

Weil

2019

WE
ARE
WEIL

ALUMNI JOURNAL

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HAPPY

NEW

NEW DECADE.

NEW CONNECTIONS.

NEW POSSIBILITIES.



YEAR.

We are thrilled and proud to share with our alumni, attorneys, clients and friends highlights of our alumni outreach which took place last year. Of special note, we are very grateful to over 1,000 participants in the 2019 Alumni Census! We have received your feedback and will be implementing value-adding programs, events and initiatives responding to what you shared.

As you will see in the pages to follow, last year we were introduced to or caught up on the latest adventures of notable former Weil attorneys and retired partners blazing paths and forging ahead in a wide variety of sectors.

Our standouts include:

- a nationally recognized advocate of responsible gun ownership and safety
- a Millennial lawyer turned venture capitalist disrupting the tech industry
- successful senior women lawyers at leading companies offering life lessons to their younger selves
- a grassroots champion and incubator of women-led social impact businesses
- a retired partner living her best life in places as far as Mongolia and as eclectic as the "Burning Man" festival and leveraging over three decades of law practice to support a variety of passion projects
- a heartfelt conversation between two leading tax scholars — a mentor and mentee — reminiscing on the personal and professional contributions they have made in each other's lives over the past 20 years.

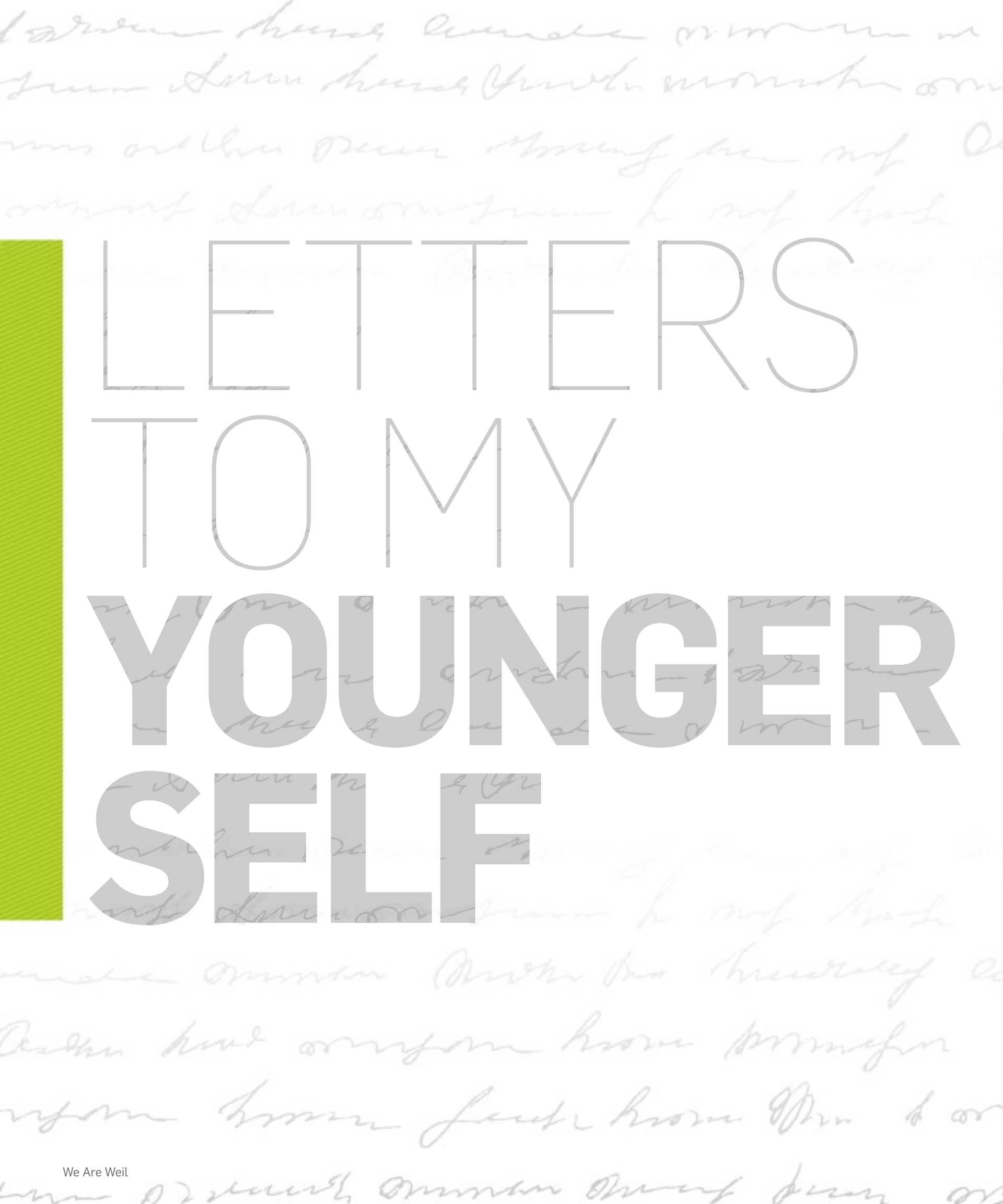
We encourage you to take the time to read their stories and reflect on past events and also hope you are inspired to consider what new Weil connections you can make in this next year. The possibilities are endless and our network is strong, growing and as enriching as ever.

Cheers,



Kito Huggins
Director, Executive Administration and Global Alumni Programs





LETTERS
TO MY
YOUNGER
SELF



A recent Firm publication *Weil Women's Wisdom: Advice to Our Younger Selves* featured female leaders reflecting on their personal and professional journeys and the lessons learned along the way. Here, we tap the wisdom of three alumnae, **Danielle Do**, **Sharlyn Heslam** and **Brandy Treadway**, who provided advice and perspective that we hope will inspire and reassure women starting their careers or at key transition points.

Danielle Do

NY/Corp/'98

Chief Corporate & Securities Counsel
at Synchrony Financial

LETTERS TO MY YOUNGER SELF

DON'T SHY AWAY FROM BIG TRANSITIONS

Danielle Do is the Chief Corporate & Securities Counsel at **Synchrony Financial**, a consumer financial services company with roots that trace back to 1932. Danielle is a former Weil partner who spent more than 15 years at the Firm. She is a graduate of Harvard College and Harvard Law School, and joined Weil directly after law school, eventually practicing in both Weil's New York and London offices. We asked her to look back on her career and offer some thoughts and insights in a "letter to my younger self." She was gracious enough to share life wisdom that we hope will be instructive and enlightening to all.



Visit the
Weil Gotshal
YouTube
channel to
watch Danielle's
video interview.

Dear Danielle,

One of the most important things I have learned, over many years, is that transitions are a natural part of life. Coming from Vietnam at 4 years old, that was a big transition, although it may only be a foggy memory to you now. But you surely must remember Mrs. Hodges, who pushed you out of her second grade class and up into third grade, because she could see you were a bit bored and might do better in someone else's classroom (and honestly, you were a pain). That may have felt like an affront at the time, but in reality that sudden transition helped propel you forward.

So, something you can take from that early experience is not to let the unexpected derail you. Fear of failure is quite natural, I think, for women. We tend to be hypercritical of ourselves. Although fear can be a great motivator (all those billable hours!), it can also lead you to undersell yourself and to hold you back from taking risks and pursuing new opportunities. As you will discover, however, you and I have been fortunate in most of our academic and professional endeavors – getting the right support and having great opportunities. Our fears of not making the exact right next step were probably unfounded. So don't be afraid to take some risks!

Fear of failure is quite natural, I think, for women. We tend to be hypercritical of ourselves. Although fear can be a great motivator ... it can also lead you to undersell yourself and to hold you back.

Lean on Mentors for Guidance

A pivotal moment of my career was a risky decision to go backward for a short time. I had just come back from London, where I had changed practice areas from M&A to capital markets. That change made sense and was exciting, but returning to the M&A practice in New York meant being a fifth-year M&A associate with only two years of experience in M&A.

I decided that going back to M&A would make me a better generalist in the long run, but I recognized that the decision could delay, or even perhaps derail, my partnership track.

In the end, it was a risk worth taking. Mentors like **Andrea Bernstein**, **Howard Chatzinoff**, **Shar Heslam**, **Akiko Mikumo** and **Ellen Odoner** had a lot of patience and offered a steady stream of deals and encouragement – exactly the kind of support I needed. Shar and the others helped me ramp up very quickly and got me back on track.

Regular Reflection and Reevaluation Makes for Better Decisions

I have come to believe through such experiences that a person's definition of success evolves over time. With each passing year, I gained experience (and for a while there, some girth), and more varied perspectives. I began to feel the effects of my choices.

And for me, having a health crisis certainly opened my eyes to the need for balance. That's when I stepped back to re-prioritize – still

maintaining my professional standards and goals, but being more open-minded and flexible in my approach to achieving them. I also began to add broader personal goals and aspirations to my to-do list – these all help promote greater balance.

But you don't have to wait for a crisis to reevaluate. Making reflection and reevaluation a regular practice, I believe, will lead to better decisions and more confidence that you made the right decision. Ultimately, it helps you make life's inevitable transitions successfully and gracefully – so you can look back on those transitions as wonderful achievements in and of themselves.

The Joys and Blessings of Generosity

Finally, I want to share an important lesson about valuing everyone in life, at every stage in your life. Relationships with others matter – sometimes many years later and in the most unexpected circumstances. **Geoffrey Weinberg**, my assigned partner-mentor when I was a first-year associate at Weil, was helpful behind the scenes in fulfilling my request to go to London. And as I mentioned before, I had many wonderful mentors at Weil, all of whom are amazing and caring practitioners of the law. But


most importantly, their mentoring goes beyond the professional sphere: When I had my health crisis, Jeffrey and Ellen offered comfort and help – reaching out to senior doctors at the hospital on my behalf and offering Weil's resources to my team at Synchrony for no fee during my medical absence.

That is the kind of caring approach that I seek to emulate – offering generous support in a time of need. It is something I work hard to instill in my two daughters. Yes, you will be mother to two beautiful (and willful) girls – now 7 and 10 years old – who will look to you as an example and for guidance. They have very different personalities and interests, but in terms of values, I hope they both grow to be kind and generous with their time and resources, because I think that sometimes gets lost in the constant pressure to achieve.

These days, success to me is achieving a good balance between work and personal life, between intellectual and physical pursuits, between time with friends and family, and time alone – a rare commodity for people with too many obligations. And this greater sense of balance has allowed me to feel more fulfilled ... but just wait five years and ask me how I feel about it then!

Wishing you fearlessness and adventure.

Love,
Danielle

A portrait of Sharlyn Heslam, a woman with blonde, wavy hair, smiling. She is wearing a black top and a gold necklace. The background is a dark blue-grey color with faint, handwritten-style text in a light color.

LETTERS TO MY YOUNGER SELF

THERE'S NO SUBSTITUTE FOR AUTHENTICITY

Sharlyn Heslam

BOS/Corp/'95

Managing Director and General
Counsel of Berkshire Partners



Visit the Weil Gotshal
YouTube channel to
watch Sharlyn's video
interview.

Sharlyn Heslam (“Shar”) is Managing Director and General Counsel of Berkshire Partners, a Boston-based private equity and investment firm, with more than \$18 billion under management. She is also a National Board member of Make-a-Wish America and a Weil alumna, having worked in the Firm’s Dallas and Boston offices. In this piece, framed as a letter to her younger self, Shar reflects on her accomplishments and offers sage advice for anyone pursuing a career in the law. We are grateful for her generosity in sharing these experiences and insights with the entire Weil family.

Dear Shar,

As a young woman, I faced one of the most formative experiences of my life: one that shaped and guided me as I embarked on what eventually became a successful career and very gratifying personal and family life.

As a teen, however, that future did not look at all assured. In high school, I watched my Mom struggle post-divorce, trying to find her way back into the world of work after 17 years as a stay-at-home parent. Yes, she eventually had a full career. But her talents were underutilized, and she struggled financially. Watching her during those difficult years, I vowed that I would never put myself in that position. Never rely on someone else to support me. Never settle for a less-than-satisfying professional role because I had missed opportunities early on in my career.

I promised myself that I was going to set goals, work hard and at least set myself up for success to the best of my ability. Looking back I can see that making this commitment to myself was a pivotal moment—one that changed the trajectory of my life.

Early on, I received some wise counsel from **Mike Saslaw**, a Weil partner and one of my early mentors. He told me not to worry so

increasing projects and responsibilities. They were generous with their time. I was always invited to be in the room. I was in every meeting. I was on every call. Some of the most important lessons include: grace under pressure, a “soft skill” of immeasurable value in working with clients in high-stress situations; creative problem solving; and perhaps most important, solid judgment.

