THE UNIVERSITY OF VIRGINIA SCHOOL OF LAW

A CONTROL OF LAW

A CONT

FALL 1997



Inside

Welcome to the David A. Harrison III Law Grounds

New Careers for Lawyers



Dear Readers,

In each issue of *UVa Lawyer*, we include this forum for you to communicate with us — and with each other. We welcome your letters about the magazine or other matters related to the Law School, and will publish those that we believe will be of interest to the greatest number of alumni. Please send your letters to the editor at 580 Massie Road, Charlottesville, VA 22903, or by e-mail at lawalum@virginia.edu.

Cathy L. Eberly Editor

# UVA LAWYER

THE UNIVERSITY OF VIRGINIA SCHOOL OF LAW FALL 1997 ■ VOL. 21, NO. 3

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#### **ALUMNI NEWS**

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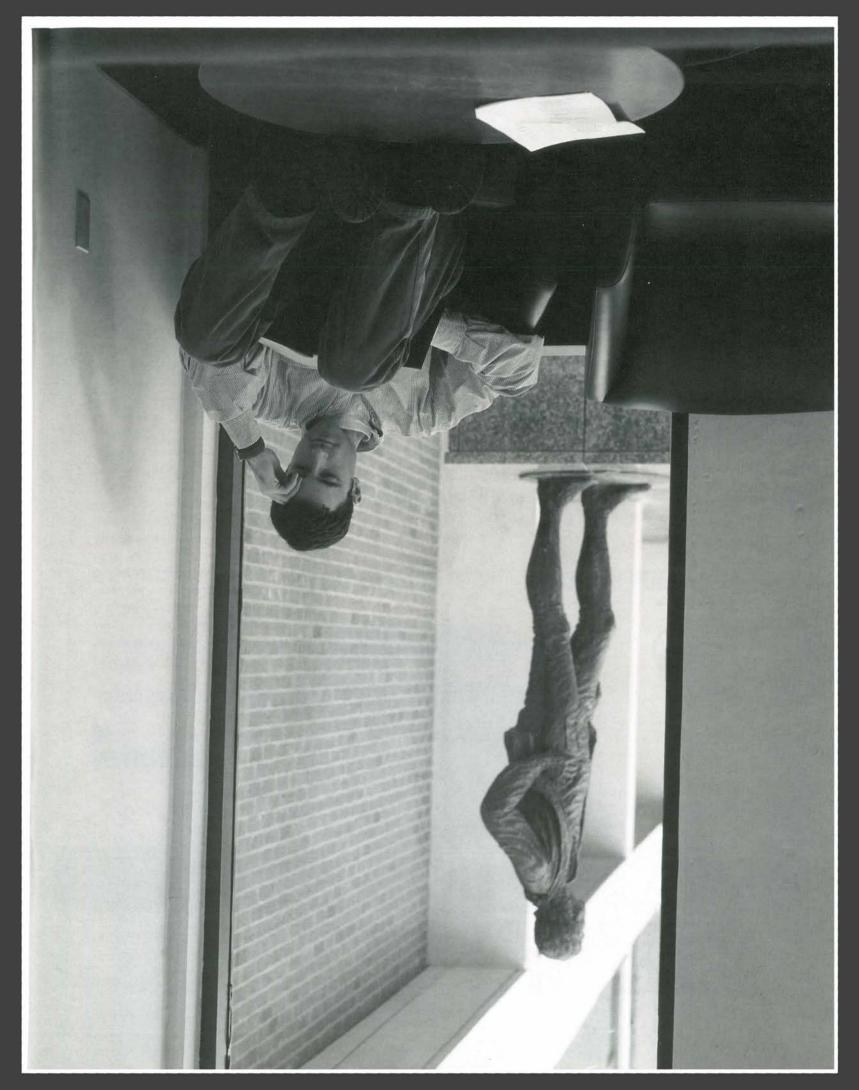
Design: Marilyn Appleby Design

Printing: Schmitz Press

Photographers: Philip Beaurline, Dave Bush, Tom

Coaill, Jack Mellott, and Marie Ragsdale

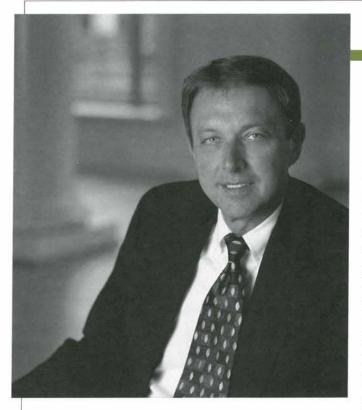
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# Celebrating the Harrison aw Grounds

s I write this message, we mark a new milestone in the life of the Law School: the completion of the Law Grounds construction project. This event, while immediately noteworthy, promises to have even greater long-range impact on the future of the Law School. Our celebration of this achievement started quietly enough at the end of August, as students and faculty returned to a completely new academic home. Within days, the verdict was unanimous: the David A. Harrison III Law Grounds are simply wonderful. In the following weeks, as everyone settled into the academic routine, it became obvious that the excitement that was felt initially only within our walls extended beyond North Grounds. Others are noticing our splendid facilities, and it is clear that the Law School has been transformed as a result.

