | 708       | Pharmaceuticals                                |
| TD Ameritrade Holding              | Ellen Koplow   | 772       | 780       | Securities                                     |
| Chemtura                           | Billie Flaherty                                      | 775       | 710       | Chemicals                                      |
| Teradata                           | Laura Nyquist  | 783       | 776       | Computer Software                              |
| Medical Mutual of Ohio             | Patricia Decensi <sup>1</sup>                        | 784       | 782       | Insurance: Life, Health (Mutual)               |
| Pall                               | Roya Behnia  | 796       | 728       | Industrial Machinery                           |
| Analog Devices                     | Margaret Seif  | 799       | 771       | Semiconductors and Other Electronic Components |
| Albemarle                          | Karen Narwold  | 804       | 759       | Chemicals                                      |
| Tetra Tech                         | Janis Salin  | 805       | 769       | Engineering, Construction                      |
| SpartanNash                        | Kathy Mahoney  | 811       | 783       | Wholesalers: Food and Grocery                  |
| Scripps Networks Interactive       | Cynthia Gibson                                       | 828       | 855       | Entertainment                                  |
| SunPower                           | Lisa Bodensteiner                                    | 835       | 833       | Energy   |
| ITT                                | Mary Beth Gustafsson <sup>1</sup>                    | 839       | 861       | Industrial Machinery                           |

<sup>1</sup>New to list

Among minority men, the 15 general counsel this year are two fewer than a year ago. In 2012, the head count was 14, and it ranged from 16 to 22 for each of the years from 2007 through 2011.

The current breakdown by race, when combining men and women of color, is eight African-Americans, seven Hispanics, six Asian-Pacific Americans and one multi-ethnic.

### Career Moves

Some minority men who have appeared in previous MCCA surveys now carry business cards with different addresses, such as Lawrence P. Tu, who left Dell for CBS

(182), and Gregory S. Nixon, who departed DynCorp International for CH2M Hill (437).

Engineering and construction giant AECOM (332) promoted David Y. Gan to co-general counsel, and CA Technologies (529) named Clifford DuPree acting GC.

At Triple-S Management (865), Carlos L. Rodríguez-Ramos has been acting general counsel for much of this year because his predecessor, Roberto García-Rodríguez, is now the company's chief operating officer. Prior to joining Triple-S, Rodríguez-Ramos held legal and legislative positions in the Office of the Governor of Puerto Rico.

## Women Fortune® 501-1000 (continued)

| COMPANY                        | GENERAL COUNSEL                     | 2013 RANK | 2012 RANK | INDUSTRY                                   |
|--------------------------------|-------------------------------------|-----------|-----------|--|
| ANN                            | <b>Katherine Hargrove Ramundo</b>   | 840       | 842       | Specialty Retailers: Apparel               |
| Tops Holding II                | <b>Lynne Burgess</b>                | 844       |           | Food and Drug Stores                       |
| Men's Wearhouse                | <b>Carole Souvenir</b>              | 846       | 813       | Specialty Retailers: Apparel               |
| WGL Holdings                   | <b>Leslie Thornton</b>              | 849       | 831       | Energy                                     |
| Tempur Sealy International     | <b>Lou Jones</b>                    | 850       |           | Home Equipment, Furnishings                |
| Great Plains Energy            | <b>Heather Humphrey</b>             | 855       | 854       | Utilities: Gas and Electric                |
| Donaldson                      | <b>Amy Becker<sup>1</sup></b>       | 858       | 812       | Industrial Machinery                       |
| Teledyne Technologies          | <b>Melanie Cibik</b>                | 875       | 908       | Aerospace and Defense                      |
| Under Armour                   | <b>Cynthia Raposo</b>               | 877       | 992       | Apparel                                    |
| LINN Energy                    | <b>Candice J. Wells<sup>1</sup></b> | 878       |           | Mining, Crude-Oil Production               |
| Paychex                        | <b>Stephanie Schaeffer</b>          | 879       | 869       | Diversified Outsourcing Services           |
| AOL                            | <b>Julie Jacobs</b>                 | 882       | 880       | Internet Services and Retailing            |
| Kirby                          | <b>Amy Husted</b>                   | 905       | 912       | Miscellaneous                              |
| Brocade Communications Systems | <b>Nell O'Donnell<sup>1</sup></b>   | 911       | 866       | Network and Other Communications Equipment |
| Express                        | <b>Lacey J. Bundy</b>               | 913       | 901       | Specialty Retailers: Apparel               |
| KAR Auction Services           | <b>Becca Polak</b>                  | 918       | 953       | Wholesalers: Diversified                   |
| Titan International            | <b>Cheri Holley</b>                 | 921       | 997       | Construction and Farm Machinery            |
| Martin Marietta Materials      | <b>Roselyn Bar</b>                  | 923       | 936       | Building Materials, Glass                  |
| Equinix                        | <b>Brandi Galvin Morandi</b>        | 930       | 966       | Telecommunications                         |
| BlueLinx Holdings              | <b>Sara Epstein</b>                 | 931       | 974       | Wholesalers: Diversified                   |
| Bio-Rad Laboratories           | <b>Shawn Soderberg<sup>1</sup></b>  | 939       | 925       | Medical Products and Equipment             |
| Tower International            | <b>Nanette Dudek</b>                | 944       | 837       | Motor Vehicles and Parts                   |
| Volt Information Services      | <b>Sharon H. Stern<sup>1</sup></b>  | 949       |           | Temporary Help                             |
| Pool                           | <b>Jennifer Neil</b>                | 953       | 959       | Wholesalers: Diversified                   |
| Convergys                      | <b>Claudia Cline</b>                | 958       | 906       | Diversified Outsourcing Services           |
| Edwards Lifesciences           | <b>Aimee Weisner</b>                | 959       | 976       | Medical Products and Equipment             |
| Rexnord                        | <b>Patricia Whaley</b>              | 968       | 951       | Industrial Machinery                       |
| Esterline Technologies         | <b>Marcia J. Mason</b>              | 977       | 949       | Aerospace and Defense                      |
| Southwest Gas                  | <b>Karen Haller</b>                 | 983       | 965       | Utilities: Gas and Electric                |
| Itron                          | <b>Shannon Votava</b>               | 984       | 887       | Electronics, Electrical Equip.             |
| EnLink Midstream               | <b>Alaina K. Brooks<sup>1</sup></b> | 986       |           | Pipelines                                  |
| EP Energy                      | <b>Marguerite Woung-Chapman</b>     | 990       |           | Mining, Crude Oil Production               |
| TransDigm Group                | <b>Halle Terrion</b>                | 997       |           | Aerospace and Defense                      |

<sup>1</sup>New to list

Elsewhere, men of color who are newcomers to the highest-revenue corporations include Brian Cabrera, who jumped to visual computing company NVIDIA (589). Cabrera spent a combined 15 years running law departments at Synopsys, a software corporation for semiconductor design, and at Callidus Software. Meanwhile, Michael C. Wu joined Carter's (798), a baby and children's clothing retailer.

Tony West becomes legal chief at PepsiCo (43) in late November. West, who stepped down as U.S. associate attorney general, replaces Larry Thompson, who was general counsel twice at PepsiCo. Thompson took a leave

of absence in 2012 from his position as a University of Georgia law professor to return to his former employer.

Among minority and white women, Aflac's Tillman, American Express's Seeger and McKesson's Schechter share the stage with peers who have been tapped recently as Fortune® 500 legal chiefs. They include Christine Wheatley of Kroger (24), Marcia Backus of Occidental Petroleum (116), Suzanne Rich Folsom of United States Steel (166), Tamara Linde of Public Service Enterprise Group (284), Kristen Collier Wright of AutoZone (300), Dana O'Brien of CenterPoint Energy (334), Catherine M. Reynolds of CMS Energy (394), Sheilagh

## An-Ping Hsieh

Vice President and General Counsel

Hubbell Incorporated  
Shelton, Conn.



**E**arly in a lawyer's career, says An-Ping Hsieh, general counsel of Hubbell Incorporated, there are career risks or events that pay dividends later. "This is especially true with GCs," he says. "It's usually something notable. Whether it's an assignment abroad or handling a huge task like M&A or a significant investigation, it takes you out of your comfort zone but ultimately, if successful, gives you confidence and gets you noticed. For me, it was going out to Asia to head up a legal department."