On judgment, what I can tell you is that it's a muscle. Judgment is developed and strengthened over a long period of time. Part of it is pattern recognition. Part of it is intuition. Part of it is common sense. Tom and Jim both exercised exceptional judgment, and that was something that I was able to internalize through watching them.

A Changing Definition of Success

I should also tell you that it's O.K. for your definition of success to evolve throughout your career. Initially, because I had so much student debt, I defined success in financial terms. But very soon I came to a very different definition: opportunity. At Weil, I thrived on new opportunity.

And now, I would say that success also means creating opportunity for others. ... I am so appreciative of the fact that I work at a firm that has a large percentage of women senior executives. But that kind

I would say that success also means creating opportunity for others. I have deeply enjoyed creating opportunities for my team to grow and develop – I am more proud of their success than my own.

much about the future, trying to anticipate and solve problems that I didn't even have yet. He said: “You will figure it out – one way or the other.” ...the nugget of advice I have frequently given to young professionals is this: “The two most wasted emotions are worry and regret.” Make the most of whatever opportunities are right in front of you. You will figure it out one way or the other.

Resilience, Determination and the Power Within

You have always had within you the power to work things out for yourself.

For example, at the firm where I worked before Weil, I had some highly talented and caring mentors. But within a very short period of time, they all left that firm for various reasons. Suddenly, I had no one to learn from and no one to look out for my career. ... Deep down I knew I was good at what I did; I believed that if I just put myself out there, the work would come. I put my head down, said “yes, I would love to” to every potential assignment, and learned as much as I could from the people who remained. Eventually, I joined my former mentors, **Jay Tabor** and Mike Saslaw, at Weil—which was a huge boost to my career and really started me on the path to my current role.

The lesson I learned: Make lemonade.

When I joined Weil, I didn't lose any mentors; I gained two more. Both **Tom Roberts** and **Jim Westra** gave me an abundance of opportunities— at first, starting off small but then giving me ever

of opportunity does not happen by serendipity alone. So, make an effort to connect with women and people of color. Put some intention and purpose behind it, and set a quantifiable goal for expanding your network. You can't just leave it to chance.

Finally, I have been lucky enough to experience the different work styles of many mentors—each time learning a lesson or taking a bit of those styles that felt authentic to me and resonated with me. Eventually, that set of experiences helped me develop my own authentic style. That authenticity has served me well, and I believe it's an essential ingredient for success. I have often been the only female in the room, but I did not let that be an obstacle. And I think I was successful because I have acted the same with men as I do with women, in a warm empathetic way that is authentic to me. It generally has not worked well for me to try “reading a room” and then adjusting myself to the expectations of others. Some of the best career advice I can give you from where I sit today is this: “Evolve into your authentic self.”

So that is what I leave you with: Be your authentic self. Use whatever superpower you may possess: ambition, industriousness, warmth, empathy. Learn from those around you. Create opportunity for yourself and others, and you will create a great life for yourself and your family.

All my love,
Shar



Brandy Treadway

DAL/Corp/'02

Senior Vice President and General
Counsel of JCPenney

LETTERS TO MY YOUNGER SELF

DEFINE SUCCESS ON YOUR OWN TERMS

Brandy Treadway is Senior Vice President and General Counsel of JCPenney, and a Weil alumna. Brandy worked in Weil's Dallas and London offices. We asked her, at this point in her impressive career, to reflect on her accomplishments and share insights not just with our readers, but also with her younger self. As we all move through our careers, we gain wisdom that could have helped us, had we known it earlier in life. Brandy was gracious enough to share a few key lessons learned over her many years practicing law all over the world.



Visit the
Weil Gotshal
YouTube
channel to
watch Brandy's
video interview.

Dear Brandy,

Looking back on my career so far, there are two important lessons that I want to share with you, both of which have nothing to do with the law and everything to do with how I grew into the person I am and the professional role I now have.

The first is that I have always been motivated internally, and the second is that I have always loved learning. I relish learning new things, meeting new people, going to new places, exploring myself and the world around me. It's a passion I got from my mom and grandmother, actually, and it's something I work very hard to instill in my two daughters.

But first, let's talk about internal motivation: I have found that whenever I have myself to benchmark against, I do really well. Benchmarking myself against others isn't nearly as successful. The more important measure of your success, and happiness, is whether you feel good internally about what you are doing. I was a good student because learning was a natural love, not a means to an end. For me, I feel successful when I have followed the more important opportunity, when I've done something worthwhile, when I've made a contribution or helped someone or learned something new.

For me, I feel successful when I have followed the more important opportunity, when I have done something worthwhile, when I've made a contribution or helped someone or learned something new.

Nurture Your Love of Learning

In particular, I want to emphasize that a love of learning will open doors for you and make possible opportunities that you never could have imagined.

In both high school and college, to see more of the world, I spent extended periods studying in France. And then years later, this experience was essential in opening doors for me at Weil's London office: Because I spoke French, I was able to do deals with the Paris office, at times commuting weekly as a "frequent flyer" on the Eurostar train from London to Paris. The experience was phenomenal, doing interesting work with amazingly talented people.

At JCPenney, I started in the Corporate Securities group, but was promoted just a few years later to head up Legal Operations, where I was heavily involved in many new disciplines: marketing, IT, IP, open source, licensing, online retail, and international buying. This new career trajectory has taken me across Asia – including India, China, Vietnam and Hong Kong.

Embrace this passion for new experiences and new knowledge. It will serve you well in building a happy life and a rewarding career, one adventure at a time.

Many Mentors Can Teach You Many Things

On this lifelong journey, you will need to learn many things. And one of the most important lessons I can share with you is that if you are open, there is something you can learn from everyone around you.

On the very first deal that I closed on my own at Weil – one of the Enron deals – I was flown to Florida with Peggy Jones, the Firm's senior real estate paralegal. I was only a second-year associate, but I was the lawyer in charge, even as Peggy had decades more experience than me. So, when we had to redraft a pile of materials, I looked at Peggy and said, "What do you want to do?" The trip was a success, and the dynamic between us was wonderful, in part because I was completely appreciative of all that she had to teach me.

When I think of my very first mentor – my boss from my job before law school – I'm still inspired by the way she embraced her second career, working in nonprofit after retiring from AT&T.

Take Care As You Pursue Your Dreams

You should also know that no upward path is without setbacks.

When I was promoted to Head of Legal Operations at JCPenney, I also became an officer of the company, as a Divisional Vice President. I was extremely proud of this achievement. But a few months later, I lost that divisional title after a corporate restructuring.

At that point I had to decide: Am I going to take this personally, or do I take the reorganization simply for what it is? I decided that I still had to protect and support my team. So I didn't dwell on it and just did my job. As a result, a year later, everything came full circle: People had noticed my hard work, and I ended up being promoted to a role more senior than the one I had lost. If you have positive intent, it will impact how you own and control your own decisions.

The best intent, so far in my life, has been staying true to that internal motivation, that feeling of joy I get from learning and growing and making a contribution, all my life long.

Hold fast to that. It works.

With love from me,
Brandy





ASIA

As China's emerging influence on the world economy continues to grow, enormous opportunities for companies doing business in Asia have arisen. Our teams of lawyers in Hong Kong, Beijing and Shanghai help clients meet the growing demands and challenges they face in the Asian markets. Weil's Asia practice, with approximately 30 lawyers, focuses on complex, high-stakes transactional matters for corporate and private equity clients, from domestic transactions in one jurisdiction to cross-border transactions that are impacted by multiple jurisdictions worldwide. *Chambers Asia-Pacific 2020* recognized Weil in five categories for Asia-Pacific and China, including naming it a "Leading Firm" for Corporate/M&A in the Asia-Pacific Region.

ASIA

NUMBER OF
ALUMNI FROM
THESE OFFICES
103



Beijing

Shanghai

Hong Kong

Singapore

IN THE NEWS



Steve Xiang, Weil alumnus and former partner, discusses launching a high-end streaming service and his plans to team with Hollywood.

"Huanxi Media CEO on Launching High-End Streaming Service, Plans to Team With Hollywood"
hollywoodreporter.com
February 15, 2019

SOME ORGANIZATIONS IN THIS REGION WHERE ALUMNI WORK

Ant Financial Services Group

Caterpillar

Competition Commission of India

Credit Suisse

CSG Partners

Daimler AG

Goldman Sachs (Asia) L.L.C.

HSBC

JPMorgan Chase - Hong Kong

PAG Asia

Unilever United States, Inc.



C

ADVOCACY,
EDUCATION,
AND LIFE
BEYOND
PARTNERSHIP

NEXT

CHAPTER

Like so many high-
powered professionals,

RETIRED PARTNER
AKIKO MIKUMO
FINDS PURPOSE
AND POWER
IN “THE HUMAN
CONNECTION”

Akiko Mikumo found the “R” word a bit scary: retirement. She had spent 35 years at Weil, her entire legal career, and worked all over the world: She started in New York, moved to London during its start-up phase, and after four years moved back to NY. Seven years later she moved again, to establish the Hong Kong office and lead the firm’s growth in Asia. And then, suddenly, it was time to move on.

“There is a lot of trepidation about retiring,” she says. “It’s a scary thing to face. For one thing, as a law partner you have a whole structure to support you, and then suddenly you have nobody. Also, I’m a retired Weil partner, which carries a lot of weight in some circles, but nevertheless, out here in the real world I’m just me. I made a joke at my retirement party about standing in line at the Post Office. I hadn’t done that in three decades! Those kinds of things are a bit of a shock to the system, but you quickly get over it.”



Akiko with fellows of the **Advanced Leadership Initiative at Harvard**



Akiko with **Nadya Okamoto**, the founder of Period. Taken t the filming of her for Makers this spring.

One of the biggest retirement challenges, according to Akiko, is what to do with all your mental energy – going from working 24/7 and thinking about client work pretty much all the time, to a retirement mindset. Thankfully, she found the transition seamless and has no trouble now finding plenty of places to direct her energies.

She spent a year as a Harvard Fellow in the Advanced Leadership Initiative (ALI), a program suggested to her by a Canadian colleague. ALI Fellows audit Harvard classes and attend specialized seminars, all aiming to help experienced leaders take on new challenges with a social impact goal. The interdisciplinary program covers several major areas of study, from education and social justice, to government, environment, medicine and public health.

“Here you are exposed to the Harvard community. You’re intellectually engaged and spending time with other Fellows who are similarly situated, who all came from very high-powered careers,” Akiko says. “It gives you a framework for transitioning out of your prior life into a different kind of life, where you can think differently. Obviously, the skillset you have is valuable and useful, but on the other hand, you need to start thinking about how you can be most effective and productive in doing work that will have some benefit for the greater world.”

While at Harvard, Akiko was also a member of the senior commons room at Harvard’s Cabot House and, always ready to help Weil, was able to get Harvard Law School interested in Weil’s exciting new Legal Innovators program.

Making the “Human Connection”

At Harvard, Akiko made several connections that have led to rewarding and important projects, and challenge the idea of a leisurely “retirement.” But this idea of building on human connections has been constant in her professional life for decades.

YOU NEED TO START THINKING ABOUT HOW YOU CAN BE MOST EFFECTIVE AND PRODUCTIVE IN DOING WORK THAT WILL HAVE SOME BENEFIT FOR THE GREATER WORLD.

Early in her career at Weil, Akiko had many mentors. She credits **Ron Daitz, Todd Lang, Ellen Odoner, Gerry Backman, Ted Waksman,** and **Tom Roberts** with helping to guide her long and successful tenure at Weil. And she remembers that as a fifth year associate looking for new opportunities, she walked into Ron Daitz’s office to tell him that she was leaving to join another firm. He told her: “You know, you are really making a big mistake if you do that. This is where you belong. You are doing great. Weil is the place for you.”

“When people take a personal interest in you as a human being, as opposed to just a lawyer, that’s the kind of environment where you can really thrive,” Akiko says. “I had that kind of connection with pretty much all my colleagues at Weil.”

And according to Akiko, that kind of connection was part of the fabric at Weil across the globe. The launch of the London office presented some difficulties, trying to bridge two very different professional



Above:
Akiko, featured on the April, 2004 cover of *The American Lawyer* as Dealmaker of the Year.



Right:
Akiko on her off-the-grid trek to the hinterlands of Mongolia. "There are so many places to go, it is endless, right?"

Left:
Akiko with Jaylen Brown of the Boston Celtics at a Berkeley fundraiser from early 2019.



legal cultures – American and British. "We overcame some of those tensions by reinforcing the human connection," she says. "Once people understood that our goal was to be supportive of expanding the business, treat people fairly, and build on our commonalities, that's when the London team began to mesh into the Weil culture."