(Opposite) A student studies in the Purcell Reading Room.



Our new facilities send a clear signal that our alumni are committed to excellence and are prepared to ensure that the Law School has the resources to compete with the most handsomely endowed private schools in the nation.

Prospective students who visit us certainly are taking notice. In fact, the Admissions staff reports that the number of students we admitted last spring who chose to attend Virginia this fall — called, in Admissions parlance, the "yield" — was greater last year than at any time in recent memory. We did not admit students from the waiting list until late August, and even then, only a handful were offered admission. Despite the continuing national decline in law school applications, the class of 2000 has academic credentials equal to last year's record class: an average LSAT score of 166 (the 95th percentile) and a 3.65 GPA. We also have experienced significant gains in diversity. Compared to a year ago, the entering class includes 20 more women (39% of the class), 40% more African Americans, and 80% more Asian Americans— a 45% increase in the total number of minority students.

Furthermore, many of these students have reported that they chose Virginia over our peer schools because they like the look and the feel of the new Law Grounds.

Faculty reaction to the Law Grounds has been equally positive. Morale is at an all-time high among our resident faculty, and faculty visiting from other schools talk about Virginia with unsolicited admiration and praise. Our new facilities send a clear signal that our alumni are committed to excellence and are prepared to ensure that the Law School has the resources to compete with the most handsomely endowed private schools in the nation.

Thanks to the nearly 3,000 alumni whose commitment made possible the Law Grounds project, Virginia's reputation as a great national law school is increasingly secure. In our newly renovated classrooms, great teachers instill in committed students the professional attitudes and values of good lawyers and, in that context, generate new ideas about the law. Our many public spaces invite students, faculty, and alumni to engage in informal discussions and group study sessions. In these and many other ways, the Law Grounds celebrates community and supports the continuing commitment of our students to the ideals of civic virtue and public service.

In the pages that follow, you will be introduced to the Harrison Law Grounds, perhaps for the very first time. Please come and visit us. Meanwhile, take a moment to read the text, enjoy the pictures, and delight in this very special place that you have helped to create— a place that embodies and reinforces Thomas Jefferson's ideal of the lawyer as a public citizen.

# Harrison Law Grounds Completed for Start of Semester

The David A. Harrison III Law Grounds were substantially complete when Law School students returned to Charlottesville on August 25. The fire marshall's granting of the occupancy permit for Hunton & Williams Hall essentially concluded the two year, \$30 million expansion and renovation project and opened the new facilities to students, faculty, and staff.

"Thanks to the unparalleled generosity of many of our alumni, we have been able to create for the Law School what already is being recognized as one of the finest — if not the very finest — law school facilities in the nation," said Dean Robert E. Scott.

With the opening of Hunton & Williams Hall, the Law School's collegial quadrangle is complete. The quadrangle now surrounds Spies Garden and several smaller cultivated areas, all providing convenient and restful spots for conversation and study. Hunton & Williams Hall links Slaughter and Withers halls at the north, providing students new spaces for their activities, mailboxes, and lockers. One of the final portions of the Law Grounds to be completed is the law library's magnificent three-story, cherry-paneled reading room. Finally, more than 1,500 bricks purchased by and personalized for Law School alumni and friends have been laid in the major outdoor walkway between Slaughter and Withers halls.

The Law Grounds project has practically doubled the size of the Law School facilities, providing new classroom and office space, moot courtrooms, and a computer center, and enabling the Law School to increase the size of the faculty and launch new curricular iniatives. Most importantly, the Harrison Law Grounds will help to foster a sense of community at the Law School.

Dedication ceremonies for the Harrison Law Grounds are scheduled for November 8 and will feature remarks by Chief Justice William H. Rehnquist. Major donors to the Law Grounds project will be honored at this time.



#### Karen Anderson '95 Expands Role in Admissions

Karen J. Anderson, a parttime special assistant to the dean since graduating from the Law School in 1995, has assumed fulltime responsibilities in Law School admissions and student recruitment. She continues to provide support by interviewing applicants, reviewing applications, and recommending candidates for admission. In addition, she serves as the point person for applicants who visit or call the Law School, and she handles marketing activities related to student recruitment.

Since joining the dean's staff, Anderson has coordinated Admitted Students Weekend, which provides admitted students the opportunity to visit Charlottesville, meet faculty and students, and experience law school at Virginia. As a law student, she clerked in the University's Office of Development, where she researched tax law to determine the tax liability of various types of charitable gifts.