As GC for Hubbell, a multi-billion dollar international manufacturer of electrical and electronic products, Hsieh identifies and mitigates legal risk, handles compliance and works with the businesses to devise strategies and align legal resources accordingly. He says a good team is essential. "It's important to set direction and expectations and let your people do what they need to do. When I was coming up in-house, I didn't want to be micromanaged. I kept my boss informed and hoped he would let me do my job. That's what I try to do with my people."

After receiving his JD from Boston College Law School in 1986, Hsieh was with various law firms before joining Digital Equipment Corporation in Boston, primarily to get a handle on the high-tech industry and gain experience in its well-run legal department. Later, in 1996, he went to United Technologies Corporation after it offered him the top Asian legal position with its subsidiary Otis Elevator. The position was located in Singapore, a place he wanted to live. For Hsieh, all in-house moves have been industry or geography driven.

Hsieh spent 16 years with UTC before moving to Hubbell in 2012. During his tenure at the multinational aerospace conglomerate, he served as general counsel for one of its divisions and was appointed company secretary for a time. "Past experience might get you in the job, but you need to

develop new skills to succeed in your new position. I've done parts of my current job before, but never have I had to put it all together and be responsible for it. I always had someone above me whom I could turn to. I now have that responsibility at Hubbell."

Hsieh is the son of academics who came to the United States in the late '40s as graduate students on scholarships. They never went back. But they travelled often. "My father was a professor who received sabbaticals and was awarded research grants. Our home base was Pittsburgh, but we moved almost every two years. It taught me to adapt and understand different perspectives, and I think that carried through to my professional life."

In part because of his peripatetic upbringing, change comes easily for Hsieh. His predecessor at Hubbell had been in his job for 25 years, so when Hsieh was named GC there were things he wanted to update and change. "I like taking a fresh look at things and seeing how they can be adjusted. For example, we have instituted a matter management and e-billing system, and with the business leaders' support, added lawyers to better serve their needs. But I have to remind myself to take it a little slowly. Most people need to really understand where you're going before they're willing to get on board."

Clarke of Foot Locker (400) and Lucy Fato of McGraw Hill Financial (484).

Laura J. Schumacher of AbbVie (152) joins this list because her biopharmaceutical company spun off from parent Abbott. A 20-year Abbott veteran, Schumacher was its GC prior to the split.

Kelly Mahon Tullier took the helm of the legal division at Visa (238) so that predecessor Ellen Richey could assume another senior executive post there. At DuPont (86), Stacy L. Fox replaced Tom Sager, who moved to private practice. Fox, who has held GC positions in the automotive industry, was most recently the deputy emergency manager for the city of Detroit, which last year filed for Chapter 9 bankruptcy court protection.

During Kristin Coleman's tenure at Brunswick, the company appeared in MCCA's survey multiple times.

This year, Sears Holdings (87) hired Coleman as GC. Nancy Laben, now the GC at Booz Allen Hamilton (443), appeared in surveys when she occupied the post at AECOM.

The departures include Carter Reid, who migrated from the law department at Dominion Resources to become its chief administrative and compliance officer, and Carrie Dwyer of retail brokerage Charles Schwab. Dwyer's pioneering career began as a junior lawyer at the American Stock Exchange and vaulted her to chief counsel of the Securities and Exchange Commission. After more than a decade as Schwab's GC, Dwyer has retired.

Among the Fortune® 1000 companies, female newcomers in the past 16 months include Lynn S. McCreary of Fiserv (508), Melissa M. Buhrig of Northern Tier Energy (525), Sandra Quick of Meritor

## Kirkland L. Hicks

Vice President, General Counsel  
and Secretary

Towers Watson

Washington, D.C.



**K**irkland Hicks has never cloaked his career choice in romance. “Coming from a very modest background, I was looking for a profession that would be reasonably remunerative and interesting. Never did I hold any notions about saving the world or helping the downtrodden,” says the vice president, general counsel and secretary of Towers Watson, a global professional services firm specializing in risk management and human resource consulting. “There were never any courtroom fantasies. For me, criminal law was never an option. How could I live with putting someone away who was innocent? And how could I defend someone who’d done bad things? And besides, I didn’t do great in criminal at law school.”

When Hicks joined Towers Watson (then Watson Wyatt) in 2000, he was the legal department’s seventh lawyer. “We were small, and each lawyer worked on every kind of matter,” he says. “It was an excellent training for a future GC. Over the years, the company grew [from \$800 million to \$3.6 billion], and I grew with it. Increasingly, I worked on bigger deals and more sophisticated work.”

He never set his sights on the company’s top legal job until a mentor in his department told him that one day he could be general counsel. “We were at the airport waiting for a plane. It was the first time I ever thought about it. I liked managing our summer law clerk program, and I enjoy various areas of law. I began to ask myself, ‘Why not me?’”

As general counsel since November 2012, Hicks deals with major transactions and litigation and works closely with the CEO and senior management, advises the board and is the face of the company when dealing with regulators. He is

busy with business and management. In fact, what surprised him most about the job is the amount of time he spends managing his team of 45 lawyers and a support staff of 35. “Perhaps I was naïve, but I didn’t anticipate that. Luckily, I enjoy managing. It would be hard to be a successful GC if you didn’t like managing. And I’m also very fortunate to have inherited a top-notch team of managing counsel.”

Before Towers Watson, Hicks was a corporate attorney in private practice in Washington, D.C.—first at Pillsbury Winthrop Shaw Pittman LLP and later Orrick, Herrington & Sutcliffe LLP, where his practice involved structured finance. Initially, he went in-house to spend more time with his sons. Today, he says things have changed. An in-house position can be an around-the-clock job. The only time I’m alone is when I’m flying or working out.”

Is there a five-year plan? Yes, Hicks replies without further details. “It’s always good to have a plan, not that I’ve ever seen one that works out as proscribed. But it keeps you from getting complacent, and the detours along the way can take you to good places you never expected.”

(634), Aleksandra Miziolek of Cooper Standard (714), Patricia Decensi of Medical Mutual of Ohio (784), Amy Becker of Donaldson (858), Nell O’Donnell of Brocade Communications Systems (911), Shawn Soderberg of Bio-Rad Laboratories (939), Sharon H. Stern of Volt Information Sciences (949) and Alaina K. Brooks of EnLink Midstream (986).

Xylem (617) announced that Claudia Toussaint will join the water technology company as top law officer before the winter holidays. Toussaint has held similar posts in the aerospace and telecommunications industries.

Amy Perry and Karen Thompson share GC duties at NuStar Energy (661), with the former handling corporate and commercial law and the latter drilling into litigation, regulatory and environmental matters.

Promotions of both women occurred this year when their predecessor rose to chief executive officer.

Some women in this list have shuffled addresses since MCCA’s previous survey. Amy Fliegelman Olli left CA Technologies for Avaya (520), Lauren Tashma jumped from Fortune Brands Home & Security to Graphic Packaging International (547), Rachel Gonzalez remained in the Dallas metropolitan area when migrating from Dean Foods to Sabre (712) and Mary Beth Gustafsson left First Solar for ITT (839).

Departures from the Fortune® 1000 roster include CUNA Mutual Group’s Faye Patzner, who was promoted to chief administrative officer. Barbara Eisenberg and Jennifer Meeker have retired from retailers ANN and J.Crew, respectively.



## Marie Oh Huber

Senior Vice President, General Counsel and Secretary

Agilent Technologies Inc.

Santa Clara, Calif.



Typically, Marie Oh Huber has a lot to do. As general counsel of Agilent Technologies Inc., the multibillion dollar maker of scientific testing equipment, she heads a global team of 230 people in a dozen countries. But currently Huber is especially busy. Agilent is in the middle of a major spinoff, splitting the company into two almost equal parts—the company retaining the Agilent name will focus on life sciences, diagnostics and applied markets, and the new electronic measurement company will be called Keysight Technologies.

Throughout the 14 month-long split that closes in November, it has become increasingly apparent to Huber that transformative transactions create opportunities. For instance, when Agilent spun off from Hewlett Packard Co. over a decade, it created a new company with a new legal department. “I could have stayed with HP, but I took a risk and went to Agilent,” she says. Similarly, the current spinoff is creating new opportunities for people on her team. One of Huber’s former deputy GCs at Agilent is becoming GC at Keysight.

When she initially went in-house at HP, Huber never imagined being GC was in her future. But along the way, opportunities presented themselves, she explains. “It’s important to be open to new things. People think in-house is without opportunities because there are only so many positions. But business and circumstances change. We live in a dynamic world where you don’t know what’s going to happen.”