In Retirement, But Not Retired

One of the most important connections Akiko made at Harvard was with an undergraduate student name Nadya Okamoto, who had started a non-profit called PERIOD. The organization aims to end "period poverty" and "period stigma" for women around the world. Some of their initiatives involve providing free hygiene products to poor and homeless women, and putting free products in bathrooms on high school and college campuses. Their work also has a public policy element: repealing discriminatory taxes (e.g., women's hygiene products are subject to sales tax, while men's razors aren't); and expanding public benefits (e.g., food stamps can be used to buy nail care items but not tampons).

"Just one example: We commissioned "State of the Period," a Harris Poll survey of U.S. teens who menstruate, ages 13 to 19, and found that something like one out of five girls will miss school when they have their period, because of how embarrassed they are," she says. "That's not fair or acceptable. We need to normalize this as part of our conversations about everyday life, because it's just nature. There is so much misinformation and stigma that have to be dispelled."

Akiko is also on the Board of two start-ups. One is involved in translational medicine, essentially taking experimental treatments "from bench to bedside." Such novel therapies have been hit hard by government funding cuts and are too early-stage for most venture capital investment. Akiko's work involves filling the funding gaps to get those treatments to the next stage of development.

The other start-up is an online shopping technology that links streaming videos to retail sites that sell the products seen on screen. "Working with startups as Board member, you are a lot more involved in the science, the business, and all the decision making," she says. "So that exposure has been really exciting."

Akiko also joined the Advisory Board of her alma mater the University of California, Berkeley, where she advises on strategic initiatives. And if that's not enough, she is planning on taking on one more not-for-profit project, most likely in the area of education. The program would help poor and immigrant mothers teach critical thinking, communication, and social skills to their children.

"When children start preschool without these fundamental skills, there is a sort of cascading effect with the danger that they fall increasingly behind," Akiko says. "Whereas if you come from a privileged background, you get put in preschools that are very competitive and have the best resources to teach these things. So that is something I am very interested in doing, especially expanding that to Asia."

As for traditional retirement activities? Yes, she does those too, if in a similarly adventurous way. She took an off-the-grid trek to the hinterlands of Mongolia, and she wants to visit the North and South Poles, "before all the ice melts." She even attended the counter-culture Burning Man festival in the Nevada desert.

So for those feeling trepidatious about retirement, Mikumo's thoughts on her travel exploits could just as easily describe her thoughts on the entire retirement journey. She says: "There are so many places to go, it is endless, right?" ■

 Visit the Weil Gotshal YouTube channel to watch Akiko's video interview.



From left: Henry Ong, Tony Fan, Chris Welty, Jeremiah Phillips, Charles Ching, Rick Wei, Hongzhen Huang, Lisa Park, Katrina Lam, James Feng, Shauna Loo, Kevin Yao, Tim Gardner, Sandy Lin



Junk Boat Trip

July 6, 2019
Hong Kong

The Hong Kong office hosted its annual “junk trip” in early July, during which they took a “junk boat” (or yacht) from Hong Kong’s Central district into the coastal area of Sai Kung, where they anchored. Hong Kong attorneys and staff, as well as a few family members, spent the day on the boat and enjoyed activities such as banana boating, wake boarding and karaoke.



From left: Shauna Loo, Jeremiah Phillips, Tony Fan



From left, foreground: *Kevin Yao, Tony Fan, Rick Wei*



From left: *Kevin Yao, Tony Fan, Rick Wei*



A nighttime photograph of a city skyline, likely Boston, with illuminated buildings and a body of water in the foreground. A large, dark metal anchor chain is visible in the lower-left corner, extending across the bottom of the frame. The city lights are reflected in the water, creating a shimmering effect. The sky is dark, and the overall atmosphere is urban and vibrant.

BOSTON AND NEW ENGLAND

The Boston office's relationships with the New England business community as well as national and international institutions have helped spark the Firm's growth. The lawyers of the Boston office advise many of the largest private equity firms in the region on their most significant matters. They also represent clients in high-stakes commercial litigation and other complex business disputes. The Boston office has been recognized every year since it opened as a leading firm for Corporate/M&A and Private Equity: Buyouts by *Chambers USA* (2002 – 2019).

BOSTON AND NEW ENGLAND

NUMBER OF ALUMNI
FROM THIS OFFICE

127



*From left: **Barry Wolf**, **Kevin Sullivan**, **Marilyn French Shaw** and **Jim Westra**, General Counsel for Advent International and founding Managing Partner of the Boston Office at its 15th Anniversary Celebration.*

ALUMNI PERSPECTIVES



“The Boston office of Weil is fantastic because you are at a big law firm with all of the benefits: top-notch clients, the resources, the amazing, smart people that you work with ...Your colleagues are invested in you, in your professional success and in your personal life.”

Peter Dziejczak

Owner, skoah Boston
GC & COO, Life Insurance Strategies Group
BOS/Corp/'02
We Are Weil Summer 2016

SOME ORGANIZATIONS IN THIS REGION WHERE ALUMNI WORK

Advent International

Amazon Robotics

Berkshire Partners

Biogen, Inc.

Boston Scientific Corporation

EF Education First

EY

Flexion Therapeutics

Harvard Advanced Leadership Initiative

Nuance Communications, Inc.

Sanofi

State Street Corporation

Thomson Reuters

Weiss Asset Management

EUROPE AND THE U.K.

Across Europe, Weil enjoys a reputation as one of the leading business law firms. The London office is the Firm's largest European office and second-largest worldwide. Our Paris office, which opened in 2003 after merging with a French law firm, enjoys a reputation as one of the leading business law firms in France. In Germany, the Firm's Frankfurt and Munich offices boast a remarkably diverse client base.



EUROPE AND THE U.K.

NUMBER OF
ALUMNI FROM
THESE OFFICES

597

London

Paris

Frankfurt

Prague

Munich

Budapest

Warsaw

Brussels



ALUMNI PERSPECTIVES



“It was one of the first places I worked where I had really strong women to look to as mentors and role models.”

Kristin McFetridge

Senior Director and Senior Corporate Counsel,
LexisNexis Risk Solutions
NY/LON/Corp/'04
We Are Weil Spring 2017

SOME ORGANIZATIONS IN THIS REGION WHERE ALUMNI WORK

AccorHotel

Bank of America

Bpifrance

Crédit Agricole Corporate
& Investment Bank

Deloitte

Deutsche Bank AG

European Commission

Eversheds Sutherland

Expedia, Inc.

HSBC

KPMG

PKN Orlen S.A.

Playfair Capital

PricewaterhouseCoopers

Thomson Reuters

Chris Smith believes that the key ingredients are hard work, finding something you enjoy, and taking the long view.

BUILDING YOUR DREAM CAREER

AFTER THE LAW



After joining Weil's London office in 2005 as a trainee associate, **Chris Smith** worked his way through the Litigation and Corporate Departments and IP practice. Then he took a six-month secondment to Silicon Valley as part of the Litigation team. That trip would change his life: leading him to a career sojourn on the Isle of Man, before returning to London as Managing Partner for Playfair Capital, a venture capital seed fund that has invested in dozens of start-up companies across 11 countries.

In the near term, after returning from California, Smith's law career stayed on track. He qualified in September 2007, joined Weil's Corporate team, and remained at the Firm until 2013.

"When I was studying law at University College London (UCL), I read an article about the U.S. law firm invasion, and I remember thinking that U.S. firms took a very different approach compared to U.K. firms," Smith said. "They were a bit more commercial, with smaller teams, and that model stuck with me throughout my studies."

He also remembers that Weil seemed to be on a mission. "They were here to build out the best practice in the City," Smith said. "Through my internship, I met people like **Mike Francies** and **Barry Fishley**, and immediately I wanted to join that team. Weil was also offering rounded commercial advice, advising clients on how to get a deal or transaction done. We were allowed to be commercial. I think that's the reason I stayed so long because it's the most entrepreneurial you can be while being a lawyer."



Chris Smith

LON/Corp/'04

Managing Partner for Playfair Capital

As a full-service firm, Weil had a range of choices for trainees in the London office. After qualifying, Smith had planned on doing some transactional IP, and perhaps some corporate work with Barry Fishley. But Mike Francies pulled him aside one day and said, "Chris, if you want to play with the big boys, you've got to do Private Equity."

"I wasn't sure if he was asking or telling," Smith said. "But it didn't really matter. It was really helpful and very flattering to have the Managing Partner take that much interest in your career. That's what you'd hope for."

Smith said the enormous level of responsibility he was given is one of the things he loved most about Weil – even if that meant getting emails from Mike Francies at 11 p.m. about a pending deal, with no instructions. "Sometimes you might not know right away whether you were acting for the buyer or the seller," Smith said. "You just got over it and did the deal. It's that level of responsibility that just makes you want to step up. It helps you learn to grow."

Career Mantra: Find Something You Enjoy

It was a secondment to Silicon Valley that kicked Smith's professional growth into high gear. He'd go for lunch to a bagel café that happened to be

a favored haunt for big players in the venture capital (VC) industry. There in the heart of Silicon Valley, pitch meetings were happening all around him, and it reignited his interest in building businesses.

As soon as he got back to London in 2008, Smith made his first angel investment – the first of 14 angel investments he'd make in the U.K. and U.S. over the next ten years.

"Weil was instrumental in sowing the seeds of what I'm actually doing now," Smith said. "I always had the entrepreneurial itch. At UCL, I set up and built a telecoms business for discounted international calling. That gave me a taste of the business side. So after spending time in Silicon Valley, I started looking at start-up companies, using some of the skills I learned at Weil, and a bit of what I'd learned on my own through my telecoms business, plus doing a lot of reading and research, and following my gut."

That first investment, in a burrito company, gave way to a more B2B technology-focused strategy. Smith quickly learned that food and beverages was a tough space that doesn't scale very effectively, and is very capital intensive. By contrast, B2B software technology can scale at a much lower cost. "I started investing via websites like Angel List, and I built a network through LinkedIn and talking to people," he said. "I found that the



"The great thing about working at a law firm is the annual salary increases that you get almost nowhere else," he said. "The temptation is to gear up your lifestyle. But if you're going to make a big career move, you're going to have to avoid that temptation so you can be ready when the time comes."

That means taking a long-term view, according to Smith, forgoing potential lifestyle upgrades and accepting that you might have to take a salary cut when leaving the legal profession. "Going to work in-house with a hedge fund can make you tons more money, compared to a law firm, but that's quite rare," Smith said. "If you're looking to leave legal work because you have a real entrepreneurial itch, or you want to do something completely different, the likelihood is more that you'll have to withstand a pay cut."

For some, that prospect may seem daunting. But for Smith, it's a given that enjoyment is much more important than status or money. "In your career you want to optimize for happiness," Smith said. "You don't optimize for every single dollar. You want to do something meaningful. Our careers are long. We put a lot of work into them. So try to do something that you really enjoy."

angel investment community is actually very open. So you can just reach out to them and join them and you can start looking at deals."

Smith didn't know at the time that angel investing would dovetail so well with his business background and legal experience – all combining to lead him into the world of VC investing. "I didn't have that level of foresight," he said. "But I knew that if I did what I enjoyed, and worked hard at it, hopefully the outcome would be positive."

The Choice: Gear Up Your Lifestyle, or Your Career

Smith started his investing career just as the global recession hit in 2008. He had always planned on staying at Weil for three to four years, to get up the legal learning curve. But after three years with the Firm, the economic crash made leaving more difficult, though it did present huge opportunities to do restructuring work. So he stayed on until 2013.

"Learning restructuring added another string to my bow in terms of technical skills," Smith said. "It kept us busy, kept us employed, and to the credit of Mike Francies and the management team we had no redundancies. But then at the end of the recession, which lasted a few years, it was time to move on."

Smith credits his own prudence for putting him in a position where he actually could move on.

I stayed so long at Weil because it's the most entrepreneurial you can be while being a lawyer.

Take Opportunities Where You Find Them

"To find success, you've got to work really hard, which is something that Weil definitely gives you," Smith emphasized. "After Weil, you'll be the hardest-working person wherever you go, guaranteed. But also, once you find something you enjoy, grab opportunities that come your way."

Smith's first opportunity after Weil was on the Isle of Man, at a family office that was hiring lawyers to become investment managers. Smith jumped at the chance, and within four months he'd been put in charge of building out and running a sales team at one of the firm's portfolio companies: a business telecom company operating through a network of resellers in the U.K. After that he was put in charge of 12 in-house software developers on the Isle of Man, as well as a half-million-dollar project outsourced to a company in Belarus. He also did some M&A work. His four and a half years on the Isle went by in a flash.

"Everyone thought I was crazy," Smith said. "It felt like quite a high-risk move. If it hadn't worked out, I'd be a lawyer who went off and failed at business. But now I think, what was there actually to lose? When I was on the Isle of Man, no one had any idea what I did, and no one cared whatsoever."

