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## To Our Readers | June '11

As we celebrate the sixth anniversary of *Facets*, we are pleased to announce that tax department global co-head **Fred Goldberg** and global corporate finance head **Stacy Kanter** have joined **Kirk Wallace** as global co-chairs of Skadden's Diversity Committee. Fred and Stacy succeed **Kayalyn Marafioti** and **Vaughn Williams**, who retired as partners at the end of 2010. We extend our heartfelt thanks to Kayalyn and Vaughn for their tireless efforts to promote diversity at our firm and in the legal profession.

This edition of *Facets* includes a profile of Bay Area litigation partner **José Allen**, who shares his experiences working in private practice and for the U.S. Department of Justice. José also discusses his recent landmark settlement on behalf of Californians with disabilities, which will ensure their access to pedestrian facilities throughout the state. Our *Facets* Interview with Asian American Legal Defense and Education Fund attorney and Skadden Fellow **Sameer Ahmed** focuses on the issues Arab, Muslim and South Asian residents of New York City face in connection with post-9/11 national security measures. Additionally, we feature an update on the firm's women's initiatives, which includes a roundup of our new Skadden's Women's Leadership Series, along with a spotlight on our latest Skadden Series for Women/*Facets* Lecture event with award-winning journalists and activists **Sheryl WuDunn** and **Ruchira Gupta**. As usual, we also provide an update on recent news and events, including our recognition as one of the "Best Places to Work for LGBT Equality" for the third consecutive year.

We hope you enjoy this issue of *Facets*.

– The Diversity Committee of Skadden, Arps, Slate, Meagher & Flom LLP



**Joseph H. Flom**

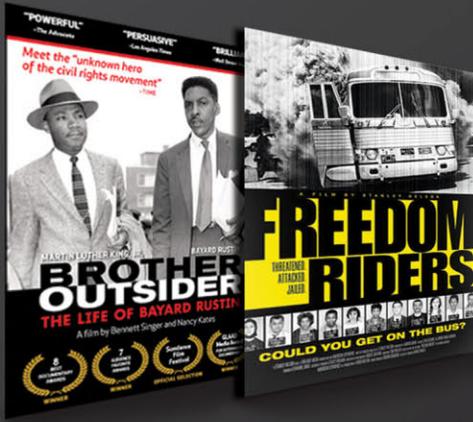
1923 – 2011

**On February 23, 2011, the firm announced the passing of Joseph H. Flom, Skadden's last surviving name partner and architect of the firm's growth.**

Joe joined Skadden as the firm's first associate in 1948. Over the course of a singularly distinguished law career, he fundamentally transformed the practice of corporate law, while guiding Skadden from a four-lawyer firm to a global law firm with 2,000 attorneys and scores of practice areas. His story is so compelling that Malcolm Gladwell dedicated a chapter to it in his book, *Outliers – The Story of Success*.

Gladwell observed of Joe: "For twenty years, he perfected his craft at Skadden, Arps. Then the world changed and he was ready. He didn't triumph over adversity. Instead, what started out as adversity ended up being an opportunity." In his message to the firm, executive partner **Eric Friedman** noted that "Joe was our very own outlier and, as such, has positioned [Skadden] for many years of success ahead."

Among his many achievements, Joe was a champion of public service and diversity efforts in the legal profession. He was particularly gratified by the enduring work of the Skadden Fellowship Foundation, of which he was the founding trustee. The Foundation awards more than 25 fellowships annually to graduating law students and outgoing judicial clerks to support their public interest endeavors. The 2011 Class of Fellows brings to 620 the number of academically outstanding young attorneys the Foundation has funded to work full-time for *pro bono* organizations. And, as previously reported in *Facets*, Joe led the firm's development of the Skadden, Arps, Slate, Meagher & Flom Honors Program in Legal Studies at City College of New York, an innovative program designed to increase the diversity of students entering law school.



## Skadden Hosts Screenings of Acclaimed Civil Rights Documentaries

For the second consecutive year, Skadden celebrated Black History Month with a screening of an acclaimed civil rights documentary. This year's film, **"Brother Outsider: The Life of Bayard Rustin,"** shared the experiences of Bayard Rustin, the civil rights leader who mentored Dr. Martin Luther King Jr. and was an openly gay man during the 1940s-1960s. The movie covers Rustin's involvement in the significant civil rights activities of that era, and its screening at Skadden comes 50 years after the historic 1961 journey of the **"Freedom Riders,"** who were the topic of our Black History Month screening in 2010.

### 'Brother Outsider: The Life of Bayard Rustin'

In February and March 2011, the firm's Chicago, New York and Washington, D.C. offices hosted screenings of "Brother Outsider," an award-winning documentary about the public and private life of Rustin, who has been called the "unknown hero" of the U.S. civil rights movement.

While recognized for his part in organizing the 1963 March on Washington, the movie covers Rustin's activism dating back to the late 1930s, when he was a Harlem youth organizer working on anti-segregation issues. After the U.S. entered World War II, Rustin, whose efforts during this period included advocating on behalf of Japanese-Americans imprisoned in internment camps while working for the Fellowship of Reconciliation (FOR), played an influential role in the founding of the Congress of Racial Equality (CORE), a pacifist organization modeled after Mohandas Gandhi's nonviolent resistance against British rule in India. In 1947, Rustin co-organized CORE's "Journey of Reconciliation," which is considered the forerunner of the 1961 Freedom Rides. The two-week bus journey through the South, which tested the U.S. Supreme Court's 1946 ruling banning racial discrimination in interstate travel (*Irene Morgan v. Commonwealth of Virginia*), resulted in Rustin's being arrested, beaten, fined and forced to serve 22 days on a North Carolina chain gang.