With 100 different sites globally, the split requires the allocation of assets and liabilities throughout the company. “It’s an extraordinary time with lots of work to go around for legal, finance, HR, IT and facilities. The undertaking is huge and involves hundreds of people. While we’d like to get it done more quickly, it’s not easy. We’re a big, multifaceted global organization and need international regulatory approvals in many jurisdictions.”

Huber grew up in Milwaukee, went to Yale and received her JD from Northwestern University School of Law. She credits her success to an ability to summarize complex problems in ways that are easy to understand and come up with practical solutions. “As an advisor to our CEO and the board on matters of strategic importance, it’s important for me to present issues clearly and fix what needs fixing. I really love being on the business side of things. It’s what I find most rewarding and fun about the job.”

Throughout her career, she has observed others who communicate and problem-solve well and those who do not. She continues to watch how colleagues handle situations and learn from that. “It’s vital to evolve, grow and learn, no matter what role or position you have.”

Despite her impressive professional ascent, Huber says she is not exceedingly ambitious. “My parents were Asian immigrants. True to type, they pushed me to do well. But I don’t want to overplay that. Mostly, like the people who surround me, I’m about helping the team do the best job for what’s needed. Being general counsel isn’t something you can do alone.”

Jean Holloway left C.R. Bard to join Hamline University as law school dean. After a quarter-century at LPL Financial Holdings, Stephanie Brown left for private practice.

### The Path Ahead

The 208 female legal chiefs among the nation’s 1,000 most prosperous companies signify another milestone for MCCA’s survey. For the first time, 20 percent of the 1,000 corporations employ women as general counsel. The roster of 208 is 19 more than a year ago.

“Meaningful, purposeful development of talent eventually manifests itself in the higher ranks,” says MCCA’s West. “There’s a distinct difference in the way talent is developed in corporate law departments than at law firms.”

However, he hasn’t seen the same level of corporate commitment yet toward minorities of either gender, which must take root for additional significant progress to occur. Currently, only 76 minorities—four more than a year ago—are the top lawyers at these 1,000 companies.

“At every stage, whether it’s getting into the pipeline, a lack of resources, a lack of intervention in law school, having meaningful employment, receiving fair evaluation of work, we see biases affecting the decision-making process,” West says. “Until those biases disappear, we’ll continue to see disparities in the numbers.” **D&B**

*A former staff reporter for the Houston Chronicle and Fort Worth Star-Telegram, Lydia Lum is a freelance writer and editor who can be reached at [lydialum999@yahoo.com](mailto:lydialum999@yahoo.com).*



# 15

# Rainmakers Share How They Shine

BY PATRICK FOLLIARD

## PAMELA L. COX

Partner

Marshall, Gerstein & Borun  
LLP

Intellectual Property  
Chicago, Ill.

Years Practicing: 14



**Pamela Cox never assumed she was a rainmaker.**

“I’m focused more on the joys of having a thriving practice than the dollars,” she says.

“The remuneration that comes with that is great, but it’s not why I get up on a Saturday morning to work on a deal. I can’t stop myself. For me, it’s a pleasure.”

As chair of Intellectual Property Transactions and a partner at Marshall, Gerstein & Borun, located in Chicago, Cox primarily concentrates on intellectual property transactions, protection and transfer for clients ranging from multinational corporations to nonprofit institutions. Like many patent lawyers, Cox has a background in science. And while she says her BS in biology only lays a foundation, it still affords her a level of comfort.

Cox speaks frequently. Topics include closing the gulf between the business and the legal side of licensing. As life science chair for the Licensing Executive Society International, she talks about demystifying license agreements for nonlegal professionals. “It shouldn’t be so daunting. Getting through a 400-page agreement can actually be fun. It’s all how you approach it,” she says with infectious enthusiasm.

Whatever the matter, says Cox, she takes her clients’ urgencies as her own. “I try to keep up with my inbox. You never know when something big might come up.”

Looking ahead, Cox concedes five-year plans are admirable; in fact, she recommends them. But nothing is more valuable than the unexpected referral. “Everything comes down to chemistry and timing,” she says. “You can’t predict new work. But you need to be ready for it.”



## VIVIAN C. DE LAS CUEVAS-DIAZ

Partner

Holland & Knight LLP

Real Estate  
Miami, Fla.

Years Practicing: 15

**Early in her legal career, Vivian C. de las Cuevas-Diaz** was asked to devote herself exclusively to business

development. Partners wanted her to bring in new clients and let other attorneys do the substantive work. She refused. “I can sell my colleagues and let clients know we have a good product. But I can sell better when I’m doing the work. Sure, rainmaking would be a great life. But I don’t think it would work out in the long run

for me. If my team is here on a Saturday, I’m here in the office working with them.”

A real estate partner in Holland & Knight’s Miami office, de las Cuevas-Diaz deals with complex real estate transactions for both private and public clients. She also represents developers in a range of projects, including land development, condominium, office and single-family development and hotels.

“I grew up watching my Cuban immigrant parents working incredibly hard to make a life for us in Miami and give us good opportunities. It’s from them that I took a strong work ethic. Whether it’s ballet or school or whatever, I worked hard. It’s no different with my career.”

With her clients, de las Cuevas-Diaz describes herself as a hand holder and a therapist. “I am there for them always. It’s a big part of what I like about the job,” she says. “But I’m also there working very hard to make sure my clients’ best interests are protected.”

## PABLO C. FERRANTE

Partner

Mayer Brown LLP

Energy

Houston, Texas

Years Practicing: 15



**Early on his journey to becoming a rainmaker,** Pablo Ferrante turned a potential drawback into a definite asset.

“Being from a foreign country could be a disadvantage when trying to grow a practice doing domestic work in the U.S. Instead, I’ve used my cultural diversity, dual civil law and common law education and language skills to develop a niche practice,” explains the native Argentinian. “I focus on cross-border oil and gas project development and transactional work for companies doing business in Latin America, particularly in the Spanish-speaking countries of Latin America, such as Mexico, Colombia, Ecuador, Peru and Argentina.”

Energy and Latin America are strategic and important practice areas for the global firm Mayer Brown. As a partner focusing on the energy industry in Latin America, Ferrante plays a major role in developing and sustaining business and high-profile engagements for the firm.

Ferrante began his career as a lawyer in Buenos Aires. He came to the U.S. to earn an LL.M at Northwestern University School of Law, thinking he would return to Argentina to continue his practice there. Instead, he accepted an internship at a firm in Houston and decided to stay on. Further encouraged, he successfully sat for the bar and remained in the United States. After working for a smaller regional firm in Houston, he moved to Mayer Brown five years ago.

“To be really successful, you have to make sure your clients’ goals are your top priority. My main driver is for my clients to achieve their goals and be successful. If they succeed, so do I.”



## JERRY D. HAMILTON

Managing Shareholder  
Hamilton, Miller & Birthisel,  
LLP

Civil Trial Litigation  
Miami, Fla.

Years Practicing: **22**



### Third generation lawyer Jerry

**Hamilton** founded Hamilton, Miller & Birthisel in 2006. He opened the original Miami office with three attorneys. Today, there are 40. Half of the firm's partners are minorities, and a third are women.

"There's dynamism to our diversity," says Hamilton, whose civil litigation practice focuses on defending major insurers and corporations. "Everyone brings a different and valuable perspective to the firm."

Hamilton came to Florida from Jamaica as a teenager. He earned his JD at the University of Florida. Rainmaking started to happen early—sometime between his fifth and seventh year. "When I started trying cases, it turned for me," he remembers. "I became the decision-maker and the problem-solver for my clients, and I loved that role. And then clients started coming to me directly. A light went off. I had built solid relationships and could now go out and develop more business."

The firm has offices throughout Florida, New York, Virginia, the U.S. Virgin Islands, the Bahamas and Jamaica. "Our Caribbean presence differentiates us from the competition. When corporations have a matter in the islands, we are the go-to law firm. This has contributed a lot to our growth."

Hamilton's philosophy is to make business development a routine part of his life. For him, that means working on relationships with his present clients, whom he considers friends, and building new relationships with potential clients. "We're dealing with real people who stay awake at night worrying about their businesses. I want to give them peace of mind. I want them to think of me as the insurance they can always rely on."



## JOSEPH M. HANNA

Partner  
Goldberg Segalla  
Sports and Entertainment  
Buffalo, N.Y.