Through a VC-jobs email list, Smith heard about a VC firm, Playfair Capital, looking to hire a partner. He knew right away that it was the kind of opportunity he'd always wanted, and he started talking to Playfair several months before he joined. He spent time working with them, doing some deals together, each side getting comfortable that it was going to work out. He joined the firm as lead manager on its newest investment fund, which invests in early-stage tech businesses predominantly in the U.K., and in 2019 he was made Managing Partner.

Aside from his executive work running Playfair, he assists portfolio companies (as a Board member) on big issues like fundraising, staffing and strategy. He also wants to level the VC playing field by dismantling the old-boy network and opening the doors to all kinds of entrepreneurs, especially women founders and other under-represented groups.

"Right now, workwise, this is awesome," he said. "You're always learning something new, because every day new founders are coming in pitching new ideas. It's so much fun, it's not the kind of place or role I can ever imagine outgrowing." ■

VIDEO SPOTLIGHT 

A POWERFUL ALLY FOR WOMEN ENTREPRENEURS

**Anthony
Murphy**

LON/Corp/'99
Founder & Managing
Director, Prime Advocates



After getting his law degree from the University of Bristol in the U.K., **Anthony Murphy** spent five years as an associate in Weil's London office, practicing securitization law. But his passion has always been social impact, and after six more years in finance, Murphy embarked on an ambitious journey to build his own consultancy: Prime Advocates. His consultancy links emerging entrepreneurs with the skills and expertise of big institutions – banks, law firms and other corporate partners.

"I always wanted to work in an area that was balanced and impactful," he said. "I wanted to find a mechanism to get philanthropic organization access to structured finance expertise, but also to find avenues for corporate institutions to lend out their skills and knowledge and help propagate socially environmentally positive business activities."

While at Weil, Murphy was deeply involved in pro bono work and said that giving back is "part of the ethos" of the Firm. "I am grateful for the support of Weil, its ecosystem, its human capital and its partners," he said. "By far Weil is the most committed and engaged partner we have in the work that we do." His longstanding relationship with the Firm has helped build Prime Advocates into a powerful ally for clients – especially

its Women of Impact program that provides business and legal expertise, in areas like governance and business operations.

Since their first pilot in 2016, Prime Advocates has helped nine women-led enterprises, with support from approximately 50 attorneys and staff at Weil, donating more than 1,500 hours of pro bono work. These social businesses work in areas as diverse as nutritional food programs for pregnant women in India to innovative U.K. start-ups focused on sustainable furniture design and manufacturing, and food waste reduction.

"Optimizing the structure and function of a business seems like such a simple thing to us," he said. "But for these women entrepreneurs, it has a fundamental impact on their operations, on how they are perceived by donors and on their long-term viability. Leveraging up the skills of outside professionals enables those enterprises to be more impactful, and these entrepreneurs learn valuable skills that make them more successful."

[Visit the Weil Gotshal YouTube channel to watch Anthony's video interview.](#)





MIAMI

Founded in 1981, Weil's Miami office has diverse, sophisticated practices in real estate, business finance and restructuring, municipal bond financing, and commercial litigation. Its corporate lawyers have extensive experience advising and representing financial institutions, investment banks and other institutional clients. The Business Finance & Restructuring practice brings Weil's international reputation for representation of debtors' and creditors' rights to the Southeast United States. Litigators represent clients on a wide range of issues, including alleged fraud and unfair practices class actions, product liability, antitrust, securities and real estate. *The Vault Guide* ranked Weil as one of the top ten law firms in Miami for the past ten years.

MIAMI

NUMBER OF
ALUMNI FROM
THIS OFFICE

117

SOME ORGANIZATIONS IN THIS REGION WHERE ALUMNI WORK

Envision Healthcare

Humana Inc.

Raymond James Financial, Inc.

Restaurant Brands International

St. Thomas University School of Law

Thomson Reuters

University of Miami

U.S. Bankruptcy Court –
Middle District of Florida

Walt Disney World Resort

Welbilt Inc.

ALUMNI PERSPECTIVES



"I was recruited by Weil as a young associate, and I found Weil to be particularly interesting because Peggy Mahoney headed the bankruptcy practice. At the time, there were very few women in senior roles in the bankruptcy community ... Because of Peggy I decided to move to Weil. ... [watching her navigate all the legal issues] ... taught me how to handle people of all different sorts. Peggy handled it all with such grace, not only managing people within the firm but also people on the other side, and that made a big impression on me."

Hon. Brenda T. Rhoades

Chief U.S. Bankruptcy Judge, Eastern District of Texas

MIA/BFR/'89

We Are Weil Spring 2017

NEW YORK

The New York office is the Firm's largest and serves as its worldwide headquarters. The New York office's relationships with the business community and key New York metropolitan area institutions have been the catalyst for Weil's continued growth and expansion to its position in the vanguard of the world's leading law firms. Weil's four departments – Corporate, Litigation, Business Finance & Restructuring, and Tax, Executive Compensation & Benefits – form the core of the New York office.



NEW YORK

SOME ORGANIZATIONS IN THIS REGION WHERE ALUMNI WORK

NUMBER OF
ALUMNI FROM
THIS OFFICE

2,841

AIG

Apollo Global Management, LLC

BlackRock, Inc.

Credit Suisse

Deloitte

Everytown for Gun Safety Action Fund, Inc.

EY

Goldman Sachs & Co.

JPMorgan Chase & Co.

KPMG

NBCUniversal Media, LLC

PricewaterhouseCoopers LLP

Prime Clerk

U.S. Attorney's Office – Southern District of New York

U.S. District Court – Eastern District of New York

U.S. District Court – Southern District of New York

Viacom, Inc.

ALUMNI PERSPECTIVES



“I must say truly, it was one of the most wonderful journeys of my life.”

Zodwa Velleman

Group Exec: Regulatory & Corporate Affairs, Oceana Group
NY/Corp/'01
We Are Weil Spring 2016



“I met a few partners, including David Lefkowitz and Matthew Bloch, and I left 767 Fifth Avenue beaming, because I believed I had the opportunity to work there. Lo and behold, they called me that afternoon with an offer. I took it on the spot, and it was the best professional decision I ever made.”

Jesse Zigmund

General Counsel, M-KOPA Solar
NY, LON/Corp/'04
We Are Weil May 2018



“What I thought would be a short stay ended up being 15 of the most satisfying years of my career.”

Shai Waisman

Chairman and Chief Executive Officer, Prime Clerk
NY/BFR/'96
We Are Weil Summer 2016

NEW YORK ALUMNI IN THE NEWS



Noah Waisberg, (NY/Corp/'06) co-founder and Chief Executive of Kira Systems, won the Intelligent Business Market Shaper award and is recognized as a top 10 individual directing technology to change the way business is done.

"Top 10 individuals directing technology to change the way business is done"
Financial Times (ft.com)
November 14, 2018



Weil alumnus and former partner **Bruce Meyer** (NY/Lit/'86) is quoted in the *New York Times* on the state of Major League Baseball's bidding market.

"Why Isn't Anyone Bidding for Bryce Harper and Manny Machado?"
New York Times (nyt.com)
January 29, 2019



Jose Gonzalez (NY/Corp/'94) was appointed Executive Vice President and General Counsel at insurance company CNA.

"CNA hires new general counsel"
corporatesecretary.com
July 4, 2019



Alana C. St. Aude (NY/Corp/'10), Director and Assistant General Counsel of Capital One Bank, was a recipient of the Association of Corporate Counsel's Top 10 30-Somethings award. The Association of Corporate Counsel (ACC) is a global legal association representing more than 45,000 in-house counsel employed by more than 10,000 organizations in 85 countries.

August 2019



Scott Posner (NY/Corp/'01) appointed General Counsel for Terex Corporation.

"Terex promotes general counsel successor"
corporatesecretary.com
October 29, 2019

VIDEO SPOTLIGHT 

ON TOP OF **DIGITAL** **MUSIC TRENDS**

**Stephen
J. Dallas**

NY/LIT/'00
SVP Business & Legal Affairs /
Digital Business Development
Universal Music Publishing Group



Stephen Dallas grew up in Albany, New York, “far away from the big city,” as he says. But he headed to a middling big city for college, graduating from Boston University with a degree in communications and political science. From there, he went to the biggest big city and attended New York Law School, graduating in 2000.

“After summering at Weil in 1999, I was fortunate to get an offer to come back as a full-time litigation associate,” he said. “And what has always stood out to me, from the moment I landed at Weil, wasn’t just how good they are as lawyers, but also what good people they are.”

Dallas credits several partners for their mentorship and helping to guide his career while at Weil. **David Yohai** and **Adam Hemlock** were two of the smartest, hardest working people he has ever worked with, he said. And **Ted Tsekerides**, a “lawyer’s lawyer,” as Dallas put it, was not just a mentor, but a good friend whose career advice was invaluable in helping Dallas make a seamless transition as he branched out from litigation to commercial work.

Currently, Dallas heads up digital licensing and core publishing work at Universal Music Publishing – a business that represents more than 2 million compositions in its catalog. “Everyone wants to use music on their digital platforms,” he said. “Whether that’s for download as something you could own or through subscription-based platforms. Our job is to get great music licensed while getting fair value for our writers and artists.”

With disruption so prevalent in content-driven businesses, a big part of Dallas’ job is to stay on top of consumption and distribution trends – i.e., where streaming is heading next, and what formats will be the wave of the future. “It’s actually an amazing time right now to be in the music business and be an artist or songwriter,” he said. “And for a lawyer, melding the legal business with data analytics and other tech challenges makes for very exciting and interesting work. I have seen this business when it was beaten down, but now it’s coming roaring back, and that’s a good feeling.”

[Visit the Weil Gotshal YouTube channel to watch Stephen’s video interview.](#)



Above, from left: Marla Persky (President & CEO, WOMN LLC), **Sheila Murphy** (Chief Talent & Leadership Officer, WOMN LLC), **Elona Kogan** (General Counsel & Corporate Secretary, Selecta Biosciences, Inc. and Board Member, Cardax, Inc.), **Spencer Smul** (Senior Vice President, Deputy General Counsel and Secretary, The Estée Lauder Companies Inc.), **Ellen Odoner** (Co-Head, Public Company Advisory Group and Partner, Weil, Gotshal & Manges LLP), and **Marsha Simms** (Retired Partner and Alumna, Weil, Gotshal & Manges LLP and Board Member, Sotheby's).

Board Membership: Getting There and Adding Value

Thursday, March 28th
The Lounge at Astor,
New York, NY

This session featured the perspectives of senior executive thought leaders, including Weil's Public Company Advisory Group, on how to advance the corporate board gender diversity imperative. A reception and dinner featuring Weil partners and speakers explored how Weil alumnae can prepare for and obtain a board seat, add value, and pave the way for others.

Speakers included:

Elona Kogan, General Counsel & Corporate Secretary, Selecta Biosciences, Inc. and Board Member, Cardax, Inc.

Sheila Murphy, Chief Talent & Leadership Officer, WOMN LLC

Ellen Odoner, Co-Head, Public Company Advisory Group and Partner, Weil, Gotshal & Manges LLP

Marla Persky, President & CEO, WOMN LLC

Marsha Simms, Retired Partner and Alumna, Weil, Gotshal & Manges LLP and Board Member, Sotheby's

Spencer Smul, Senior Vice President, Deputy General Counsel and Secretary, The Estée Lauder Companies Inc.



NEW YORK EVENTS



Weil Presents Boyz II Men in Concert

Friday, February 15
Radio City Music Hall
New York, NY

Alumni attended a concert performance by the legendary, Grammy-winning, R&B vocal group, Boyz II Men.

Above, from left: **Candace Arthur** (Associate and Partner Elect); **Cheryl James** (New York Life Insurance Company), **Latanya Langley** (BIC Corporation), **Kito Huggins**; **Janell Wise** (CBS), **Erick Flores** (NBC Universal), **Matt Schwartz** (Foursquare), **Vanessa Chandis** (NBC Universal) **Christina Brown** (Associate), and **Alea Mitchell** (Associate).

Alumni Night at the Opera

Wednesday, October 16
Metropolitan
Opera House
New York, NY

Alumni attended the operatic production of George Gershwin's *Porgy and Bess*.



Vanessa Chandis, Wansi Leung, Lauren Lipson, Jessie Mishkin, Naomi Munz, Roshelle Nagar, Jesse Sacks, Rob Shmalo and Rob Vlasis were in attendance.



Above, from left: Irwin Warren (Retired Partner), **Albert Fox Cahn** (founder, Surveillance Technology Oversight Project, or S.T.O.P.), **Miriam Buhl** (Pro Bono Counsel), **Shekar Krishnan** (co-founder, Communities Resist Inc.), **Ami Zweig** (Counsel, New York, '09).

Full Circle: Weil Alum-Leader-Clients

Monday, October 21
GM Building
New York, NY

On Monday, October 21, Weil litigation alumni, social justice entrepreneurs, and pro bono clients Shekar Krishnan (co-founder, Communities Resist Inc., NY/Lit/'09) and Albert Fox Cahn (Founder, Surveillance Technology Oversight Project, or S.T.O.P., NY/Lit/'13) discussed their leap from Weil-style law firm life to founding their own cutting-edge nonprofit organizations ... to becoming Weil clients.