In the 1950s, Rustin faced persecution for another facet of his life — his sexuality. After being arrested and jailed for "homosexual activity," he was fired from his position with FOR. Rustin's sexual orientation and political views not only compounded the racial discrimination he already faced from mainstream society, but also relegated him to less visible roles in the emerging civil rights movement.

Undaunted, Rustin continued his activism. His expertise in nonviolent tactics led to a longstanding relationship with King, with whom he worked on a host of benchmark

moments in American history, from the Montgomery Bus Boycott and Prayer Pilgrimage for Freedom to the 1963 March, which served as a platform for King's "I Have a Dream" speech.

Produced by **Samuel D. Pollard** and directed by **Nancy D. Kates** and **Bennett Singer**, "Brother Outsider" is considered a fundamental component to advancing the diversity and inclusion dialogue in the workplace and has been screened at corporations and law firms nationwide.

The New York screening was followed by a panel discussion featuring co-director Singer; **Walter Naegle**, Rustin's partner and director of the Bayard Rustin Fund; and **Damon Hewitt**, the NAACP Legal Defense and Education Fund's Education Practice Director and a former Skadden Fellow ('01).

*More information about "Brother Outsider," including upcoming screenings, can be found at <http://rustin.org>.*

### 'Freedom Riders' Premieres at Sundance — and Skadden

A chance meeting on a cross-country flight resulted in 2010 screenings at Skadden's New York and Washington, D.C. offices of "Freedom Riders," a critically acclaimed documentary film about historic 1961 bus rides to protest racial segregation in the South. New York M&A partner and Diversity Committee member **Eric Cochran** had just seen the documentary at the 2010 Sundance Film Festival in Park City, Utah, when he had an opportunity to meet the film's producer, **Laurens Grant**, on a red-eye flight back to New York.

"I thought Skadden, our attorneys and other members of the legal profession would be a great audience for the project," Eric recalls. "Our New York event was only the second location where the film screened. Since that time, I'm delighted that the firm has continued to act as an 'unofficial friend' of the documentary."

*(Continued on back cover)*

After graduating from Boston College Law School in 1976, Palo Alto litigation partner and long-time Diversity Committee member **José Allen** got his feet wet in government positions at both the state and federal levels — the Environmental Protection Division of the Massachusetts Attorney General’s Office, where he spent three years, and the Department of Justice’s Environment and Natural Resources Division, where he spent six.

His time at these positions came on the heels of a flurry of major new environmental legislation that had been passed in the late 1960s and early 1970s — such as the Clean Air Act and Clean Water Act — and was in the early stages of implementation.

“It struck me as interesting to participate in the development of a new area of law,” José says. “A major new federal regulatory program ... was being felt throughout the country and throughout all sectors of the economy.”

That participation included José’s involvement in what would become the seminal administrative U.S. Supreme Court case, *Chevron U.S.A. v. Natural Resources Defense Council*. While serving as chief of the Environmental Defense Section at the DOJ, José argued the case on behalf of the Environmental Protection Agency before a D.C. Circuit panel in 1982. The case involved changes by the EPA under the Reagan administration to the implementation of certain aspects of the Clean Air Act. The Natural Resources Defense Council objected to the changes, saying they shrank the number

of new sources of pollution being reviewed in states that had not attained air quality standards. The U.S. Supreme Court ultimately upheld the EPA’s interpretation in 1984, and the decision established the procedure on which federal courts must embark when evaluating whether a government agency’s interpretation of a statute is lawful.

“This was a huge piece of the Reagan administration’s deregulatory agenda. When the circuit ruled against the EPA, stating that they couldn’t implement the Clean Air Act in this particular fashion, it really became a hot button issue,” José recalls. He helped persuade the U.S. solicitor general that the case should be taken to the Supreme Court and then helped draft the brief on behalf of the EPA and prepared the solicitor general for oral argument.

José says working at the DOJ, where he served from 1984-85 as chief of the General Litigation Section of the Environment and Natural Resources Division, gave him the opportunity — at a very early stage in his career — to try cases, some very significant, in courts from one end of the country to the other. In addition to *Chevron*, he was involved in matters relating to oil and gas leasing on the Outer-Continental Shelf (a topic still at the forefront of energy policy) and early decisions that shaped the interpretation of federal Superfund laws.

After leaving the DOJ in 1985, José went into private practice in San Francisco, working at Orrick, Herrington & Sutcliffe LLP before joining Skadden. He has handled a number of memorable cases at Skadden, including

achieving a favorable settlement for Chris-Craft Industries in a \$1 billion natural resource damages suit brought by the federal government and the state of California. The case, which was the largest natural resource damages case ever filed by the United States, lasted 10 years and “was very, very hard fought,” José says. The governments sought to hold Chris-Craft, a 50 percent shareholder of a former pesticide manufacturer, liable for alleged injuries arising from contaminated ocean sediments to birds and fish living in the Pacific Ocean near Los Angeles.

Additional noteworthy cases include helping with the successful defense of underwriters of more than \$15 billion of WorldCom, Inc. debt securities in numerous lawsuits brought throughout the U.S. by purchasers of the bonds; and Intel in the successful defense of a putative class action challenging the marketing of the Pentium 4® microprocessor.

José’s experience in environmental matters extends beyond U.S. borders. In 1999, he was nominated by the secretary general of the United Nations to serve as a commissioner on the United Nations Compensation Commission. The commission was established to provide a mechanism for countries, businesses and individuals to obtain compensation from Iraq for damages suffered as a result of its invasion and occupation of Kuwait in 1990. José served on a panel that heard claims by the governments of countries such as Kuwait, Saudi Arabia and Iran for \$80 billion in environmental and natural resources damages, including for incidents such as the massive

**1976**

José starts his legal career at the Environmental Protection Division of the Massachusetts Attorney General’s Office.

**1979**

Moves to Department of Justice’s Environment and Natural Resources Division.