Years Practicing: **9**

**At age six, Joseph Hanna** set his sights on becoming president of the United States, and he believed the only way to get there was to become

a lawyer. "I wanted to be the president, and I thought becoming a lawyer would help. I come from a blue collar family in Buffalo, N.Y. There were no lawyers in my family, but I was determined."

Hanna met his goal of becoming an attorney and seems to be well on his way to becoming president. After graduating from the SUNY Buffalo Law School in 2005, he was hired by Goldberg Segalla, the firm's first associate hired directly from law school.

Within two-and-a-half years he made partner, focusing on sports and entertainment law. "I'm not about the hard sell," says Hanna. "If a client wants to work with us, we will do the best job at the best rate, and we will grow together."

An avid golfer, he combines his love for the game with business development and philanthropy. In 2008, Hanna founded Bunkers in Baghdad Inc., a nonprofit that collects and ships golf equipment for rehabilitative and recreational purposes to U.S. troops throughout the world. Bunkers has collected more than 5.2 million golf balls and 250,000 golf clubs for wounded warriors, veterans and active duty military members.

But Hanna doesn't spend all of his time on the links. "I'm involved with both business development and the substantive work. I'm always around for my clients and here to help whenever they call upon me. It is all about relationship building and being comfortable with one another. At the end of the day, if there is a problem, my clients call me first because they know that I will be there for them and will not stop until they are happy."

## S. MANOJ JEGASOTHY

Managing Partner—Pittsburgh  
Office

Gordon Rees Scully  
Mansukhani, LLP  
Commercial Litigation  
Pittsburgh, Penn.

Years Practicing: **17**



### When asked by associates how

best to make partner, rainmaking attorney Manoj Jegasothy tells them, "Make it so the firm has to make you partner. Usually that's the result when you have unique legal skills or you've developed enough business that the firm has to recognize it. Once you're in that place, you control your own fate. You have your own clients and your own work. That's real autonomy."

"At firms, successful business development means a greater degree of contribution, which leads to a greater degree of respect and compensation. But the biggest thing it means is autonomy."

A commercial litigator with a specialty in breach-of-contract disputes, class-action matters and antitrust, Jegasothy is managing partner of Gordon Rees's Pittsburgh office.

He says responsiveness and quality legal work are vital to sustaining existing clients—an essential part of rainmaking. In addition to keeping clients happy, he seeks out potential business on a regular basis, so there are always balls in the air. When meeting potential clients, he says, "I like to sit with them and hear their problems and come up with potential solutions, rather than recite my own résumé."

The son of Sri Lankan immigrants (both doctors), Jegasothy says most of his clients have become his friends over time. "It's more than the client-attorney relationship," he adds. "And—knock on wood—mixing friendship with business has never been problematic for me. They always rely on me for advice, whether it's what they want to hear or not."





## ALLEGRA J. LAWRENCE-HARDY

Partner  
Sutherland Asbill & Brennan  
LLP

Business and Commercial  
Litigation  
Atlanta, Ga.

Years Practicing: **18**

**Allegra Lawrence-Hardy** has had the same business phone number her entire career. “I joined Sutherland when I finished my judicial clerkship for Judge Black on the Eleventh Circuit. As a young lawyer, I had wonderful mentors who encouraged me to spend as much time as I could with my clients to understand their business concerns. I still represent some of those same clients today.”

She also lives in the same neighborhood as the house where she grew up in Atlanta. The daughter of successful professionals, she was encouraged to achieve academically and professionally. “All of the women in my family attended Spelman College, so that was an easy choice for me. When I entered Yale Law School, my sister was already attending graduate school at MIT and was headed to Harvard as a post-doc. My parents set the bar very high.”

As a partner at Sutherland, Lawrence-Hardy co-heads both the business litigation team and the labor and employment team. She also is a member of the firm’s management committee. She credits her rainmaking success to her focus on understanding her clients’ businesses. “Really knowing the business is the best way I can give comprehensive advice. And I’m more interested in serving as a trusted, continuing advisor than giving an ivory tower answer to a particular question. Knowing their business allows me to understand my clients’ needs and take them into consideration when developing an ongoing legal strategy.

“I like to get on a plane and go to clients, to get out and walk the manufacturing floor, to really understand the technology,” she adds. “The business piece impacts a great deal of the legal strategy. Every good relationship requires an investment.”



## SALIMA A. MERANI, PhD

Partner  
Knobbe, Martens, Olson &  
Bear LLP

Intellectual Property  
Orange County, Calif.

Years Practicing: **14**

**An IP partner** in Knobbe Marten’s Orange County office, Salima Merani divides her time representing startup companies and venture capital firms. Because her clients are primarily in the health care and wellness field, Salima leverages her technical background daily. “It is a thrill to be able to speak an inventor’s language when developing patent strategy; it is incredibly rewarding.”

Merani believes that excellent work, high-level strategy, responsive-

ness and commitment will sell itself. “Although I am an intellectual property lawyer,” she says, “I also focus on understanding the client’s overall business and what our firm can do to add value. As a result, most of my new clients come from referrals from former or existing clients. I sometimes get referrals from lawyers and CEOs to whom I have been adverse in the past. I take that as a great compliment.”

Passion, hard work and a great team make rainmaking possible. The elements combined, she says, are the key to her career. Merani also credits the meritocratic environment of her firm as an essential foundation for rainmaking.

“We were immigrants, and like many immigrants, education was of paramount importance,” says Merani, who duly obliged her Indian born parents’ expectations. She was awarded a doctorate in neuroscience after completing her undergraduate degree in genetics at McGill University in Montreal and subsequently earned her law degree at Berkeley. Merani’s first legal job was as a summer intern at Knobbe Martens—the same firm she is with today. “As a summer intern,” says Merani, “I realized I had found a firm with an uncompromising dedication to entrepreneurship, excellence and encouragement, so I had no reason to look elsewhere.”

## FUSAE NARA

Partner  
Pillsbury Winthrop Shaw Pittman LLP  
Litigation

New York, N.Y.

Years Practicing: **21**



**Before coming to the U.S.**, Fusae Nara, a rainmaking partner in Pillsbury’s Manhattan office, worked as an unlicensed lawyer for a corporation in her native Japan. Nara explains that the number of licensed lawyers in Japan is small compared to the U.S. Her situation was good, but Nara wanted to take her knowledge of Japan’s legal culture and go to work for an American firm representing Japanese companies.

So Nara packed up and moved to the U.S., earned a JD at Hofstra University and subsequently joined a firm where she inherited a book of business from her mentor. For seven years, Nara worked with him representing Japanese companies. When he unexpectedly died from a massive heart attack, his business went directly to Nara with the firm’s full support. Consequently, she had some business before she ever made partner.

“However the work comes to you, you still must prove your skillset and commitment. I had to show colleagues that I was for real, willing to work as hard as it takes to get things done.”

Today, Nara represents Japanese companies in complex litigation and multiplied the business over the past decade. “When I first started, my clients liked that I was Japanese but not that I was young and female. Initially, it was difficult for me to be taken seriously by the Japanese businessmen I encountered. But after I proved myself and they overcame their initial resistance, they remained loyal. I’ve had many of the same clients my entire career.”

## JAMES J. OH

Partner  
Littler

Chicago, Ill.

Class Actions

Years Practicing: **22**

**Early on, James Oh** learned an enduring lesson in rainmaking when the merged firm where he worked as a young associate imploded. “Those with a book of business landed on their feet. They were writing their own tickets. Those without had a harder time. That experience was a big motivator; it taught me the importance of rainmaking to job security.”

A partner in Littler’s Chicago office, Oh’s practice focuses on representing management in class action and employment litigation of all kinds. In alternating spurts, he concentrates on business development and substantive work. “Both are essential elements,” he says. “Rainmaking isn’t only about getting new clients. It’s also about keeping the ones you already have. And that requires doing excellent work.”

Rainmaking takes guts. Oh recalls a time early in his career when he moved from a large Chicago firm to a boutique employment and labor firm and made a play for a client to come with him. He flew across country to ask the client in person. “It worked. He sent some business my way,” says Oh. “But you never will bat a thousand, and it’s never good to push too hard.”

Oh describes his business development style as being opportunistic and patient at the same time. “Sometimes you need to back off and wait until an opportunity comes up and be confident that the prospective client will contact you after you have made your initial pitch,” he explains. “Ultimately, rainmaking is another word for selling, and the key to selling is having the right product to sell. With a great team, which I have at my firm, it’s a lot easier to make rain.”