NEW YORK EVENTS



Above: **Kito Huggins** with **Matt Schwartz** (Senior Corporate Counsel at Foursquare).



Toast to Summer Soirée

Wednesday, June 19
620 Loft & Garden
New York, NY

External legal recruiters joined senior professionals working in talent recruitment roles of corporate legal departments to an elegant evening of professional networking and to learn more about the Beyond Weil Career Exploration Program.

VIDEO SPOTLIGHT 

ADVICE FOR WOMEN **DRAWN TO TECH**

**Pooja
Viswanath**

NY/Lit/'10
Division Counsel at Indeed

Poojah Viswanath grew up in Houston, headed east to Dartmouth College for undergrad and then returned home to get her J.D. from University of Texas (UT) Law School. She was attracted to Weil at first because of the Firm's strong Texas presence, so when the recruiters showed up at UT, she felt like it was a perfect match.

"When Weil came to UT to recruit, they actually sent a wonderful group of women," she said, "and so I knew from day one that I would fit in and have a good experience at Weil."

As a first-year, Viswanath admits to being "starstruck" after being thrown into the deep end of the pool: immediately staffed on the Vivendi trial and spending a month supporting the trial team arguing the case against the Southern District of New York. Those early experiences at Weil forged lasting friendships with fellow first-year attorneys – from all major practice groups – who are still some of her closest friends to this day.

Now, Viswanath heads up product counsel, marketing, IP, and client-facing contracts work at Indeed.com. She says that being a litigator has

had a direct impact on her ability to spot potential legal issues and work with engineers and other development professionals in the tech space. And she has some advice to give other women who are thinking about careers in tech.

"There are a lot of female lawyers, but not a lot of women in tech," she said. "So the legal profession is an avenue for women to enter the field. Indeed.com is a wonderfully supportive place for women, and while it may take time for tech to catch up to where we need to be as an industry, there are plenty of companies like Indeed.com that prioritize hiring women. But you can't wait for recruiters to call you. You have to get your feelers out and build your network, even if you don't have all the experience a prospective employer might be looking for. I didn't have all the qualifications for some of the in-house roles I applied for, but I hoped someone would take a risk on me and teach me. They did, and it's been a terrific opportunity."

[Visit the Weil Gotshal YouTube channel to watch Pooja's video interview.](#)







SILICON VALLEY AND THE WEST COAST

In 1991, Weil was the first global, non-California law firm to open a Silicon Valley office. Nearly 30 years later, the Firm continues to be a leader in this critically important legal market. The Technology Transaction and Patent practices based here are among the best in the nation with a client base that includes some of the most prominent names in the technology sector. Weil lawyers advise 83% of the 2018 Fortune 100 technology companies based in the Bay Area.

SILICON VALLEY AND THE WEST COAST

SOME ORGANIZATIONS IN THIS REGION WHERE ALUMNI WORK

Apple Inc.

Deloitte

EY

Facebook, Inc.

Genentech, Inc.

Google, Inc.

Intel Corporation

Lam Research Corporation

LinkedIn Corporation

Lyft

Oracle Corporation

Square Inc.

TPG Sixth Street Partners

Twitter, Inc.

Uber Technologies, Inc.

NUMBER OF
ALUMNI FROM
THIS OFFICE

286



ALUMNI PERSPECTIVES

“Weil always stood out as having one of the best teams, with the best writing, best advocacy, best overall quality, and a very high win-rate for their clients. So, I interviewed with a number of the firms who were before the judge, and ended up choosing Weil.”

Mallun Yen

Co-founder, SaaStr
SV/Lit/'95
We Are Weil Winter 2016



IN THE NEWS



Claire Hart (SV/Lit/'02) was featured in the *Daily Journal* for influencing all aspects of the innovation at Blizzard Entertainment.

“Seat at the Table”
dailyjournal.com
June 25, 2019



From left: **Jennifer Ramos** (LinkedIn), **Lisa Cuevas**, **Anne Cappella**, **Cristiana Blauth Oliveira**

BAAG and Latinos@Weil Event

Thursday, September 19
Selby's
Atherton, CA

Weil's Black Attorneys Affinity Group (BAAG) and Latinos@Weil gathered for an intimate dinner with Weil attorneys, alumni and in-house professionals.







TEXAS

The Dallas and Houston offices have a diverse practice that is focused on the Energy sector, Private Equity and M&A, Finance, Restructuring, and Complex Commercial Litigation. They offer the resources of an international law firm in an environment deeply rooted in Texas. Weil has been involved in the oil and gas business since it opened its offices in Texas more than 30 years ago, and few law firms in the world can boast Weil's collective experience and knowledge of the industry, which involves nearly every practice group at the Firm.

TEXAS

NUMBER OF ALUMNI FROM THESE OFFICES

379

Dallas 284

Houston 252

SOME ORGANIZATIONS IN THIS REGION WHERE ALUMNI WORK

American Airlines, Inc.

Calpine Corporation

Dell Inc.

Duke Energy Corporation

Exxon Mobil Corporation

EY

J. C. Penney Company, Inc.

Match.com, LLC

McAfee, Inc.

Populus Financial Group

The University of Texas School of Law

ALUMNI PERSPECTIVES



“As an associate at Weil, I had some great mentors and got good experience. I learned how important it is to always be respectful to the other side, even when you’re fighting your hardest to prevail.”

Hon. Gregg J. Costa

United States Court of Appeals for the Fifth Circuit
HOU/Lit/'99

We Are Weil Summer 2016



WHY MENTORING MATTERS

A CONVERSATION WITH PAUL ASOFSKY AND NICOLA FUENTES TOUBIA

Alumna **Nicola Fuentes Toubia**, who came to Weil's Houston office as a Summer Associate in 1993 and joined as a Tax Associate in 1994, was recruited to the Firm by partner **Paul Asofsky**, who retired in 2008. Paul and Nicola formed a lifelong bond at Weil, a deep connection that is both personal and professional. Paul nominated Nicola to the Board of the ACLU of Texas to replace him upon his departure at the end of 2019 after 20 years of service.

Nicola now runs her own Houston-based firm, Fuentes Toubia, which provides counsel to tax-exempt organizations. At 78, Paul is busy teaching at University of Houston and New York University, and working on a casebook for J.D. and LL.M. students.

PA: As mentor and mentee, we didn't have such an auspicious beginning, did we? I had two major open-heart surgeries within the space of eight weeks, right after you joined. And all that time, you were sitting there as a brand new associate without anyone to give you work!

NT: Yes, I had to hustle with other departments. As a 'baby' lawyer it was important to get work and stay busy. So I worked with the Bankruptcy and Corporate departments. It was a very nail-biting time, but I was getting updates on how you were doing. My mom used to work at the hospital where you had your surgery and a lot of your nurses were long-time family friends.

And we were all tight, all of the associates. We looked out for each other. Your first was **Kevin Richards**, then me, and then **Christine Agnew Sloan**, **Stan Ramsey**, and **Keith Cooper**. I keep in touch with them. I'm not sure if you realized how much of a family-like bond you were creating among your associates in that teeny, tiny department.

PA: Oh, I did! I keep in touch with all of my associates from Weil and all of them are, or in the process of becoming major national tax figures. And I think of it not so much as my legacy to the Firm, but my legacy to the tax profession. I love being a mentor, and the most exciting thing for me was working with young associates, and helping develop some great people.

NT: You had some great lessons and insights that stick with me to this day. One of the most freeing lessons was, 'Don't be afraid to mess up.' Remember, we were working on something with tender bonds, Revenue Procedure 88-130 or something like that, and I just couldn't quite get it, and was so afraid of screwing up? Then you said 'Nicola, you've got to stop worrying.' That was the first one.

You also taught me to focus on the big picture. That was one of your strengths. It's a lesson I've passed on: 'Always start with the statute, start with the regs.' It's the best way of getting at a problem.

But one of the best lessons was that lawyering is hard work. I came to you when I was stumped on a tax issue and said, 'Paul, I can't find the answer, I've looked at everything.' And you just said, 'Nicola, they wouldn't be paying you, or us, if it was easy to find the answer. They're paying us because it's hard. So, get out there and come up with a solution.'

It's funny, while working on a tax credit deal at Ballard in DC, one of the toughest partners at the firm was griping about how hard the deal was, and I quoted you: 'Well, they wouldn't be paying us to do this if it was easy.' I hear your voice in my head!

PA: Terrific, wonderful! You and I have always had a very good relationship. We can talk to each other about anything. I remember one day I was sitting at my desk. It was six or seven o'clock, and you came by and said 'Anything else that you need me to do tonight?' I said, 'No thank you, you can go home.' And you looked at me and said, 'I'm off ... like a prom dress!'

NT: Yes, and after I started the LLM program the University of Houston, you joked, 'I know the people over there, don't embarrass me.' So, I always kept my grades up!

That was actually one of the things you made all of your associates get – an LLM. As newbie tax lawyers it was great, because it really flattened the learning curve. But why did you push your mentees so hard in that direction?

PA: I don't want this to sound overly paternal, but I considered my tax associates to be my children in a way. And like any parent, I wanted you all to succeed and be happy. That was very important to me. So, I had to make sure that you were learning. Working on transactions from which you could learn. Going to CLE programs

where you could pick up additional information. Becoming active in the Bar Association, because I know how helpful that has been for me in connecting to the wider legal and government communities. By and large, you all have done wonderfully at all of those things. I can go down the list of all my associates, at Weil and at other firms, and many of you are prominent tax lawyers today, and still friends.

And I did all that because at the first firm I worked in, I also had a mentor. He was an absolute genius and so into the tax law that he would love to argue with me. I'd walk into his office and he would start cross-examining me, and it really made me sharp because I had to know what I was talking about. But he had one problem that helped make my career: he couldn't communicate with lay people about complex tax issues.

We would go into these meetings and he'd put everyone to sleep with his presentations. Inevitably, the other lawyers would come to me say, 'OK, tell me what he said.' But the fact is, that was a wonderful opportunity for me, because it gave me the ability to take a complex subject and explain it in a way that a person without tax training could understand it. It's a skill I have tried to instill in my associates.

NT: That's actually one of my greatest strengths that you helped bring out. I remember the Dr. Pepper deal when we went to Dallas for

YOU HAD SOME GREAT LESSONS AND INSIGHTS THAT STICK WITH ME TO THIS DAY. ONE OF THE MOST FREEING LESSONS WAS, "DON'T BE AFRAID TO MESS UP."



six months reading lots of classic novels I'd never had time for. At first I was having a ball, but after a while, with nobody to talk to, it was getting to be a bit of an empty thing.

NT: So you're actively teaching, and writing.

PA: The teaching and writing, together with the ACLU work, have all been great for me, because you get up in the morning and you have a purpose. After retiring, I used to say that the good news is, you get up in the morning and you don't have to be anywhere at 9:30am; the bad news is that you get up in the morning and you don't have to be anywhere at 9:30am. As a director or officer at a nonprofit, or as a professor, there's always something that you should be learning or keeping up with. And now that my course is being taught at a number of places around the country, it needs a casebook. There are some good treatises, but that's not a way to teach law to either J.D.s or LL.Ms.

NT: Ever the mentor! I love you Paul. I'm getting misty. You have such integrity, you're incredibly smart, and always challenging your mentees. I see how much you give back and I think, "I want to be like Paul." A role model and a terrific example of how to do the 'big law firm' the right way, the **Paul Asofsky** way. You're a total bad-ass.

Actually your wife Maida may be even more of a bad-ass – together you have more than 400 Michelin Stars! I've been nagging you now for probably 15 years to write about your restaurant experiences. When you said you're writing a book, I thought, 'Oh, you're finally going to write the restaurant book! Not a tax book!' If I can be allowed to mentor you for a moment, you really need to write about something else you have a passion for.

PA: Well, there's a publisher interested in the casebook, which is almost finished in a first draft. Doing the rest of that work will test my stick-to-it-ivness. After that, we'll see. ■

a presentation, and you let me do it. Afterward you gave me really high praise because I could explain the issues in a way that the client could understand it. That communication aspect is what's fun about being a tax lawyer. If you can do it well, that means you really understand the problem, and you can be a better advocate for your clients, who often aren't tax people – they're business people, or in my case, philanthropists and do-gooders.

PA: It's one of the reasons I'm so happy you're now on the Board of the ACLU of Texas. The Nominations Committee for the Board looks for people of quality. We look for diversity on the Board. We need people who can help us get outreach to other groups. For several years I kept saying that the Board has to include people with technical expertise in law, tax, accounting and other issues.