**1984**

Named chief of the General Litigation Section of the Environment and Natural Resources Division at the DOJ.

**1988**

**Joins Skadden, Arps, Slate, Meagher & Flom.**

**Career at a Glance**

“Above all, I loved that José rewarded good work with deeper inclusion, deeper responsibility and his radiant smile.”

– Norman Spaulding (SF / Environment / '97)  
Professor of Law, Stanford Law School



oil spill in the Persian Gulf following the invasion and the numerous oil fires caused by Iraqi military forces.

Most recently, José helped secure a landmark settlement with the California Department of Transportation to improve access for disabled citizens throughout the state. Under the terms of the agreement, Caltrans will spend \$1.1 billion over 30 years to improve sidewalks and other pedestrian facilities and make them accessible to people with mobility and vision impairments. The settlement resolved class actions filed on behalf of disabled individuals and organizations who claimed Caltrans had violated the Americans With Disabilities Act and state civil rights and disability access laws. José led a *pro bono* team of Skadden attorneys on the case, partnering with the nonprofit organization Disability Rights Advocates.

“The real significance of the settlement is one of promoting independence for people

who may be wheelchair users or blind,” José says. The right modifications to facilities allow disabled people to use public transportation and, for those who can operate an automobile, provide assurance that once they’ve driven to a location, they’ll be able to cross the street safely and get up a curb ramp and “on to their business,” José says. The case is thought to be the largest class action in California’s history, while its settlement is likely the largest ADA settlement ever in the United States. In March, José’s work on the case earned him a 2011 *California Lawyer Attorneys of the Year Award*.

In addition to achieving a number of courtroom successes over the years, José has served as a member of Skadden’s Diversity Committee, working to ensure that the firm recruits diverse attorneys and helps them find the career development opportunities and mentors they need to succeed. One of the attorneys whom he has mentored, now-Stanford Law School Professor

**Norman Spaulding** (SF/Environment/'97), says José was “an inspiration” to him as a young litigation associate at Skadden, and remains one now. Always approachable, José shared “his joy for his work” at Skadden with Norman, while also sharing his big-picture perspective on matters and giving a high level of responsibility to young attorneys who had earned it.

“Above all, I loved that José rewarded good work with deeper inclusion, deeper responsibility and his radiant smile,” Norman says. “I woke up every day excited to get to work, excited to talk to José and certain I’d learn something fundamental about the case, how to handle the client, how to convince the court or how to come to terms with the adversary. To this day, I miss working with José, and I strive to be the same kind of mentor to my students, the same kind of lawyer for my *pro bono* clients and the same kind of friend to my colleagues. He is a light in the profession.” ■

#### 1990 – 2000

Represents Chris-Craft in decade-long litigation of largest natural resources damages case ever brought by U.S. Achieves favorable settlement in 2000.

#### 1999

Nominated by the secretary general of the United Nations to serve as a commissioner on the U.N. Compensation Commission.

#### 2010 – 2011

Secured a landmark settlement with the California Department of Transportation to improve disabled access throughout the state.

Receives 2011 *California Lawyer Attorneys of the Year Award* for his efforts.