## DOUGLAS J. SOROCO

Shareholder

Dunlap Codding

Intellectual Property

Oklahoma City, Okla.

Years Practicing: **18**

**In attaining rainmaker status,** challenges make the best advantages, says Doug Sorocco a shareholder in Dunlap Codding’s Oklahoma City office.

When Sorocco’s wife was offered a graduate position in Oklahoma, he followed, trading a career in familiar Chicago for the unknown.

“Having not grown up or gone to school here, I didn’t know anyone. I had to rely on my national and international friends and contacts, which pushed me to build a broader book of business. Being able to sell a boutique IP practice coming out of Oklahoma on an international stage was a challenge, but I was able to do it.”

Ultimately, the move proved a boon for Sorocco, whose practice area includes intellectual property, technology, licensing, life

sciences and patent law. “Here, I didn’t have to get through 15 committees when I wanted to do something. Instead, I just went direct to the managing partner and they’d let me run with it. The culture is very entrepreneurial, which reflects the values we see in our clients. That culture shines brightly and provides me a point of differentiation and introduction.”

Sorocco was born with spina bifida, a condition that caused paralysis. “Coming out of law school, I lost some jobs because there were firms that didn’t want an attorney with a physical disability representing them. On the other hand, I was chairman of the Spina Bifida Association of America at a young age. The way I see it, getting up and making a statement in front of an FDA panel or providing testimony to Congress isn’t so different from pitching an RFP—it’s advocacy in different clothing. Overall, my disability taught me the value of empathy, the touchstone for all aspects of my career.”

## LIISA M. THOMAS

Partner

Winston & Strawn LLP

Privacy and Data Security

Chicago, Ill.

Years Practicing: **18**



**The key to building** a book of business is finding how you can help your clients, says Liisa Thomas, a rainmaking partner in Winston & Strawn’s Chicago office.

“We are in the service industry; we need to deliver to clients things that they need.” On her road to becoming a rainmaker, she says, she “worked at finding what clients needed and making sure I delivered it. If there was no market for the things I did, I wouldn’t have succeeded at being a rainmaker.”

Thomas began her career at a small trademark litigation boutique firm. After two years, she knew that full-time litigation was not for her. So she changed firms and worked on finding an area of expertise.

“At the time, nobody wanted to deal with the internet. So I got to do all the online enforcement work. That led me to privacy, which I really liked,” she remembers. “I got great advice from one of the partners I worked with as a young associate. She told me to develop an area of expertise, something that set me apart from everyone else in the group, something no one else was doing, but tied into and related to the rest of the work we did. She suggested picking something in which I had a passion. I picked privacy.” Today, Thomas is the chair of the firm’s privacy and data security practice, an area that didn’t exist when she started her career.

In business development, high-quality work and sustaining relationships are a given, says Thomas. “What I try to do to set myself apart is to truly listen to my clients and their underlying business needs. I feel I have succeeded if I can provide high-quality legal advice that helps my clients achieve their goals.” To Thomas, this is the key to having a successful practice and to being a rainmaker.

Finding a niche sent Thomas on her way to rainmaking. She advises, “Find something that sets you apart and what you really enjoy. Otherwise, you’ll get burned out and not be in the profession in a few years.”

## ANITA VARMA

Partner

Ropes & Gray LLP  
Intellectual Property  
Boston, Mass.

Years Practicing: **18**



For Anita Varma, rainmaking comes down to client service. “If you jump through hoops to position a client for success, they will stick with you. They’ll refer you to other clients. If you work with in-house lawyers, when they change jobs they will come back to you.”

As co-head of Ropes & Gray Intellectual Property Rights Management Practice, Varma focuses her practice on developing, analyzing and managing patent portfolios in diverse areas of technology for life sciences companies. She counsels clients on transactional matters in connection with financial investments, M&A and collaborations. Varma combines her patent experience with an understanding of regulatory exclusivities to help clients evaluate target portfolios and conduct worldwide due diligence assessments. “Early in my career I asked myself, ‘What do you want to be known for?’. In a big space like patents, it’s very important to create a niche. I decided on due diligence and opinion, two areas that I’ve always enjoyed, and I built on that. It’s really helped in putting together a successful book of business.”

Prior to law school, Varma, who was born in the U.S. but spent most of her youth in India, worked as a patent officer at the United States Patent and Trademark Office. During her time there, she enjoyed the science but fell in love with the legal aspects, prompting her to earn a law degree. Today she is also UK solicitor, which qualifies her to practice before the European Patent Office. “The world is shrinking. When I started my career, my work was U.S.-centric. That’s no longer the case.”

Varma describes her leadership style as very hands-on. “I work with a big team of technical advisors and associates, but ultimately the responsibility is mine. I need to know everything that’s happening. My clients expect it.”



## JOSHUA D. WAYSER

Managing Partner

Katten Muchin Rosenman LLP  
Litigation and Dispute  
Resolution

Los Angeles, Calif.

Years Practicing: **26**

“Rainmaker definitely describes me,” says Joshua Wayser, managing partner in Katten’s Los Angeles office. “It’s a nice title to have, but it’s also pressure. It means you have to maintain business, keep people busy and help your firm.”

Wayser represents financial institutions in a wide range of litigation, focusing on real estate and other assets, and deals with a wide array of issues and concerns faced by financial institutions and hedge funds.

As a litigator, he is accustomed to being in court, but Wayser says his greatest strength is counseling clients on complex matters. “This doesn’t always mean winning in litigation. The goal is to make a client look their very best, and sometimes that means stepping away from a controversy. To achieve this, you have to get very granular. You really need to understand your client’s business.”

Understanding business is also invaluable in sustaining rainmaking status, he adds. In advising clients, many of whom he’s represented for 20 years, Wayser really needs to know how their business ticks. Only then can he instruct them on the best way to proceed or how to strengthen their bottom line.

Wayser and his husband have six adopted children ages 14 and younger. “It’s been interesting. Before the kids, I was the smart gay lawyer. Now, I’m the smart gay lawyer with kids. I’ve become concerned with public schools, and you can find me at Little League games on weekends. Having children has built bridges with my straight colleagues who have children and also opened up new opportunities for networking and business development. That’s something I never expected.”

## RAFAEL X. ZAHRALDDIN

Shareholder and Director

Elliott Greenleaf

Wilmington, Del.

Years practicing: **15**



Rafael Zahralddin’s road to rainmaking was not typical. After graduating from Widener University, he went on to receive his LL.M in international and comparative law from Georgetown University Law Center. There, he spent a year as a senior writing fellow, providing academic support to the 200–300 foreign lawyers in the common law studies LL.M program, then spent several years as an assistant and then associate law professor at Chapman University in Orange, Calif. “Having been a professor provides me with a unique network,” says Zahralddin, a founding shareholder of Elliott Greenleaf’s Delaware office and its first managing shareholder. “There are four or five years of students who I taught and mentored. Today, you can find them in-house and other places. They’re all sources of businesses opportunities.”

As chair of the firm’s national commercial bankruptcy and restructuring practice, he deals with bankruptcy, litigation and cross-border issues. Being resident in his firm’s Delaware office rounds out his practice with entity formation, opinion letters, corporate litigation and intellectual property litigation.

“Our business development model is that partners work during the day, and in the evenings we spend time engaged in the community,” Zahralddin explains. “When people see you demonstrating your leadership skills on a board or coaching their kids, they may be likely to trust you handling their legal matters, too.”

With rainmaking comes responsibility, honed by the fact that he and several colleagues in the Delaware office are Six Sigma Greenbelts. “When someone hires the firm, they know they’re hiring me, too. We believe that clients get better value when a partner works closely and actively with associates and paralegals. There’s a better product and at the end of the day, a better bottom line.” **D&B**



BY MELANIE PADGETT POWERS

# How Law Schools Are Improving Diversity

**D**IVERSITY IN THE LAW LAGS BEHIND other professions, such as medicine, business and academia, with minorities making up only 11.9 percent of lawyers, according to the 2010 U.S. Census.

Furthermore, admission to law school has decreased for some minority groups in recent years. A 2010 Columbia Law School study showed a 7.5 percent decrease in the proportion of African-Americans who entered law school in 2008 compared with the 1993 class. For the same years, there was a 11.7 percent decrease in the proportion of Mexican-Americans.

However, some law schools have committed to admitting a more diverse student population and are cultivating an atmosphere that leads to success not only in law school but with the bar and the profession. These schools are instituting new programs on recruitment and retention and reevaluating admissions policies—in some cases, throwing out LSAT scores.