For a long time that was me, and I said, 'I'm not going to last forever. In fact, my term is up soon and we need to get another tax person.' We had gotten tax problems from time to time, and every time we called you, you gave us the answer. So I said why don't we cut out the middleman and bring you on the Board. I'm proud to say that when the ballots were counted, you finished first in the running! And I've gotten so many thanks because you come to the meetings, participate, and lend us the

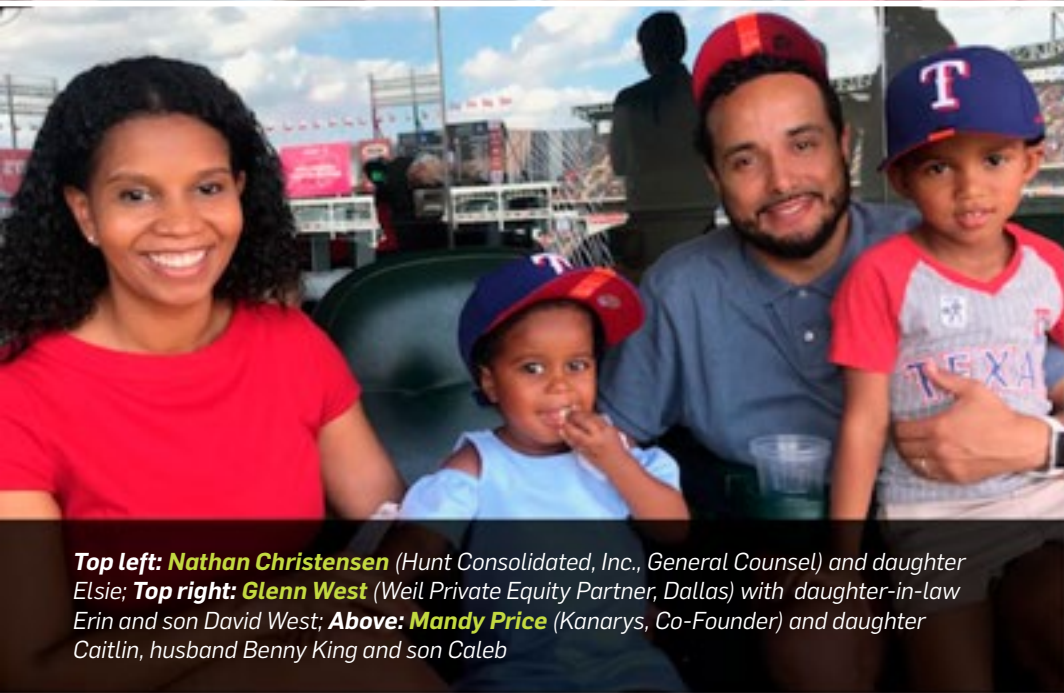
benefit of your experience. The Board is going to be better off because of you being there.

And I know it's a good fit for you, because your passion for nonprofits goes way back.

NT: Yes. After graduating from Texas A&M and doing a stint at Accenture, I turned down a job at Salomon Brothers because I thought it would ensnare me in corporate America forever! Instead, I went to a nonprofit healthcare organization in D.C. That's where I got the bug to go to law school. And I know that as a lawyer I'm not a direct service provider, but my brain makes happy noises when it's solving hard problems. So if I can do that, and help people who are helping others, that's my sweet spot. I loved the pro bono work at Weil. The social justice mission at the core of the legal work is just ingrained in me. Balancing that with a legal career is also something I picked up from watching you.

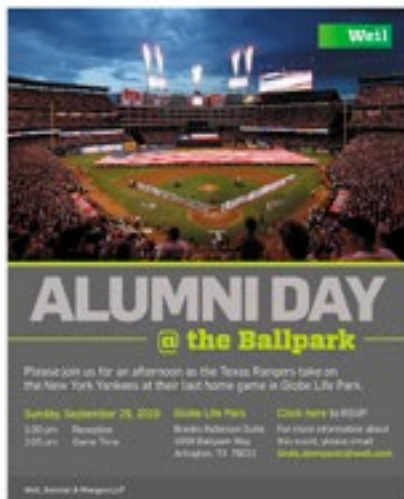
PA: Well, it wasn't easy for a liberal New Yorker to feel entirely comfortable in Texas politics. But joining the board of the local ACLU was a way to get deeply involved in issues at the local level. And the issues we deal with, like immigration reform, criminal justice and bail reform, and abortion rights, are so vitally important. I think we all need something that is both mentally and emotionally stimulating, even in retirement. When I first retired, I spent

TEXAS EVENTS



Top left: **Nathan Christensen** (Hunt Consolidated, Inc., General Counsel) and daughter Elsie; **Top right:** **Glenn West** (Weil Private Equity Partner, Dallas) with daughter-in-law Erin and son David West; **Above:** **Mandy Price** (Kanarys, Co-Founder) and daughter Caitlin, husband Benny King and son Caleb

Above: **Courtney Marcus** (Weil Gotshal & Manges LLP, Partner) with husband Andrew and son Harrison



Alumni Day @ the Ballpark

Sunday, September 29
Globe Life Park,
Arlington, TX

Alumni Day @ the Ballpark was hosted by the Dallas Office on Sunday, September 29, as the Texas Rangers took on the New York Yankees at their last home game in Globe Life Park.



Above: **Chris López** (U.S. Bankruptcy Court for the Southern District of Texas, Judge)
Lower Left: **Chris López**, Virginia Thomas, **Alfredo Perez** (Weil Gotshal & Manges LLP, Partner)

Farewell Celebration for Chris López

Friday, August 9
The Houston Club, Houston, TX

Friends and colleagues gathered for a celebration honoring Chris López as he assumed the judicial bench of the United States Bankruptcy Court for the Southern District of Texas.

WASHINGTON, D.C.

The lawyers in the D.C. office, which opened in 1975, are known for their top regulatory practices, including Antitrust, White Collar Defense & Investigations, and Patent. It also has robust Environmental and Corporate Governance practices. From Washington, Weil lawyers advise clients in connection with numerous government agencies, including the Securities and Exchange Commission, the Federal Deposit Insurance Corporation, the U.S. Patent and Trademark Office, the International Trade Commission, the Department of Justice and the Federal Trade Commission. Weil was named a “Leading” Firm for Antitrust in the District of Columbia by *Chambers USA* in 2019.



WASHINGTON, D.C.

NUMBER OF
ALUMNI FROM
THIS OFFICE

330

SOME ORGANIZATIONS
IN THIS REGION
WHERE ALUMNI WORK

KPMG

PricewaterhouseCoopers

United States Department of Justice

United States Department of State

United States Department of the Treasury

United States Federal Trade Commission

United States International Trade
Commission

United States Securities and Exchange
Commission

United States Securities and Exchange
Commission, Division of Enforcement

U.S. Government Accountability Office

ALUMNI PERSPECTIVES



“The candor of my Weil colleagues – where people just tell it like it is and are straight with you – was one of the things that helped me the most as a young lawyer. I also learned from my Weil experience that there is no one right way to do things. Everyone is different, everyone has their own style, everyone has their own approach. But through self-awareness and open communication with colleagues, your team will produce a better, more successful outcome.”

Amanda Kramer

Assistant U.S. Attorney for the Southern District of New York
DC/Lit/'03

We Are Weil Summer 2016

IN THE NEWS



Heath Tarbert (DC/Corp/'02), who had been assistant secretary for international markets at the U.S. Department of the Treasury, was confirmed by the Senate in June 2019 and is now serving as Commissioner and Chairman of the Commodity Futures Trading Commission (CFTC).

July 15, 2019

BASIC RIGHTS

AND

THE
HEARTBEAT
OF A LEGAL
ADVOCATE

HUMAN DIGNITY

For **Kristin King Brown**, concerns about inequality come through in her work to solve the problem of gun violence in America.

W

hen asked where she gets her “fire in the belly,” **Kristin King Brown** proudly credits her parents. She grew up an only child in a politically minded household, with a father who worked for the federal government on fair housing issues, and a mother actively engaged in state politics as an advocate and candidate, in Virginia, where Kris was raised.

“I remember we had pictures in our house of both Martin Luther King Jr. and Robert F. Kennedy, and we talked about them as if they were still alive,” she said. “We often talked about America’s harsh economic realities, about people who might not have the same access to opportunities getting stuck and not being able to advance economically.”

Even as a child, before she had any understanding of these topics as political or academic “issues,” Brown had a visceral sense that this kind of inequality was deeply troubling. That concern carries through to her work today as President of the Brady Campaign and Center to Prevent Gun Violence.



Kristen King Brown

DC/Lit/'09

President of the Brady Campaign and Center to Prevent Gun Violence



"These issues are very much alive to me, and very tied to the way that I grew up, to what I fundamentally believe about basic rights and human dignity," said Brown. "In America today, if you live in a certain kind of community, you can be relatively free from the risk of being shot. But if you live in a different community, you live every day with the risk of being shot. The knock-on effects from that risk are profound, not just for you individually, but for your family, for your community and indeed for our country. It's a critically important issue to me. I know my mother is very proud of the work that I do, and I also know that my father, who is now deceased, would be very proud of this work."

The "Heart" of Corporate Law

It seemed a given, with her family background, that Kris Brown would go to law school – so it was unsurprising when she embarked on a legal career, starting close to home at George Mason University School of Law. She also worked for Congressman Jim Moran, who represented the Eighth District of Virginia, and after graduation clerked for one year in the Western District of Virginia, before landing at Weil.

"I brought hands-on experience in regulatory law and litigation, and that was something Weil was looking for," said Brown. In her seven years with the Firm, she started out doing regulatory law but transitioned to litigation, with those years of training now being invaluable to her work at the Brady Campaign.

But at Weil she also learned an invaluable set of soft skills.

"We used to joke at the Firm about 'the Weil way', which means putting you in charge of a case and charging you with the responsibility of figuring out how to do the best advocacy that can be done," said Brown. "It forces you to be a self-starter and approach the work with a can-do attitude. That training has served me well ever since, and it would never have happened if I hadn't worked at Weil."

Brown fondly remembers her pro bono cases as an essential part of that training, including her lead role in representing African American police officers in Baltimore who had been victims of discrimination. "That case took a long time to finally get resolved, but we won a victory for them and got to know them very well," said Brown. "It was one of the most enriching and informative cases I worked on at Weil. It was hugely rewarding to know that we made a difference in the world."

The Power of Staying Connected

Like many associates before her, Kris Brown left Weil on an upward career track thanks to the support and guidance of her many mentors, including **Annemargaret Connolly**, **David Berz**, **Bruce Turnbull**, **Chip Roh** and **Holly Loiseau**.

"I had planned to stay and continue my career at Weil, but David Berz approached me about an opportunity to be seconded as the General Counsel to the Swiss company gategroup, whose branded airline catering service, Gate Gourmet, was a Weil client," said Brown. "David convinced me that in-house experience, particularly in that role, would serve me very well in my career. So I took the position, and I really credit Weil for helping make those opportunities happen for associates. It has served me incredibly well."

During her time at gategroup – including three years as Chief Legal & Administrative Officer at corporate headquarters in Switzerland – Brown built her legal team from four to 30 staffers, including several Weil attorneys who are still with that company.

"I had many close friends that I have stayed in touch with over the years, as many alums do," said Brown. "We actually just had a get-together recently, and about 50 people showed up here in D.C. – people who had worked at Weil at some point during the time that I was there, and some before and after."



“IF WE CAN SOLVE THIS ISSUE – WHICH IS SOLVABLE – THERE ARE A WHOLE HOST OF OTHER EQUALITY ISSUES TIED TO THE AMERICAN DREAM ... THAT CAN BE ADDRESSED.”

Engaging a National Discussion

When Kris returned from Switzerland, her old boss, former Congressman Jim Moran, called her and told her that the Brady Campaign was looking for new leadership. She jumped at the chance.

The numbers are stark: more than 300 million guns in America; 100 people dying from gun violence every day; and eight children every day killed or injured with a gun in the home.

“Working overseas as an American, one of the questions I got most frequently from Europeans was, ‘What’s going on with gun violence in your country?’ When I returned to the U.S. I realized that gun violence had reached epidemic proportions, but that we had all lived with it for so long that we had become inured to it, myself included,” she said. Brown is quick in her reassurance that the Brady Campaign is no threat to the Second Amendment or legal gun ownership – the founders of the organization, Jim and Sarah Brady, were both Republicans and both registered gun owners.

She said that a big part of her work is bridging that “false divide” between gun owners and non-gun owners. Instead, she argues that America needs a national dialogue about keeping weapons of war out of places of peace, and she believes the Brady Campaign is well-suited to leading that discussion.

The Qualities of Effective Leadership

“I’ve been very fortunate to work with some exceptional leaders, in private practice at Weil, as well as at gategroup,” she said. “And I learned that great leaders share a common trait that we read about all the time, which is a steadiness and a calmness in times of crisis.”