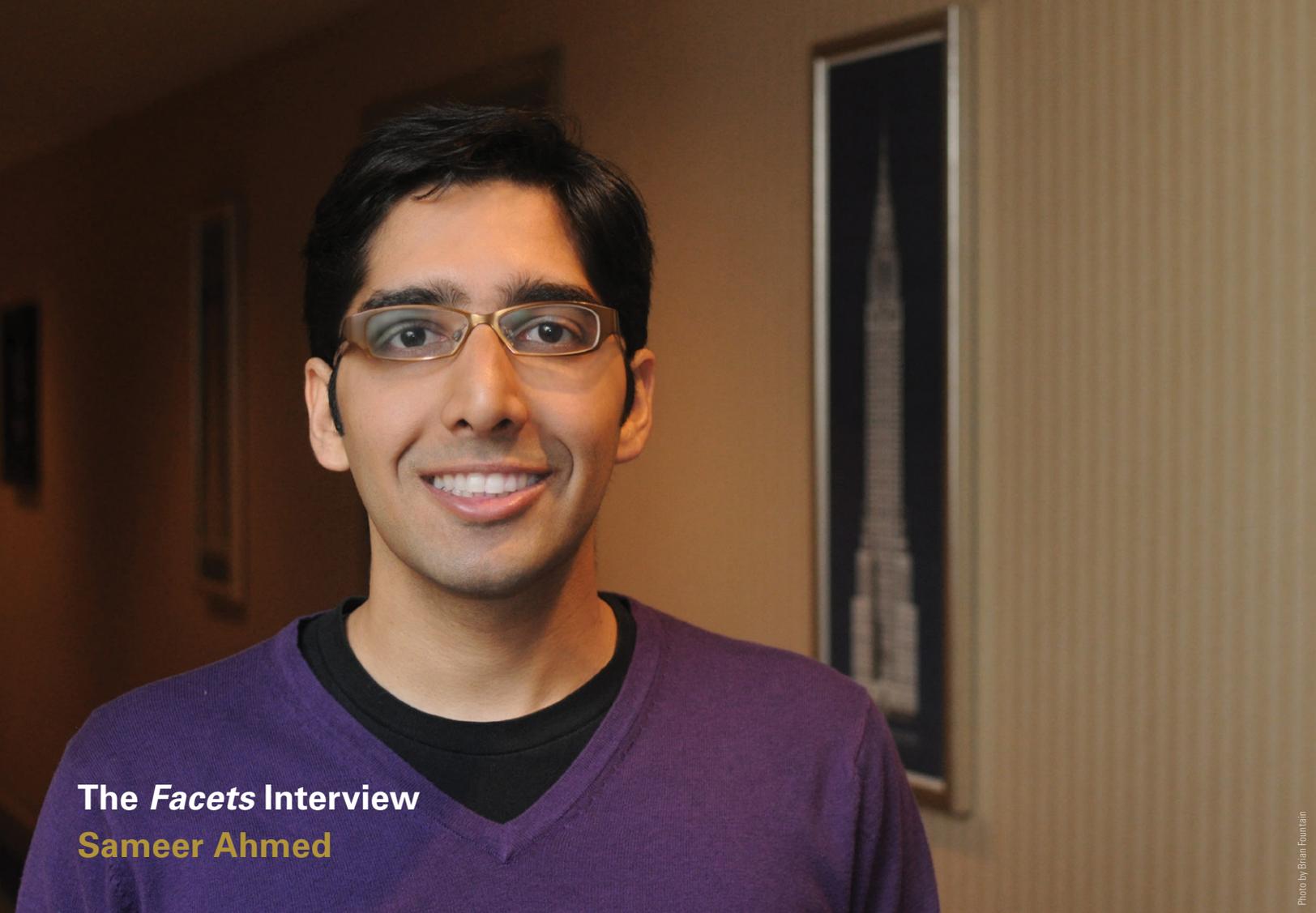


Photo by Brian Fountain

## The Facets Interview Sameer Ahmed

For this edition of the Facets Interview, we spoke with Skadden Fellow **Sameer Ahmed** ('09). Mr. Ahmed works at the Asian American Legal Defense and Education Fund (AALDEF), which uses litigation, advocacy and education to promote the rights of Asian Americans throughout the country. Specifically, he advises low-income Arab, Muslim and South Asian residents of New York City on issues they face in connection with post-9/11 national security measures.

**W**hat are the greatest challenges facing the Arab, Muslim and South Asian communities in New York when responding to investigations or arrests?

Individuals in these communities know very little about their constitutional and legal rights when approached by law enforcement. For example, many do not know they have the right to remain silent and can have an attorney present if they do choose to speak. Moreover, many also do not know law enforcement usually needs a search warrant to enter their homes without their consent. We are conducting a comprehensive know-your-rights campaign so members of these communities are not susceptible to abuses and questionable tactics by law enforcement officials.

**According to an AALDEF report, government enforcement efforts have led to New York City residents being placed in a high number of removal proceedings. What has your work providing direct legal relief for these individuals revealed?**

A number of individuals have been impacted by discriminatory immigration enforcement policies. For example, I currently represent a Tunisian immigrant who has lived in the United States for more than 10 years and is the sole provider for his disabled U.S.-citizen wife. After being wrongfully arrested by the NYPD, my client was put into removal proceedings after being forced to speak with U.S. Immigration and Customs Enforcement (ICE). This case sheds light on the New York Criminal Alien Program, in which immigration agents seek out charged or convicted immigrants in county jails who they suspect are eligible for deportation. This program circumvents the protections to immigrants guaranteed by New York City's Executive Order 41 forbidding city agencies from inquiring about immigration status.

The case also demonstrates the added difficulties immigrants from Muslim-majority countries face in removal proceedings resulting from discriminatory programs such as ICE's National Security Entry-Exit Registration System. It's important for the public to know how current immigration practices and policies are breaking apart families and communities throughout the United States.

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**Your Yale Law School clinical work culminated in the acclaimed report on "Operation Front Line," a secret ICE initiative that operated in the months leading up to the 2004 presidential election and through the 2005 inauguration. The report received national media coverage. What can we learn from Operation Front Line?**

Racial, ethnic and religious profiling does not work. Not only is racial profiling illegal and immoral, but it also is ineffective and wastes taxpayers' money. Operation Front Line is a perfect example: The government spent millions of dollars to investigate thousands of immigrants from Muslim-majority countries from 2004 to 2005. These investigations did not lead to a single national security-related indictment or criminal conviction. Operation Front Line arguably made America more unsafe. Instead of going after individuals who posed a credible and specific threat to the United States, immigration and FBI agents were wasting their time going after innocent Muslims.

**From the failed Times Square attack to the national debate over the development of the Park51 multifaith community center in Lower Manhattan, New Yorkers have witnessed a number of events that challenge Arab and Muslim American acceptance. How does this influence the approach AALDEF takes in the communities it serves?**

It is extremely important for Muslims, Arabs and South Asians in the United States to build coalitions with other communities who have faced — and still face — a variety of civil rights struggles.

As opinion polls clearly demonstrate, Americans who know and work with Muslims have more positive impressions of Muslims and Islam, and are more willing to accept us as part of the present and future of the United States. At AALDEF, I work closely in coalitions with other Asian organizations, as well as Latino and African American organizations and other civic, labor and religious groups throughout the New York area. For example, I recently participated in an event on racial profiling with LatinoJustice PRLDEF and the NAACP Legal Defense Fund, where we shared the dangers of racial profiling in our respective communities and discussed how we can work together to challenge them. I also am proud that AALDEF has joined the New York Neighbors for American Values, a broad group of more than 100 organizations that have joined together to support the building of the Park51 community center in Lower Manhattan.

**What advice would you give to a young lawyer seeking a career in public interest work?**

Continue working on issues that you are passionate about, and the opportunities will present themselves. Because of the current economic climate, many young lawyers, especially those seeking public interest work, fear they won't be able to find jobs and are deterred from pursuing careers in the public interest. But if there are particular issues young attorneys strongly care about, they should pursue their passion — on a volunteer or *pro bono* basis, if necessary — and their hard work definitely will be rewarded. ■



## **Judge Stephen C. Robinson Named Chair of City Bar Diversity Committee**

In February 2011, the **Honorable Stephen C. Robinson** was named chair of the New York City Bar Association's Committee to Enhance Diversity in the Profession.