“Diversity is imperative for law schools because we are the gateway to the profession,” says Carla Pratt, associate dean for academic affairs and educational equity at Penn State’s Dickinson School of Law in Carlisle. “So to the extent that we value diversity in the profession, then law schools have to do our part in making sure the doors to our institutions are open to people from all walks of life.”

Penn State’s two campuses were approved as two separate law schools in June 2014 by the American Bar Association’s Council of the Section of Legal Education and Admissions to the Bar. Carlisle’s pursuit of separate accreditation included a strategic planning process that emphasized diversity.

In the fall of 2013, Carlisle had no black students in its incoming class. This year, nine of the 65 first-year students self-identified as black. In all, 23 percent of this fall’s first-year students are Hispanic or black.

Carlisle’s faculty admissions committee considers diversity of race, ethnicity, socioeconomic status, gender, sexual orientation and more in choosing incoming students.

Faculty members also consider a person’s community service record and other accomplishments that may point to success.

“The Carlisle faculty has decided we’re not going to let the LSAT and undergraduate GPA be the exclusive factors for determining and defining merit,” Pratt says. “We take a holistic view of the applicant’s file to decide who would be the ideal student to educate and prepare for admission to the practice of law.”

Schools such as the Massachusetts School of Law in Andover and Charlotte School of Law in North Carolina are using alternatives to the LSAT scores. Too many law schools prioritize LSAT scores because they covet a high *U.S. News & World Report* ranking, which is based on the incoming class’s GPAs and LSAT performance, says Charlotte President Donald Lively.

But Lively and others argue that the LSAT system perpetuates a legacy of exclusion because minorities disproportionately score lower on the test. “The LSAT measures analytics and reasoning, which, by themselves, are inadequate predictors of professional and personal success,” Lively says.

Charlotte uses the Alternative Admission Model Program for Legal Education. Applicants who do not meet the traditional requirements for the JD program but who demonstrate potential based on GPA, LSAT or other relevant factors will be offered an opportunity to participate in AAMPLE. Students must successfully complete two online courses—“Introduction to the 4<sup>th</sup> Amendment” and “Negotiable Instruments”—to be offered a seat in the law school. The program provides the most accurate indication of a student’s potential to succeed in law school, says Keith Howard, director of the AAMPLE program at Charlotte.

The Massachusetts School of Law has 500 students, 20 percent of whom are minorities, primarily blacks. Instead of using the LSAT to presumptively deny or admit students, the school interviews every applicant in person and administers its own essay-style entrance exam, says Admis-



sions Director Paula Colby-Clements. Student transcripts, GPA, employment and life experience, and recommendations are also considered.

“We are allowing people a real and true shot to expose their talents and show why they would make a good lawyer,” Colby-Clements says.

At Carlisle, the faculty hopes to secure grant funding to institute an online conditional admissions program in the next few years. An online program would be cheaper than the traditional brick-and-mortar model and would come with no stigma attached to how a student was admitted—online, students would have anonymity.

## We are allowing people a real and true shot to expose their talents and show why they would make a good lawyer.

### Ensuring Success on Campus

Once students enter law school, it’s important to ensure they succeed and are well prepared for the bar and practice. At Penn State, every student is assigned an alumni mentor. The program is being tweaked in Carlisle to be more thoughtful in the matches, Pratt says. For example, if a student wants a mentor of the same race or ethnicity,

or would rather have a patent or corporate attorney mentor, the school will aim to accommodate that.

Southwestern Law School in Los Angeles takes advantage of the mentoring program offered through the Leadership Council on Legal Diversity, an organization of more than 200 corporate chief legal officers and law firm managing partners dedicated to creating a diverse legal profession.

“The fact that attorneys are giving their time to mentor a law student has been tremendous and has given law students, especially first-generation law students, the ability to think bigger,” says Nyree Gray, dean of students and diversity affairs. Southwestern is an independent law school of 1,086 students; 47 percent of its new class are minorities.

Gray also instituted a Dean’s Fellows program that pairs top upper-division student mentors with first-year students, teaching them review methods specific to the study of law. In addition, the school has summer academic support workshops available to students prior to their first fall semester and bar preparation courses in their final year.

Massachusetts School of Law also offers an academic support office that includes tutoring, review sessions, in-house mentoring (upperclassmen to underclassmen) and a writing lab.

These schools have committed to diversity and recognize that achieving it requires a comprehensive program. “Law schools are on the frontlines of diversifying the legal profession,” Pratt says, “and we really do harbor the lion’s share of responsibility for ensuring diversity in the profession.” **D&B**

**MELANIE PADGETT POWERS** is a freelance writer and editor in the Washington, DC, area. She can be contacted at [i.am.meledits@gmail.com](mailto:i.am.meledits@gmail.com) or [@MelEdits](https://twitter.com/MelEdits) on Twitter.



# Tracking the Integration

JUST THE BEGINNING—A PIPELINE ORGANIZATION was born in 1992, when the Chicago legal community and a group of federal judges gathered to celebrate the integration of the federal judiciary upon the retirement of Judge James Benton Parsons, the first African-American U.S. District Court judge. Inspired by the events of that weekend, attendees pledged to encourage students of color and those from underrepresented groups to pursue careers in the law and on the bench. That same year, as part of its efforts to increase the representation of minorities on the bench, JTB-APO created a report with the goal of tracking the appointment of judges of color to the bench. For over two

when President Harry S. Truman appointed him to the Third Circuit Court of Appeals. In 1961, James Benton Parsons became the first African-American appointed to a federal district court when President John F. Kennedy appointed him to the Northern District of Illinois in Chicago. Fourteen years later, Judge Parsons became the first African-American chief judge of a federal district court.

That same year also marked a milestone for the Latino community with the appointment of Reynaldo G. Garza to the Southern District of Texas. Judge Garza was the first Latino appointed to the federal bench, and in 1979 he became the first Latino appointed to the court of appeals. This is remarkable because just six years before his appointment, the State of Texas was before the U.S. Supreme Court defending its exclusion of Mexican-Americans from jury service in the 1954 case *Hernandez v. Texas*. James De Anda, the Mexican-American lawyer representing the appellant, Pedro Hernandez, was not only one of the first Latinos to argue before the Supreme Court, but he would also go on to be appointed to the Southern District of Texas in 1979, and in 1988, he was elevated to serve as its chief judge.

In 1966, President Lyndon B. Johnson appointed the first woman of color to the federal bench. That year, Constance Baker Motley was appointed to serve on the U.S. District Court for the Southern District of New York. Although Judge Motley was the first African-American woman to serve, it would be another 14 years before the Latino community would see its first woman on the federal bench and another 32 years before the Asian-American community would have its first female appointee. In 1980, President Jimmy Carter appointed Carmen C. Cerezo to the District Court for Puerto Rico, while in 1998, President Bill Clinton appointed the first Asian-American woman, Susan Oki Mollway, to the U.S. District Court

**Currently, there are 1,366 active judges, of which only 269 are judges of color. There are two Native Americans, 142 African-Americans, 97 Latinos, 28 Asian Americans, and one Pacific Islander serving in Article III judgeships.**

decades, the “Report on the Integration of the Federal Judiciary” has charted the appointment and elevation of minority lawyers to the federal bench. Beginning this year, the Minority Corporate Counsel Association, in partnership with JTB-APO, will track and publish this report on an annual basis.

Article III of the Constitution created the U.S. Supreme Court and gave Congress the power to create the federal courts of appeals and district courts. Since 1789, more than 3,427 judges have served on Article III courts; however, only 359 have been judges of color. In 1937, President Franklin D. Roosevelt appointed William H. Hastie as the first African-American to serve a term on the federal court in the Virgin Islands. In 1949, Judge Hastie went on to become the first African-American to hold lifetime tenure as an Article III federal judge

**Editor’s Note:** The statistics are based on information collected through July 31, 2014. A more detailed narrative and full report can be found at [www.mcca.com/research](http://www.mcca.com/research).

# of the Federal Judiciary

for the District of Hawaii. It would be another 14 years before the first Native American woman was appointed to the federal bench. In 2014, President Barack Obama appointed the first Native American woman, Diane Humetewa, to the federal bench, the U.S. District Court of Arizona.