As an organization, the Brady Campaign is often stepping into the fray during times of deep crisis – after horrific tragedies and loss of life. And the constant pressure of such work can take a heavy toll on the staff. To support, heal, and motivate the organization, Brown tries very hard not just to understand what brings people to this cause, but also to internalize their passions and be empathetic to the human impact of the work.

“The leaders I’ve known, the ones I try to emulate, are steady. They’re focused on actually solving problems, rolling up their sleeves, and truly leading their teams. They also understand and recognize the value of each person in the organization. You will never be the kind of organization that achieves its goal unless that kind of tone is set at the top,” she said. “You can have a great cause and you can have something that people are incredibly passionate about, but if they dread coming to work, you will lose.”

Brown said that what frustrates her the most, in her current role, is the notion that nothing can be done about gun violence. “A lot can be done,” she said, giving the example of public alignment behind background checks: 97% of the public supports universal background checks, including a majority of gun owners.

“We have a broad national consensus on the kinds of policy and education tools that can work,” said Brown. “I also feel very strongly that if we can solve this issue – which is solvable – there are a whole host of other equality issues tied to the American dream and American ideals that can be addressed as a result.”

Achieving that kind of national consensus, and potentially changing the world for the benefit of millions, is enriching work that’s surely something to be proud of. ■

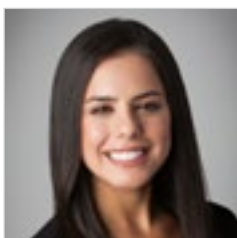


Visit the Weil Gotshal YouTube channel to watch Kristin’s video interview.

Alumni Updates

Business Finance & Restructuring

Joshua Apfel (NY/BFR/'12) started as Vice President of Investor Relations Products at SVP Global.



Jessica Diab (NY/BFR/'12) is now a Senior Associate at Brookfield Asset Management Inc.

Angela Ferrante (NY/BFR/'99) joined Arden Claims Service, LLC as Chief Operating Officer.

Arkady Goldin (NY/BFR/'12) joined Alvarez & Marsal North America, LLC as a Senior Associate.



Chris Lopez (HOU/BFR/'03) was appointed as Judge of the United States Bankruptcy Court, Southern District of Texas.

Saima Meyer (NY/BFR/'05) joined Prime Clerk as Managing Director, Business Development.

Nina Moaddel (LON/BFR/'03) curated a solo exhibition with renowned Portuguese artist Joana Vasconcelos during the Venice Biennale 2019.

Rodolfo Pittaluga (MIA/BFR/'85) is an adjunct professor at Florida International University's College of Law and a reader at WLRN's Radio Reading Service (a broadcast for the blind and visually impaired).

William Rothschild (NY/BFR/'90) is winding down a primarily bankruptcy practice in Atlanta. His first two years of bankruptcy law were at Weil and he shares that he's recognized more and more the strength and breadth of his Weil foundation.

Nabeel Thomas (NY/BFR/'17) is now a consultant at The Boston Consulting Group.

Michael Tomback (NY/BFR/'17) joined the U.S. Bankruptcy Court, Eastern District of New York as a Career Clerk.

Robert Welhoelter (NY/BFR/'02) was promoted to Vice President Risk Management at a 3,000 unit trucking company.

Leonard Yoo (NY/BFR/'17) took on a new role at the U.S. Department of the Treasury as a Policy Advisor.

Corporate

Robert Adelson (NY/Corp/'77) received the IEEE-USA Professional Achievement Award for "extreme dedication and contributions to the community."



Campbell Agyapong (NY/Corp/'16) started at Mastercard as Senior Counsel.

Justine Bensussen (BOS/Corp/'16) started as M&A and Securities Counsel at Nuance Communications, Inc.

Benton Bodamer (BOS/Corp/'06) was listed in the Columbus Business' 2019 First "40 Under 40."

Lynn Bodkin (NY/Corp/'07) is happily splitting her time between Palm Springs, CA and the Upper West Side, with lots of travel in between.

Joel Bolstein (DC/Corp/'87) was named Chairperson of the Pennsylvania Human Relations Commission by Governor Tom Wolf. PHRC is the state's civil rights commission.

Jonathan Calka (NY/Corp/'14) started at Acreage Holdings Inc. as Corporate Counsel.

Daniel Chin's (LON/NY/Corp/'07) current employer, Arrival Ltd., a London based technology company, was invested in by Hyundai and Kia.

Kate Cooper (NY/Corp/'10) was promoted to Shareholder at Babst Calland.

Benjamin Farrow (SV/Corp/'13) took on a new role at Brookfield Asset Management as a Senior Associate.

Sara Feldschreiber (NY/Corp/'04) started her own college essay advisory business, The Elevated Essay.

Avalon Frey (NY/Corp/'11) started at Greenspring Associates as General Counsel.

Priya Galante (NY/Corp/'07) is now at Autozone as Vice President, Assistant General Counsel and Secretary.



José Gonzalez (NY/Corp/'94) joined CNA Financial Corporation as Executive Vice President and General Counsel.

Erin Hughes (DA/Corp/'15) began at ORIX Corporation USA as Associate General Counsel.

Amir Iliescu (NY/Corp/'00) is co-head of the New York practice at Shibolet Law Firm, one of Israel's top-4 law firms.

Jurgita Karobkaite (NY/Corp/'16) joined Ironshore Inc. as Counsel.

Daniel Kolber's (NY/Corp/'78) Daniel's brokerdealer, Intellivest Securities, Inc., is a leading investment banker for Impact Investment issuers.

Dening Kong (NY/Corp/'13) became Vice President and Associate General Counsel at Jefferies.

Eva Kovacs (BUD/Corp/'01) started her own legal practice, Nagy-Kovacs Law Firm.

Ronald Landen (BOS/Corp/'99) became Partner at HighVista Strategies in August 2018 and Chief Administrative Officer in August 2019.

Ben Lazar (NY/Corp/'14) is now Counsel at Thumbtack, Inc.

Nicole Lazzarre (NY/Corp/'99) facilitates Associate Adjunct Nonprofit Management at Columbia University School of Professional Studies.

Nhadine Leung (NY/Corp/'97) transitioned to a new position at the Heron Foundation, leading operations and supporting strategy work.

Daniel Lee (NY/Corp/'09) joined Nomura Securities as Vice President and Counsel.



Lawrence C. Lee (SV/Corp/'14) is now Senior Corporate Counsel at Coinbase.

Maria Lei (SV/Corp/'11) began at Deloitte LLP as Counsel.

Wansi Leung (NY/Corp/'10) started a new role at EXL Service Holdings as Assistant General Counsel.

Nancy Lynch (NY/Corp/'98) started a new role at Man Group as Senior Counsel, Americas.

Evan Marcus (NY/Corp/'08) became Partner at Stikeman Elliott LLP.

Ginger McKnight-Chavers (NY/Corp/'88) published a novel in 2016 that won a national award. She is writing another novel and teaching a course at Sarah Lawrence. An excerpt of her novel-in-progress is in a national literary competition. Ginger freelances for publications as well.

Elise Medley (BOS/Corp/'16) is now Associate Editor, Intellectual Property & Technology at Thomson Reuters.

Gaia Morelli (NY/Corp/'05) is now the head of the Privacy department of CMPLaw, and assisted domestic and multinational companies in complying with the GDPR.

Sean O'Connor (NY/Corp/'98) was appointed as a tenured professor and Executive Director of the Center for Protection of IP at George Mason University, Antonin Scalia Law School.



Samantha Palma (NY/Corp/'17) joined AIG as a Disclosure Attorney.

Ilkka Perheentupa (NY/Corp/'00) was appointed Head of M&A at Avance Attorneys Ltd.

Aamir Rahman (NY/Corp/'15) started at WeWork as Corporate Counsel.

David Richter (NY/Corp/'92) received his M.P.A. from the John F. Kennedy School of Government at Harvard University and officially declared his candidacy to seek the Republican nomination to run for the U.S. House of Representatives in New Jersey's CD2.

Amy Rothstein (NY/Corp/'01) completed the merger of RhythmOne with Tremor International, and accepted and expanded CLO and COO role.

Andrea Ryken (NY/Corp/'12) is now Counsel at Hearst Corporation.

Laura Salvatori (NY/Corp/'10) took on the role of General Counsel at Anson Funds, a hedge fund with offices in Toronto and Dallas, and received the Next Generation Award from the Canadian Italian Business and Professional Association.

Jack Schinasi (NY/Corp/'14) is now Vice President at BlackRock, Inc.

Matthew Schwartz (NY/Corp/'09) was promoted to Senior Corporate Counsel in less than nine months at Foursquare, and is now leading all commercial transaction negotiations.

Ariel Simon (NY/Corp/'14) started at Deloitte LLP as Assistant General Counsel.



Jacqueline Smith (BOS/Corp/'13) joined Sanofi as Assistant General Counsel.

Emi Suzuki (BOS/Corp/'14) took on a new role In-house at Textron as Assistant General Counsel.

Mariano Soto Gajardo (LON/Corp/'99) started a Chilean law firm that specializes in financial services and corporate law, supporting international clients.

Megan Spelman (NY/Corp/'13) was promoted to Partner at Kirkland & Ellis LLP.

Alana St. Aude (NY/Corp/'10) is the recipient of *The Network Journal's* 40 Under 40 Award, as well as the Association of Corporate Counsel's Top 10 30-Somethings Award.



Adam Templeton (NY/Corp/'13) and his wife started South End AV, a small business in Boston, where they integrate smart home technology to make life easier for their clients.

Rachel Trudeau (NY/Corp/'12) joined Ironshore Inc. as Production Counsel – Mergers and Acquisitions.



Zodwa Velleman (NY/Corp/'00) is now Group Executive of Regulatory and Corporate Affairs at Oceana Group Ltd.

Rachel Vigneaux (NY/Corp/'09) is Head of Legal Affairs for all Marvel Studios features films, including box office giant *Avengers Endgame*. Marvel Studios is at the forefront of story-telling with the Marvel Cinematic Universe (MCU) and interconnected films, which provide unique legal challenges.

Jay Wasserman (MIA/Corp/'87) is Partner at Katzman, Wasserman & Bennardini, PA.

Geoffrey Weinberg (NY/Corp/'15) began at D.F. King as Senior Vice President.

Margery Weinstein (NY/Corp/'84) became chair of the NYC Bar Cooperative and Condominium Law Committee. She was also named in *Best Lawyers in America* and *Best Lawyers in New York* 2019-2020, and *Super Lawyers* (2012 – present).

Russell Winger (NY/Corp/'09) became Deputy General Counsel at Private Capital Management.

Jennifer Yoon (NY/Corp/'16) is now an attorney at Loxo Oncology, Inc.

Litigation

Candice Aaron (NY/Lit/'99) is now the Head of U.S. Commercial Banking Compliance as well as Chairperson of the LIVESTRONG Foundation.

Daniel Antalics (NY/Lit/'10) is now Corporate Counsel at BMW of North America, LLC.

Andrea Barton Reeves (NY/Lit/'97) was named President of the Connecticut Bar Foundation. She is the second woman and first African-American in its 63-year history to hold that position.

Jodi Barrow (NY/Lit/'06) joined 605 as Associate General Counsel.

Alison Berson (NY/Lit/'08) was promoted to Partner at Cozen O'Connor.

The firm of **David Bissinger** (HOU/Lit/'93) celebrated its one-year anniversary at their new offices just west of downtown Houston. David was named in *Best Lawyers in America* and *Super Lawyers* for 2020.

Lynda Braun (NY/Lit/'91) is a Clinical Professor of Law at Brooklyn Law School, an arbitrator at WIPO (World Intellectual Property Organization) and was recently also appointed an arbitrator at the National Arbitration Forum.

Ardith Bronson (MIA/Lit/'00) was inducted as an Equity Partner at DLA Piper LLP.

Casey Burton (DA/Lit/'08) was promoted from Senior Corporate Counsel to Senior Counsel at Match Group.

David Byeff (NY/Lit/'08) started at Wells Fargo & Company as Counsel.

Albert Cahn (NY/Lit/'13) founded the Surveillance Technology Oversight Project (S.T.O.P.), a nationally recognized civil rights and privacy organization. S.T.O.P. litigates and advocates for limits on local and state government surveillance.

Brian Carlson (NY/Lit/'00) became Co-Managing Partner of Schwartz Hannum PC.

Stefanie Coyle (NY/Lit/'12) became Deputy Director of the Education Policy Center at the New York Civil Liberties Union. She works on litigation and advocacy in the area of education across New York State.

Elisa D'Amico (NY/Lit/'06) was the recipient of the Fordham Law Alumni Association's 2019 Rising Star Award.

Priyanka Dev (SV/Lit/'15) started the DLLP Women's Group at Desmarais LLP.