Established in 1990, the committee encourages diversity in hiring, retention and promotion in New York law firms and corporate legal departments. It produces programs and events, including the Association's Diversity Champion Awards; working sessions; managing partner breakfasts, networking events and student pipeline efforts; and works to strengthen ties and collaborate with a wide community of diversity professionals, professional development directors, law students and recruitment professionals.

"We are fortunate indeed to have Judge Robinson's leadership on diversity," said New York City Bar President **Samuel W. Seymour**. "His stellar experience and accomplishments run the gamut of the legal profession, from private practice to public service, and he is full of ideas on how to take our diversity efforts to the next level."

In the New York City Bar Association's official announcement, Judge Robinson said, "I am honored to chair this committee and take up this challenge. Especially in uncertain economic times, we must redouble our efforts to maintain the advances we've made and to ensure that the legal profession reflects our society in the future."

Formerly a United States District Judge for the Southern District of New York, Judge Robinson joined the firm as a litigation partner in September 2010. He focuses on a range of litigation matters, including corporate internal investigations, government enforcement matters, commercial disputes and monitorships.

In the last issue of *Facets*, we reported on the inaugural Skadden Women’s Leadership Series event featuring New York litigation of counsel **Judge Judith Kaye**. In an interview covering what she called the “zigs and zags” in her professional life, Judge Kaye reflected on the changing role of women in the legal profession — also a theme captured in the stories, viewpoints and advice shared by the six Skadden attorneys who have participated in the series over the past year. **Sheila Birnbaum**, **Helene Kaplan**, **Nancy Lieberman**, **Martha McGarry**, **Pam Olson** and **Allison Schneirov** discussed, among other topics, their careers, clients and perspectives. The following are excerpts from their interviews.

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## The Path to Leadership

### Sheila Birnbaum

**Partner** | Co-head  
Mass Torts and Insurance Litigation

**NO EXPECTATIONS.** After graduating from law school in 1965, Sheila observed that Wall Street firms weren’t interested in interviewing women, and the U.S. attorney’s office restricted its women lawyers to handling civil work. She ended up at a personal injury firm that had never hired a woman before. “They told me it was an experiment,” Sheila says. “Since there were no women attorneys, they had no expectations of me.” It was the same when she went to court. “When you did something good, they thought it was great. Judges would tell my boss, and I would get better assignments.”

**HALLMARK CASES.** “One of the most exciting experiences I’ve had was arguing a case in the U.S. Supreme Court,” Sheila says. “I’m 2-0 and ready for another one.” The landmark cases were *Campbell v. State Farm*, a decision that set limits on punitive damage awards; and *Buckley v. Metro North Railroad*, an asbestos medical monitoring case. According to Sheila, these were two of the mass torts cases that put her at the forefront of the field.

**RELATIONSHIPS, RELATIONSHIPS, RELATIONSHIPS.** When it comes to business development, Sheila said the two main components are expertise in your area, and building and maintaining relationships. She advises keeping up with classmates and taking the time to get to know junior counsel at corporations. “Someday they will be the general counsel at a company, and they’ll remember you,” she says. Sheila also recommends simply taking someone to lunch to talk. “Relationships take years to develop, but they can pay off down the line.”

### Helene Kaplan

**Of Counsel**  
Nonprofit Organizations

**HER WAY.** Helene, who received the DirectWomen Institute’s Sandra Day O’Connor Board Excellence Award in February 2011, knew she wanted to be a lawyer from the time she was 10. However, she married at 19, had two daughters and put her plans on hold. Helene was 31 when she started law school. She knew opportunities would be limited, but wanted to balance her home life with her career, so she sought part-time work at a small firm. “As the only woman in a small firm, I became the house mother; and the only way I was able to survive was by essentially practicing law alone. But I am fiercely determined in whatever I do,” says Helene. During these years she also gained exposure to nonprofit work by joining the League of Women Voters and the board of Barnard College, from which she graduated in 1953.

**SERVING ON BOARDS.** Helene was named the first female partner at Webster & Sheffield, and she continued her nonprofit work. Her role on Barnard College’s board (which she later chaired) led to opportunities on boards in the corporate sector. Helene served on a range of corporate boards, including ExxonMobil, May Department Stores, JPMorgan Chase, Verizon and MetLife. Serving with mostly, if not all, men meant doing her homework and standing up for what she felt was important. “I never went into a meeting unprepared,” she says.

**SEIZING OPPORTUNITIES.** Helene continued taking on new advisory roles in the nonprofit sector, including being the first woman to serve as chair of the board of the Carnegie Corporation. “I’ve devoted much of my time to not-for-profit work, and it has given me enormous satisfaction and the opportunity to meet many talented people.”

## Nancy Lieberman

**Partner**  
Mergers and Acquisitions

**A LINEAR PATH.** Nancy Lieberman always knew what she wanted out of her career. After finishing law school at age 22, she joined Skadden as an associate in 1981 during the M&A boom. In 1987 she became the youngest partner in firm history. She attributes much of her success to great opportunities, having the stamina to endure long hours on deals and being in the right place at the right time. “What was incredible was that at 22, I was able to figure out that this was the right place for me,” Nancy says.

**LEADING BY EXAMPLE.** There were fewer than 20 partners when Nancy started at Skadden — and not many women mentors. She learned a lot by watching partners, such as **Roger Aaron**, work on deals. Today she uses the same technique of leading by example. “I can’t ask people to do something I wouldn’t.” She encourages associates to tell her if they think she is doing something wrong. “I may disagree, but I want to know your view. And if you make a mistake, just deal with it.”

**OVERCOMING OBSTACLES.** The stamina and perseverance that drove Nancy’s success continue to play a role for her, but now on a more personal level. After being injured in a ski accident in 2007, Nancy was told it would take five years to acclimate back into her full-time job, but she did it in one year. “There’s a lot I’ve lost but a lot I still have.” Nancy expressed the impact that family, colleagues and volunteer work have had on her since then. “People don’t live by mergers and acquisitions alone,” Nancy says. “You have to become a well-rounded person.”