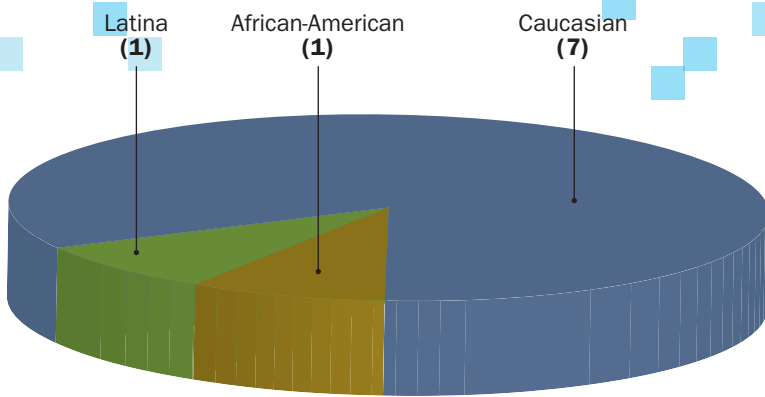
Just 13 years after the decision in the *Brown v. Board of Education* case, the first judge of color was appointed to this country's highest court. In 1967, President Lyndon B. Johnson appointed civil rights icon, former solicitor general and lead counsel in *Brown*, Thurgood Marshall, to serve as an associate justice on the U.S. Supreme Court. In 2009, President Obama appointed Sonia Sotomayor to serve as an associate justice of the U.S. Supreme Court, making her only the third woman and the first Latino to serve on the Supreme Court.

This year not only marks the 11<sup>th</sup> edition of this report, it also reflects the ongoing need to compile statistics on the appointment of judges of color to the federal bench. Currently, there are 1,366 active judges, of which only 269 are judges of color. There are two Native Americans, 142 African-Americans, 97 Latinos, 28 Asian-Americans and one Pacific Islander serving in Article III judgeships. For the first 160 years of our nation's federal judiciary, there were no Article III judges of color. Nearly 70 years ago, the first Article III judge of color was appointed.

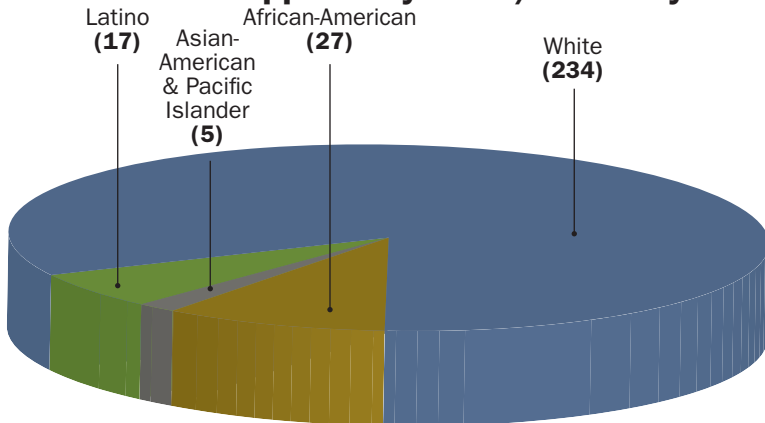
Although there has been significant progress, it is still just a beginning, as there are many more firsts to be achieved. As Seventh Circuit Judge Ann Claire Williams, a co-founder of JTB-APO says, "The key is to someday get to the point where there will be no more 'firsts' and the focus will be on the many who follow." [D&B](#)

Contact Aracely Munoz Petrich, Esq. at [aracelymunozpetrich@mcca.com](mailto:aracelymunozpetrich@mcca.com) for questions or research details.

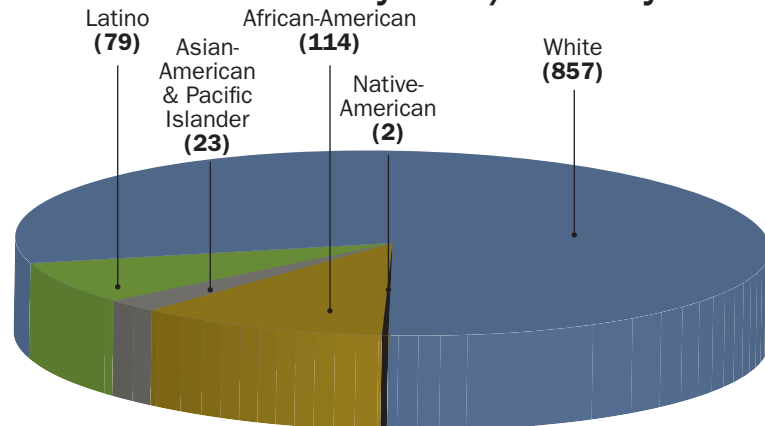
## Supreme Court by Race/Ethnicity



## Court of Appeals by Race/Ethnicity



## District Court by Race/Ethnicity





# DIVERSITY NEWS

## DIVERSITY: SEEN AND UNSEEN

BY WILLIAM T. “TOBY” EVELAND, LITIGATION PARTNER, ARNSTEIN & LEHR LLP, CHICAGO

When counseling clients, attorneys are often reminded (or should be) to know what we do not know. We need to appreciate that there may be external factors or business goals the client has not shared with us as we negotiate a settlement or transaction. The same can be said as we work to expand diversity and inclusion in the legal profession, we need to know, or at least appreciate, what we do not know and cannot see.

I recently had the honor of serving a term as chair of the Illinois State Bar Association’s Diversity Leadership Council. The council is comprised of a number of state bar association committees that address such initiatives as disability law, a diversity pipeline, racial and ethnic minorities in the law, sexual orientation, gender identity, women in the law, human rights, and international and immigration law, to name a few.

As chair of the Diversity Leadership Council, I had the privilege of speaking about the state bar association’s diversity initiatives at the annual meeting. During my presentation, we discussed the Illinois Law and Leadership Institute, a summer enrichment program for students entering the ninth grade designed to increase academic aspirations by exposing students to interesting aspects of the law and introducing them to a variety of careers in the legal field. We also discussed the Diversity Leadership Fellows program, which was created to increase diversity in state bar association membership to educate young lawyers about the work, structure and policies of the association; and ultimately develop a diverse group of future leaders of the practice of law. And we applauded the creation of two new seats on the state bar association’s board of governors to be filled by members reflecting under-represented groups.

At the conclusion of my speech, I was approached by a small group of attorneys. They expressed their gratitude that the state bar association valued diversity so much that it made diversity a cornerstone of the annual meeting. The attorneys also applauded the state bar association’s vast diversity-related initiatives and the innovative approaches the organization has undertaken to create a more inclusive environment. I was honored to be the “face” of diversity that day for the state bar association.

However, at the conclusion of my conversation with the group of attorneys that day, one attorney asked me

“why in the world” the bar association would choose a white male to chair the Diversity Leadership Council. I paused and then responded that although I may be a white male, I am also an openly gay white male.

The attorney smiled and wished me well during my term of service. Whether it was an awkward smile because the attorney was uncomfortable or embarrassed, a smile

of relief that the state bar association had in fact selected a member of an underrepresented group to serve as chair of the Diversity Leadership Council or some other smile, I will never know. But that moment has stuck with me.

That exchange is a reminder that diversity is both seen and unseen. As we strive to create a more inclusive profession, we need to be mindful that we cannot always see diversity. For instance, we may see a “female” attorney, but we do not know whether the attorney has had gender reassignment surgery. Or we may

see a “white” attorney, but we do not know whether the attorney is an African-American born with the recessive trait of albinism. And we may see an attorney who otherwise appears not to be “disabled” but is subject to the Americans with Disabilities Act because the attorney has HIV, depression, or is battling cancer.

Diversity is all around us. It encompasses everything from gender to gender identity, from race and ethnicity to skin color and background, from religion and faith to agnosticism and atheism, from known disabilities to unknown disabilities, and from heterosexuals to homosexuals. The list is endless.

Diversity is that which is seen and that which is not seen. Just being you and expanding the profession to allow others to be themselves broadens the collective tent of law practice. And so to all my diverse brothers and sisters of the law—and that means all of you—thank you for furthering the MCCA’s diversity initiatives and for welcoming me, and all others, in the pursuit of this effort. The MCCA Creating Pathways to Diversity Conference and Gala in Washington, D.C. this past summer were my first MCCA events, but they certainly will not be my last, for there is still much work to be done. [D&B](#)



---

*William T. “Toby” Eveland can be contacted at [wteveland@arnstein.com](mailto:wteveland@arnstein.com).*



# MOVERS & SHAKERS



**SANDY RIZZO**

Arnold & Porter LLP has added energy regulatory attorney **SANDY RIZZO** to the firm as a partner in the Washington, D.C., office. Rizzo counsels energy sector clients on regulatory and compliance matters and represents them in enforcement and administrative proceedings before the Federal Energy Regulatory Commission, federal and state courts and other agencies. With more than 20 years of experience as an advisor to major market participants in the electricity industry, Rizzo has clients in the areas of utilities, power marketers, independent power producers and funds with energy holdings.