Vladimir Elgort (NY/Lit/'02) became Chief IP Counsel at American Express.

Lisa Eskow (HOU/Lit/'97) served as the sole full-time director for the Supreme Court Clinic of the University of Texas School of Law for a second year.

Lawrence Fox (NY/Lit/'73) was included in *Best Lawyers in America* in Antitrust Law and Antitrust Litigation for 2020. Lawrence has now been listed for more than a decade.



Jonathan Gartner (NY/Lit/'15) became Law Clerk to Judge Renee Marie Bumb at the U.S. District Court: District of New Jersey.

Seth Gastwirth (NY/Lit/'03) joined Cushman & Wakefield as North America General Counsel.

Adelina Gavilan (NY/Lit/'95) retired to the Tampa Bay Area, where she continues to serve as Compass Referral Director.

Michael Goldstein (NY/Lit/'81) founded Foster Teen Employment Network (FTEN), the not-for-profit that helps youth that are aging or aged out of foster care find employment and mentors.

Eric Hawkins (NY/Lit/'07) became Executive Director at Morgan Stanley in the Legal and Compliance Division.

Mitchell Haddad (NY/Lit/'86) is Co-Chair, New York Real Estate Litigation, PLI Faculty Member and Lecturer.

Allan Huss (DC/Lit/'73) is a part of the "We the People" Competition in Dade County, Florida that teaches middle school and high school students to think and argue constitutional law.

Charles Hurley (NY/Lit/'17) took on a new role at Arena Football League as Director of Legal Affairs.

Debora Jones (DC/Lit/'05) became Vice President of Service Delivery at Lighthouse, where she manages all client-facing and operations functions related to eDiscovery services and is responsible for driving quality and efficiency throughout her teams.

Joshua Kahane (NY/Lit/'14) is now Assistant U.S. Attorney at the U.S. Attorney's Office: Southern District of New York.



Matthew Leung (DA/Lit/'09) began at AMN Healthcare as Corporate Counsel.

Maria Makar (NY/Lit/'17) took on a new role as Law Clerk at the U.S. District Court for the District of Hawaii.

Meagan Martin Powers (DA/Lit/'05) started her own firm, Martin Powers & Counsel, PLLC. MP&C is a boutique business law firm dedicated to providing personalized and strategic legal services for businesses of every size. Since it opened, her firm has had some good media coverage, including in *Texas Lawyer* and the *Dallas Business Journal*. Meagan was also named one of *D Magazine's* Best Lawyers in Dallas for commercial litigation in May.

Olivia Miller (DC/DA/Lit/'11) is now Assistant General Counsel at Navy Federal Credit Union.

Lucy Muzzy (NY/Lit/'06) is now Assistant General Counsel, M&A Compliance Team Lead and Corporate Integrity Program Team Lead at Pfizer, Inc.

Ivan Rosario (NY/Lit/'16) became Counsel, Business & Legal Affairs at NBC Sports Group.

Joshua Schlenger (NY/Lit/'07) was promoted to Counsel at Pillsbury Winthrop Shaw Pittman LLP.

Nigar Shaikh (NY/Lit/'13) started at Everytown for Gun Safety Action Fund, Inc. as Counsel.

Steven Shore (NY/Lit/'71) was named by SuperLawyers as one of the Top 100 New York Attorneys and one of the Best Lawyers 2019.

John Stratford (SV/Lit/'13) joined Zynga, Inc. as Product Counsel.

Suja Thomas (NY/Lit/'91) is a visiting professor at the University of Chicago Law School. She holds the Peer and Sarah Pedersen Professorship at the University of Illinois' College of Law.



Sunny Thompson (DC/DA/Lit/'08) got married to Chetin Durak in Austin, Texas, after which they honeymooned in Bali and Raja Ampat, Indonesia. They now happily reside in Washington, D.C.

Jessica Walder (NY/Lit/'07) promoted Co-Leader of Lane Powell's Class Actions Team and Electronic Discovery Team, and appointed to leadership council of the firm's Women's Initiative.

If we don't know
where you are ...

Michael Wyszkowski (NY/Lit/'17) became a Judicial Clerk at the Federal District Court for the Middle District of Louisiana.



Leeger Yu (SV/Lit/'17) joined Ant Financial as Senior IP Counsel.

Tax, Executive Compensation & Benefits

Keith Kaplan (NY/Tax/'87) is a member of his firm's three-person Executive Committee.

Elizabeth Mannette (NY/Tax/'91) is launching a music and entertainment venture connecting her family's 80-year history as one of the pioneers of the Caribbean steel drums with audiences in New York City.

Rosemary Morgan (NY/Tax/'12) was promoted to Assistant Vice President, Leader of Compliance Programs at Brighthouse Financial.

Eric Schecter (NY/Tax/'05) was promoted to Managing Director at KPMG.

Randolph Tritell (BRU/'97) became president of the American Jewish Committee's Washington D.C. Region Board of Directors.

Alexandra van Nes (NY/Tax/'02) transitioned into the business side at FactSet in the role of Chief of Staff, and launched a new business line, FactSet Regulatory Solutions, and product, FactSet KYC, which has been nominated for an industry award.

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I SHARE ALL THE FINE WORDS AND SENTIMENT ALREADY EXPRESSED ABOUT ROB. HE WAS ALSO TOTALLY COMMITTED TO THE INSTITUTIONS THAT SHAPED HIS PERSONAL AND PROFESSIONAL LIFE – HIS FAMILY, HIS CHURCH AND, YES, THE REPUBLICAN PARTY. HE WAS FIERCELY LOYAL TO WEIL AND DEVOTED TO ITS LAWYERS AND STAFF MAKING THEM WELCOME AT HIS ALEXANDRIA HOME OR HIS MARYLAND EASTERN SHORE PROPERTY. WE COULD USE MORE OF HIS EXAMPLE THESE DAYS. WHETHER YOU AGREED WITH HIS TAKE ON THINGS OR NOT, HE HAD AN OPEN MIND AND WAS ALWAYS CIVIL IN DEBATE. HE PUT A HIGH VALUE ON FRIENDSHIP. THIS GOOD MAN WILL BE MISSED AND IT WAS OUR GOOD FORTUNE TO HAVE KNOWN HIM. **DAVID BERZ**



I FIRST MET ROB IN 1989 WHEN I JOINED THE FIRM AND WORKED WITH HIM ON THE MARINE SHALE MATTER. THROUGHOUT THE NEXT 20+ YEARS I WORKED WITH HIM AND CONSULTED WITH HIM ON A VARIETY OF MATTERS. FOR A NUMBER OF SUMMERS, OUR FAMILY WERE GUESTS OF HIS AND LYDIA'S AT THEIR SUMMER HOME IN OXFORD, MD.

ROB WAS A WONDERFUL PERSON. HE WAS KIND AND GENEROUS TO EVERYONE. HE RADIATED PERSONAL WARMTH AND WAS ALWAYS A PLEASURE TO BE WITH. AS A LAWYER, HE ALWAYS SHOWED FIRM COMMITMENT TO HIS CLIENTS, WHILE MAINTAINING ALL ETHICAL STANDARDS. AS A HUMAN BEING, HE ALWAYS SHOWED UNDERSTANDING AND EMPATHY.

I WILL MISS HIM. **DAVID HIRD**

In Memoriam

Robert C. Odle Jr.

RETIRED PARTNER ROBERT C. ODLE JR. was born on February 15, 1944 in Port Huron, Michigan, and died at his home in Alexandria, Va., on Oct. 2, 2019, after being ill for several months. He retired as a Weil partner in 2015, after 30 years of service.

Mr. Odle represented clients on a wide range of matters before the U.S. Congress and agencies, departments, boards, and commissions of the government of the United States. In addition to his work on major policy issues, including corporate governance, energy, the environment and housing, he served pro bono as counsel to charitable foundations in Central and Eastern Europe and the former Soviet Union. Nominated as Assistant Secretary of Energy by President Reagan, and confirmed by the Senate in 1981, Mr. Odle was responsible for the Department of Energy's legislative, public, intergovernmental, consumer affairs programs, DOE's Office of Competition, and the environmental, health, and safety compliance of DOE facilities, including all DOE nuclear installations. He also served as the principal advisor to the Secretary in the formulation and review of national energy policy. Rob Odle was also appointed by President Reagan to the Task for Legal Equality of Women in 1981.



I HAD THE PRIVILEGE OF WORKING CLOSELY WITH ROB MANY TIMES DURING HIS CAREER AT THE FIRM. ROB WAS A SELFLESS INDIVIDUAL – ALWAYS PRIORITIZING OTHER PEOPLE AND THE FIRM OVER HIMSELF. HE KNEW EVERYONE IN WASHINGTON AND WAS WELL LIKED AND RESPECTED BY ALL. HE WAS A DECENT, CARING INDIVIDUAL WHO WILL BE MISSED. **MICHAEL EPSTEIN**



I MET ROB IN THE SUMMER OF 1987, WHEN I ARRIVED AT WEIL AS A SUMMER ASSOCIATE IN THE D.C. OFFICE. OVER THE YEARS, ROB AND I WORKED TOGETHER ON SOME AMAZING PROJECTS, PARTICULARLY ON ASBESTOS LIABILITY REFORM AND PROJECTS FOR THE CENTRAL AND EASTERN EUROPEAN ENTERPRISE FUNDS. WE SHARED MORE THAN A FEW MEALS TOGETHER, OFTEN AT HIS FAVORITE TABLE AT THE UNIVERSITY CLUB, WHERE NO TOPIC WAS OFF THE TABLE, DESPITE OUR DIFFERENT PERSPECTIVES POLITICALLY. IN FACT, IT WAS AT ONE SUCH LUNCH WHERE ROB HELPED PLAN A “BACKUP” HONEYMOON FOR US AFTER KEN TORE HIS ACHILLES TENDON RIGHT BEFORE OUR WEDDING ... DESPITE BEING BUSY, ROB TOOK THE TIME NOT ONLY TO SUGGEST LOCATIONS WHERE WE SHOULD GO FOR A SHORT RESPITE, BUT CONFIRM THEIR AVAILABILITY ... ROB WAS ALWAYS THERE FOR ME. HIS FRIENDSHIP, MENTORSHIP AND COLLEGIALLY HAS LEFT A BIG IMPRINT ON MY SOUL. **ANNEMARGARET CONNOLLY**



I MET ROB VERY SHORTLY AFTER HE JOINED THE FIRM, WORKED WITH HIM AND KNEW HIM WELL. MORE THAN ANYONE I’VE KNOWN, ROB EXHIBITED A UNIQUE COMBINATION OF GREAT, SOBER JUDGMENT; WARMTH AND KINDNESS; AND STRENGTH ... IT WAS IMPOSSIBLE NOT TO LIKE ROB, EVEN THOUGH MANY OF US HAD DIFFERENT POLITICAL VIEWS. HE JUST DIDN’T HAVE A BAD BONE IN HIS BODY, AND EVERYONE WHO KNEW HIM KNEW AND FELT THAT. **RICH ROTHMAN**

Prior to his DOE appointment, Mr. Odle was Washington Representative for International Paper Company. Joining International Paper in 1976, he specialized in liaison with federal agencies and departments, and represented the company before Congress on energy, environmental, regulatory, tax, and wage-price issues. From 1973 to 1976, Mr. Odle served as Deputy Assistant Secretary and Acting Assistant Secretary of the U.S. Department of Housing and Urban Development. While at HUD, his primary responsibilities involved the financial and operational management of single and multifamily housing programs, and the administration of the nation’s public housing program.

Prior to his service at HUD, Mr. Odle was a Staff Assistant to President Nixon at the White House, where he worked for the Director of Communications, Herb Klein. Later he acted as a Presidential Campaign Aide. After he retired, Mr. Odle served pro bono as general counsel on the Richard Nixon Foundation Board of Directors.

Mr. Odle was a 50-year member of the Michigan Bar Association and the District of Columbia Bar Association and was admitted to practice before the

U.S. Supreme Court. He was a member of the Board of Directors of the Reagan Alumni Association, the Federalist Society, the Republican National Lawyers Association, the President’s Cabinet of the Richard Nixon Foundation, the University Club of Washington, the John Carroll Society, the Basilica of Saint Mary in Alexandria, the Review Board of the Diocese of Arlington and the Sovereign Military Order of Malta.

Mr. Odle was particularly honored to mentor and help numerous young people and especially those in need.

Mr. Odle graduated from Wayne State University in 1966 with a B.A. in political science. He also received a J.D. from the Michigan State University (formerly called the Detroit College of Law) in 1969. In 1992, when he gave the commencement address, Mr. Odle also received an honorary Doctor of Law degree.

Mr. Odle is survived by his wife of 50 years, Lydia, and their son, John Paul Odle.

Adapted from an obituary in the Reston Connection (Virginia) published on October 12, 2019.



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