## Martha McGarry

**Partner**  
Mergers and Acquisitions

**UP THE CORPORATE LADDER.** Martha originally was drawn to litigation, but after working on a hostile tender offer — which involved attending a company’s board meeting — she turned her attention to corporate law. “I knew this was what I wanted to do,” she says. Martha said a mix of luck and opportunity led to her involvement on many large deals. She also worked with Roger Aaron for three years, which led to her becoming Skadden’s first female M&A partner.

**BUILDING A CLIENT ROSTER.** Seeking a way to spend more time with her family after the birth of her daughter, Martha focused on nurturing and building new client relationships. “It happened slowly but surely over the years.” The result is a client roster that includes Coca-Cola, American Express, Walmart, CIT and Harrah’s, among others. Now, as the head of the firm’s Client Development Committee, Martha works with attorneys to focus on deepening Skadden’s client base. “(The work) really gives you a sense of how unique this firm is globally.”

**ADVICE FOR NEW ATTORNEYS.** While Martha admits business development is not for everyone, she says confidence and expertise are important traits to have when building relationships. “Developing the competence to go out and deliver pitches is important; learn to take the lead earlier rather than later,” she says. She also stresses the importance of using a multitude of resources, such as client referrals, boards and professional associations.

## Pam Olson

**Partner** | Head  
Washington, D.C. Tax Practice

**GETTING IN ON THE GROUND FLOOR.** When Pam joined Skadden, she had worked in the chief counsel’s office of the IRS. Her colleague there, current Skadden global tax co-head and Diversity Committee co-chair **Fred Goldberg**, was joining Skadden and suggested Pam make the move to private practice. She became the Washington, D.C. office’s first tax associate and made partner in 1990. “There was a lot of tax work coming out of the firm’s energy group back then, and I was able to spend a lot of time building relationships with clients,” she says.

**GOVERNMENT EXPERIENCE.** When government service came calling again, in 2001, Pam took the opportunity. She served as an assistant secretary for tax policy at the U.S. Department of the Treasury. “It gives you a unique perspective on solving clients’ problems,” Pam says. For example, after returning to the firm in 2004, Pam found that by “working with economists [at the Treasury], I really learned to think about problems differently, including the broader impact of our tax system on the economy.” Pam’s experience also included serving as the first woman chair of the American Bar Association Section of Taxation. “The last 20 years have been good to women in the profession,” she said. “It’s still not unusual to be the only woman in a meeting, but that can make you unique and memorable.”

**OPENING DOORS.** Pam owes building a successful tax practice in part to discovering mentors throughout her career who helped her form new relationships. “Look for mentors in nontraditional settings,” Pam says. “You might even find one sitting across the deal table from you.”

## Allison Schneirov

**Partner**  
Mergers and Acquisitions

**CHANGING PLANS.** Allison has spent her entire career at Skadden, starting as a 19-year-old summer legal assistant when she was in college and then as a summer associate. “I never had any intention of staying here more than two years because I never planned to live in New York City,” says Allison, who was recognized as one of *The American Lawyer’s* “45 Under 45” outstanding women lawyers in January 2011. “But the plans changed along the way.” Allison became a partner in seven-and-a-half years and was one of the first M&A associates to become a partner after returning from maternity leave. She has built a successful career by maintaining a balance between her personal and professional life. “Sometimes you just need to think that people will understand — and often they do.”

**ESTABLISHING RELATIONSHIPS.** She attributes her success to strong business development skills. “Business development, to me, is a relationship business,” says Allison. “If you’re comfortable with that, it’s easy. Some of my biggest clients are a result of relationships that started years ago.”

**CHOOSING PRIVATE EQUITY.** Allison chose private equity work after having her second child. Many PE firms were located in New York, and she felt building her own relationships would afford greater personal flexibility. She fostered key relationships with The Blackstone Group and Permira and represented these two firms and Carlyle and TPG in the \$17.6 billion acquisition of Freescale Semiconductor. “I continue to work with Freescale and the sponsors from that deal. It has been both incredibly challenging and rewarding and I look forward to the next chapter with them.”

# NEWS

## Skadden Named Among 'Best Places to Work for LGBT Equality'

For the third consecutive year, Skadden was named one of the "Best Places to Work for LGBT Equality" by the Human Rights Campaign Foundation in October. Skadden received a perfect score on the HRC's 2011 Corporate Equality Index, on which more than 475 companies and firms are evaluated on the basis on their employment policies, practices and benefits that impact LGBT employees. The HRC Foundation is the educational arm of the nation's largest LGBT civil rights organization. In related news, Skadden's LGBT Affinity Group continues to focus its efforts on recruiting activities and has hosted a series of events with students and professional organizations, including Stonewall Quarter Share and LeGal.

## Firm Volunteers Celebrate MLK Jr. Day in Service

More than 200 lawyers, staff and guests from Skadden's New York, Chicago and Los Angeles offices celebrated the legacy of Martin Luther King Jr. in January with a day of service in public schools in underserved communities in each city. The firm's participation was organized by City Year, a nonprofit organization that unites college-age students of all backgrounds for a year of full-time service to tutor, mentor and serve as role models to school children. In each city,

members of the Skadden community volunteered in restoration and beautification projects at local schools. Executive partner **Eric Friedman**, who participated with his wife and children, said, "Having fun while making a difference is a great mix."

## John Lewis Speaks at Skadden

Skadden recently hosted a conversation with **John Lewis, Jr.**, litigation senior managing counsel of The Coca-Cola Company, in the firm's New York office. In the program, "Career Advice for Attorneys of Color: A Conversation with John Lewis," Lewis, who heads Coca-Cola's global diversity initiative, told the audience that, to move forward in their career, they should get out of their offices, get to know their colleagues, stay in touch with people who stand out and figure out ways to meet client's "unmet needs."