Rizzo joins a growing energy practice focused on transactions, litigation, and regulatory work affecting utilities, including matters before the U.S. Commodities Futures Trading Commission.

Rizzo earned her JD degree from The College of William & Mary, Marshall-Wythe School of Law and her BA from the George Washington University in Washington, D.C.



**THEODORE A. HOWARD**

Wiley Rein has named **THEODORE A. HOWARD**, a partner in the firm's insurance practice, as the first full-time pro bono partner of the firm. In his new capacity, Howard will oversee and build upon the firm's current pro bono programs and initiatives, further strengthening Wiley Rein's already significant commitment to public service.

Howard has a national reputation as a litigator, both in insurance law and within the pro bono community. He was recognized by the Legal Aid Society of the District of Columbia with the Servant of Justice Award in honor of his numerous pro bono contributions. Howard's pro bono practice has included death penalty cases, housing and family law matters, and important impact litigation involving prisoners' rights issues. Howard serves as co-chair of the board of directors of the Washington Lawyers' Committee for Civil Rights and Urban Affairs and previously served as president and chairman of the board of directors for the District of Columbia Prisoners' Legal Services Project. He also serves on the Advisory Council of the Legal Aid Justice Center in Virginia.

Wiley Rein and its lawyers have been recognized numerous times over the firm's 30-year history for their pro bono contributions. In 2013 alone, Wiley Rein supported more than 35 organizations related to public service efforts, and its lawyers contributed more than 12,000 hours to pro bono projects.



**KIMYA S.P. JOHNSON**

Cozen O'Connor announced the creation of the firm's first director of diversity, Inclusion and pro bono and appointed **KIMYA S.P. JOHNSON** to fill this position. Johnson, of counsel within the Labor & Employment group and co-chair of the firm's Diversity Committee, will direct the firm's diversity and pro bono efforts and provide leadership to the firm's Diversity and Pro Bono committees. As director, Johnson will develop and direct policies to attract and retain employees from all segments of society and further ensure that the firm's goals of diversity and inclusion remain an essential value. She will also direct firm initiatives to ensure Cozen O'Connor attorneys fulfill their professional and moral obligation to provide pro bono legal services to underserved or under-resourced individuals and organizations.

Johnson has co-chaired the firm's Diversity Committee for the past two years, initially with Scott Reid, and most recently with Lynnette Espy-Williams.

After receiving her JD cum laude from Case Western Reserve University School of Law, Johnson practiced in New York before joining the firm's Labor & Employment Department in Philadelphia in 2008. Johnson, who also serves as first lady of the Bright Hope Baptist Church in North Philadelphia, has been active in firm committees, bar association and civic organizations, both statewide and nationally. Johnson has been recognized by *The Legal Intelligencer* as a "Lawyer on the Fast Track," a "Pennsylvania Rising Star" by *SuperLawyers* magazine and as an "Influential Woman" by the Philadelphia NAACP.



## MOVERS & SHAKERS



**CYNDIE M. CHANG**

Duane Morris has promoted **CYNDIE M. CHANG** to managing partner of its Los Angeles office. Chang litigates complex business and commercial disputes involving contracts, unfair competition, trademark, trade secrets, products liability, broker disputes, entertainment and real estate law.

NAPABA named Chang one of its 2010 “Best Lawyers Under 40,” awarded to 20 lawyers across the country. In 2014, she was named a “Super Lawyer” in the Southern California Super Lawyers publication, after being recognized as a “Rising Star” from 2010–2013 and as one of the “Top LA Women Lawyers” in 2012–2014. Chang was also named in the 2013 Lawyers of Color Inaugural Hot List.

She is the immediate past president of the Southern California Chinese Lawyers Association. She is also an executive officer of the National Asian Pacific American Bar Association. Chang has also participated in the American Bar Association’s Tort Trial & Insurance Practice Section 2010 Leadership Academy, selected with a group of approximately 20 lawyers in the nation identified to be emerging bar leaders. In addition, she is her firm’s office pro bono coordinator and an inaugural fellow to the Leadership Council on Legal Diversity, a dynamic leadership training program comprising high-potential attorneys from major law firms and corporations in the country.



**ROBERT H. EDWARDS JR.**

Kilpatrick Townsend & Stockton has added **ROBERT H. EDWARDS JR.** to its Washington, D.C., office. He will serve as co-leader of the firm’s Energy, Project Finance & Technology Team and will be a member of the Mergers & Acquisitions, Securities and Corporate Governance Practice Group.

During his career, Edwards has served as lead counsel on more than \$10 billion in energy, infrastructure and auto industry project financings.

Edwards is a leader in the legal community. He has been active in the American Bar Association’s Section of International Law, where he Co-Chaired the International Investment, Development and Privatization Committee, and in the ABA’s Section of Environment, Energy and Resources, where he served as a vice chair of both the Committee on Carbon and Energy Trading and the Special Committee on Energy and Environmental Finance. He has been active in the Climate Finance Global Working Group, led by the Rt. Honorable Greg Barker, United Kingdom minister of state for climate change, and His Excellency Dr. Sultan Al Jaber, UAE minister of state and CEO of Masdar. He serves on the Advisory Committee of the World Bank Public-Private Partnership in Infrastructure Resource Center for Contracts, Laws and Regulation.

Edwards is also a civic leader, currently serving on the board of trustees of the Landon School and was appointed by County Executive Ike Leggett and confirmed by the Montgomery County (Maryland) Council as a member of the Board of Energy and Air Quality.



**JENNIFER B. RUBIN**

Mintz, Levin, Cohn, Ferris, Glovsky and Popeo PC has added **JENNIFER B. RUBIN** to the firm’s Employment, Labor and Benefits Section in San Diego. She also practices in Mintz’s New York and Stamford, Conn., offices.

With extensive experience in executive compensation matters and a bi-coastal practice representing C-suite executives, Rubin focuses on meeting the increasingly complex employment needs of executives of public and private corporations. She regularly negotiates employment, equity and severance arrangements and has worked on a broad range of employment litigation matters, including wage and hour class actions, privacy litigation, non-compete agreements and trade secret matters. Rubin is a co-chair of the firm’s Employment Mobility Practice, a cross-disciplinary practice that includes attorneys in the firm’s San Diego and San Francisco office and from the Boston, New York and Washington, D.C., offices.

In 2013, Rubin was recognized as a Client Service All-Star by BTI Consulting Group. She also serves as chair of Mintz Levin’s Diversity Committee, leading a number of initiatives aimed at promoting diversity both in the firm and across the legal profession.



*Taking diversity and inclusion  
to the next level*

Ogletree  
Deakins

At **Ogletree Deakins**, we believe that our philosophy and practice of inclusion—soliciting, valuing, and incorporating the myriad viewpoints of our lawyers—makes the firm more creative, stronger, and better able to address the evolving issues in the workplace.

With more than **700 attorneys** in 45 offices in the **USA** and **Europe**, Ogletree Deakins is one of the nation's largest labor and employment law firms, exclusively representing management.

**FOR QUESTIONS ABOUT OGLETREE DEAKINS' INCLUSION EFFORTS, PLEASE CONTACT:**

Michelle P. Wimes, Director of Professional Development and Inclusion  
michelle.wimes@ogletreedeakins.com | Phone: (816) 471-1301 | [www.ogletreedeakins.com](http://www.ogletreedeakins.com)



# Diverse Perspectives

# Expand Your View



To learn more about Shook's Diversity & Inclusion initiatives, please contact:

**Kori S. Carew, Esq.**

*Director, Strategic Diversity Initiatives*

(816) 474-6550 | [kcarew@shbc.com](mailto:kcarew@shbc.com)

[www.shbc.com](http://www.shbc.com)

DENVER | GENEVA | HOUSTON | KANSAS CITY | LONDON | MIAMI | OKLAHOMA COUNTY  
PHILADELPHIA | SAN FRANCISCO | SEATTLE | TAMPA | WASHINGTON, D.C.