## Skadden Hosts IILP Reception

In December, the New York office hosted a reception for the Institute for Inclusion in the Legal Profession (IILP) for Skadden attorneys as well as in-house counsel and attorneys in New York. Chicago office leader **Brian Duwe**, a member of IILP's advisory board, helped organize and spoke at the event, which introduced the organization to the New York legal community. IILP's mission is to increase diversity and encourage greater inclusion in the legal profession through programming, education and research.

## Judge Kaye Named Lifetime Achiever

In September, New York litigation of counsel **Judge Judith Kaye** was chosen as one of *The American Lawyer's* 2010 Lifetime Achievers. The awards honor "outstanding private sector success and a devotion to public service." Regarding her role on the New York Court of Appeals, the publication said, "In many respects, Kaye's tenure as chief judge has shaped the practice of law in New York for generations." *The American Lawyer* highlighted Judge Kaye's numerous successes as chief judge, including reforming the jury system as well as family and housing courts, and the establishment of drug courts and a commercial division to handle complex, motion-intensive litigation matters.

## Associates on Increasing Diversity

Los Angeles litigation associates **Nicole Diaz** and **Byron McLain** authored a November 2010 article for *The Daily Journal* on fostering diversity in law firms ("Creating a Happy and Diverse Law Firm"). The article described Skadden's diversity efforts, including establishing the Skadden, Arps Honors Program in Legal Studies at The City College of New York and naming attorney development partners to implement programs to monitor and encourage associates' growth.

## Book Events Celebrate National Work and Family Month

Skadden hosted two New York programs for authors whose recent books seek to promote a better work/life balance. **Gretchen Rubin**, author of *The Happiness Project*, and **Michael Melcher**, author of *The Creative Lawyer*, held a lunchtime program where they shared their ideas for creating a more satisfying career and life. In the other program, **Lisa Belkin**, contributing writer at *The New York Times*, and **Deborah Epstein Henry**, author of *Law & Reorder: Legal Industry Solutions for Restructure, Retention, Promotion & Work/Life Balance*, joined Skadden attorneys to celebrate the launch of Deborah's book and to share ideas about the new legal world of productivity, work/life balance, transition, leadership, mentoring, promotion, compensation and networking.

## Firm Hosts Women in Law Empowerment Forum Events on Two Coasts

In celebration of Women's History Month, Skadden hosted two panel discussions presented by the Women in Law Empowerment Forum (WILEF), one of the leading organizations exclusively dedicated to women in law. In Palo Alto, the panel discussed

# SKADDEN SERIES FOR WOMEN

“Career Paths: Strategy and Serendipity,” which included contributions from Palo Alto partner and WILEF West advisory board member and Diversity Committee member **Amy Park**, Silver Lake Partners managing director and general counsel **Karen King**, Girl Scouts of Northern California CEO **Marina Park** and former U.S. District Court **Judge Barbara Caulfield**. The New York panel discussed “Being Strategic About 24/7: Assignments, Committees and Community” and included New York associate **Mimi Hunter**; managing director of capital markets at RR Donnelley, **Nicolas Koechlin**; executive director at the National Association of Urban Debate Leagues, **Linda Listrom**; and managing director at Northern Trust, **Joanie Stringer**. The panel discussions were attended by clients, other in-house lawyers and outside counsel, firm alumnae and Skadden attorneys.

## SWAN Executive Lunch for ‘Exceptional Women’

The Paris office hosted its first Skadden Women Attorneys Network event, an executive luncheon held at the Maison de l’Amérique Latine on the theme of “Exceptional Women.” The lunch was organized by Paris M&A and corporate counsel **Claire Le Gall-Robinson** and featured **Clara Gaymard**, vice president of government strategy and sales and president and CEO of GE France. Clara spoke about challenges in today’s global economy and about her vision as a leading business woman.

## Hong Kong Hosts Diversity Event

The Hong Kong office hosted a presentation on “How Difference Can Make a Difference: Graduate Recruitment & Diversity.” Tokyo corporate partner and firm Diversity Committee member **Nobu Ishizuka** moderated the panel discussion, which focused on the challenges of integrating a diversity program into large organizations in Asia, reaching out to diverse student populations and the Race Discrimination Ordinance in Hong Kong.

## Firm Partners With Law School in Diversity Program

Skadden partnered with Widener University School of Law to present the “Jurist Academy,” a two-week program designed to introduce rising college juniors and seniors to a career in the law and to prepare them for law school. Structured as an

“immersion experience,” the program, which took place in June 2010 at Widener’s Delaware campus, focused on substantive training, skills development and exposure to the legal profession. Two dozen students from groups traditionally underrepresented in law school participated in the academy. In week one, Wilmington partner **Paul Lockwood** introduced litigation basics to the students; and in week two, associates **Victor Clark** and **Brian King**, assisted by summer associates **Jason Iuliano**, **Matt Majarian**, **Nick Mozal** and **Jessica Raatz**, “judged” the students’ oral arguments. The firm will participate again in 2011.

## Recent Diversity Lunches

Skadden continues to host a series of diversity lunches with a range of guests. In Washington, D.C., recent speakers included **John Payton** of the NAACP Legal Defense Fund, **José Perez** of Latino Justice PRLDEF and **Susan Sommer** of Lambda Legal. In Los Angeles, the firm welcomed **José Mendez**, a financial advisor at Morgan Stanley Smith Barney, and representatives from the Women Lawyers Association of Los Angeles.

## Insights Into Trial Experiences

Last fall, New York partner **Tony Sammi** spoke with Skadden attorneys on ethnicity, race and trial strategy in a forum, “What Would You Do?” Sponsored by the Asian-American Attorney Affinity Group, Sammi weaved personal experience with trial strategy in a lively discussion about racially inflammatory remarks he faced during closing arguments in a patent trial.

## Marriage Equality Discussion

New York partner and Diversity Committee co-chair **Kirk Wallace** moderated a 2010 panel discussion at the firm’s annual *LGBT Facets* event on “The Fight for Marriage Equality: History & Law.” Featured speakers included **George Chauncey**, professor of history and American studies and then chair of LGBT studies at Yale University, and **James Esseks**, director of the ACLU’s Lesbian Gay Bisexual Transgender & AIDS Project.

## Battling Modern Day Slavery

*Two Activists Discuss the Fight Against Sex Trafficking*

On Dec. 1, Emmy Award-winning journalist **Ruchira Gupta** and Pulitzer Prize-winning author **Sheryl WuDunn** (“Half the Sky”) addressed an audience of women attorneys and clients at a Skadden Series for Women lecture in New York discussing the global fight to end sex trafficking.

Ruchira began the discussion with a description of her discovery of this form of “modern day slavery” while working on an assignment in Nepal, India, in 1994. She said she noticed that many villages did not have any girls or young women, and she learned that the women were being forced into brothels in cities across India. Ruchira explained that women were transported through an organized pipeline and forced to work as prostitutes. They received no wages; were subjected to disease, horrible living conditions and constant body invasion; and often were not even allowed to go outside. “I had never seen this kind of exploitation

**“(Sex trafficking) is the (Atlantic) slave trade all over again, and demand is driving it. There are women enslaved right here in New York City right now.”**

before,” said Ruchira. “Girls were being sold for \$50 or \$100. The average age keeps getting lower — as young as nine years old — and they grow older in the system. They have no dignity or value. They have no past, and most of them won’t have a future.”

After an 18-month investigation, during which she produced an Emmy-winning documentary on the subject (“The Selling of Innocents”), Ruchira decided she wanted to do something about this crisis full-time. She founded Apne Aap (which means “self-help” in Hindi) to help these women start new lives. Today, the organization has assisted more than 10,000 women, providing mentoring and education, helping them find housing and safety, and teaching them to help each other through small group sessions.

*(Continued on back cover)*

## Battling Modern Day Slavery

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Sheryl, who had interviewed Ruchira previously for “Half the Sky,” addressed the issue of U.S. citizens feeling that sex trafficking is a problem “over there,” pointing out that it is a fast-growing problem in the United States. “It’s the slave trade all over again, and demand is driving it,” she says. “There are women enslaved right here in New York City right now.” To illustrate the severity of the epidemic, she described how during the Atlantic slave trade from the 16th to 19th centuries, 80,000 humans were transported across international borders each year. According to Sheryl, today there are an estimated 800,000 people being moved each year in sex trafficking worldwide.



Both speakers said help needs to come in the form of education and through law enforcement; but there also has to be a societal change focused on both men and women. “The possibility of change is there but we need more support,” Ruchira said. “These women have so much potential, and it’s being wasted.”

## Civil Rights Documentaries (Continued from page 3)

Produced by Firelight Films and directed by award-winning filmmaker **Stanley Nelson**, the documentary recounts the eight-month period in 1961 when more than 400 black and white Americans risked their lives as they journeyed together on buses bound for New Orleans from Washington, D.C. The “Freedom Rides” also tested a U.S. Supreme Court decision outlawing racial segregation in the restaurants and waiting rooms in terminals serving buses that crossed state lines (*Boynton v. Virginia*). The screenings included remarks by Nelson, along with a presentation by Washington, D.C. litigation and intellectual property partner **Cliff Sloan**, who discussed *Boynton* and provided the legal context surrounding the film’s events.

When the Freedom Riders reached Alabama, they were attacked by large crowds of people, the buses were destroyed, and a number of riders were badly beaten and hospitalized. Undeterred, the organizations coordinating the Freedom Rides continued their efforts, resulting in more than 60 similar journeys across the South and, ultimately, the desegregation of interstate bus and train travel. The film provides a look at their harrowing experiences, as well as insights into the role of the media and the political process — complete with candid moments by federal and local government officials who fueled the mob violence.

*Variety* hailed “Freedom Riders” as a “superb piece of filmic journalism,” a sentiment matched by the Skadden audiences — which included two eyewitnesses to these historical moments. In New York, retired New York Court of Appeals associate **Judge George Bundy Smith** shared his experiences as a Freedom Rider and provided insights into his subsequent 50-year career in law (which included working with Skadden litigation of counsel and former New York

Court of Appeals Chief **Judge Judith S. Kaye**). Freedom Rider and **U.S. Rep. John R. Lewis** (D-GA) gave the D.C. audience an account of his role, which resulted in his being beaten by a Montgomery, Ala., mob (Lewis later would experience a life-threatening assault during the march from Selma, Ala., to Montgomery in 1965).

“Neither Smith nor Lewis had seen the film before the Skadden screenings,” Eric says. “They were watching 50-year-old images of themselves as young men and providing the audience with an immediate reaction. We all were hanging on every word. To have two pillars of the civil rights movement participate in the events was quite moving.”

When paired with the lunch counter sit-ins throughout the South the previous year, the 1961 Freedom Rides are considered a watershed moment. “While people are familiar with the Freedom Rides story, many don’t realize it was the beginning of the American civil rights movement,” says Laurens. “It was a time when ordinary individuals — both black and white — became involved in changing this country to make it better for all of us.”

When asked if Skadden was as tough an audience as the critics at Sundance, Laurens was quick to note that “both audiences were incredibly insightful and appreciative.” She added that the film can serve as an inspiration for those choosing a legal career. “The Freedom Riders’ story proves that people always can achieve much more than they realize.”

“*Freedom Riders*” premiered on PBS stations on May 16, 2011 as part of its “*American Experience*” series. ■