# LAW SCHOOL NEWS

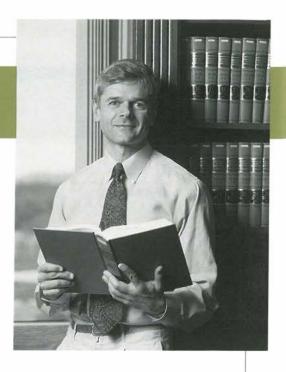
#### Law School Changes Grading Policy

Acting in response to requests by Law School faculty and students in recent years to re-evaluate Virginia's grading policy, the faculty has voted to change the Law School's mean grade from a B (3.0) to a B+ (3.3). The new grading policy will become effective in 1998.

According to curriculum committee chair John Monahan, Henry L. & Grace Doherty Charitable Foundation Professor of Law, the claim had long been made at Virginia — by students and faculty alike — that grading policies at the Law School are much more stringent than those at peer institutions, and that Virginia students often suffer in the job marketplace as a result of these policies because employers place a disproportionate emphasis on grades when choosing among highly qualified candidates.

In an attempt to determine the legitimacy of this claim, the committee surveyed 10 peer institutions about their grading practices. The survey revealed that the Law School awarded half as many A grades, and three times as many C grades, as the average of its competitors. In addition, the mean grade actually given in courses and seminars at the Law School was in fact substantially lower than the mean grade actually given in courses and seminars at those peer institutions.

Members of the committee believe that their survey has revealed only the tip of the iceberg in what has become a nationwide trend toward grade inflation at top-flight schools. "In all likelihood, this is an underestimation of the extent to which grading practices at Virginia differ from those elsewhere, since there is anecdotal evidence that the schools not providing data have higher mean grades than the schools for which we obtained figures," said Monahan. "The decision of the faculty to move to a 3.3 mean is our attempt to level the playing field so that Virginia students can compete effectively with their peers in the employment marketplace."



#### Daniel Ortiz Moderates ABA Program on Race in Elections

Dan Ortiz chaired and moderated a Presidential Showcase program on the issue of race in elections during the annual meeting of the ABA in San Francisco August 3. Panelists, among them Ortiz's Law School faculty colleague Pamela Karlan, examined recent Supreme Court decisions that outlaw drawing electoral districts to create majorities for minority racial groups. The panelists discussed whether the decision to eliminate these districts is a return to proper constitutional principle and racial common sense or whether it infringes on the civil rights of American voters.

In other activities, Ortiz and Karlan participated in a panel this fall at the ABA's Administrative Law Section meeting in Washington on campaign finance reform.

Ortiz is John Allan Love Professor of Law and Elizabeth D. and Richard A. Merrill Research Professor.

#### M. Elizabeth Magill '95 Joins Law School Faculty

Law School graduate Elizabeth Magill returned to Charlottesville this fall as an associate professor of law. She teaches administrative law, criminal law, and employment discrimination.

After receiving her B.A. from Yale in 1988, she served as a senior legislative assistant for energy and natural resources for U.S. Senator Kent Conrad, a position she held until entering the Law School to pursue her J.D. Following her graduation in 1995, Magill clerked for the Honorable J. Harvie Wilkinson III of the U.S. Court of Appeals for the Fourth Circuit, and for the Honorable Ruth Bader Ginsburg of the U.S. Supreme Court.

In law school, Magill received the Margaret G. Hyde Award, the Jackson and Walker

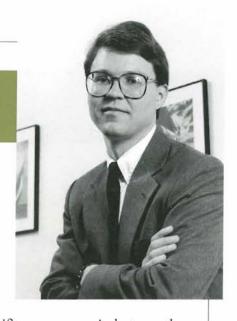
Award for Academic Achievement, the Mary Claiborne and Roy H. Ritter Scholarship, and the Food and Drug Law Institute Scholarship. She was elected to the Order of the Coif and served as articles development editor for the *Virginia Law Review*.

Magill's publications include "Congressional Control Over Agency Rulemaking: The Nutritition Labeling and Education Act's Hammer Provisions," 50 Food & Drug L.J. 149 (1995); "Text-based Interpretation and the Administrative Procedure Act," (in progress); and "Abortion and Equality: A Theoretical Defense of Heightened Scrutiny," (in progress).

#### Rip Verkerke Develops New Course at Texas, Addresses Virginia Alumni

J. Hoult (Rip) Verkerke, while a visiting professor at the University of Texas (Austin) during the fall, taught employment law and a new research seminar on the relationship between informal workplace norms and the binding legal rules supplied by federal and state employment law.

In the new course, which he hopes to teach at Virginia next year, students investigated a



specific company or industry and prepared a case study about the relationship between existing law and the informal norms characteristic of that company or industry. Two projects undertaken at Texas were a study of corporate e-mail privacy policies and an analysis of employment contracts in the legal profession. Through the e-mail study, students discovered that an employer's formal policy and existing case law concerning the personal use of corporate e-mail systems are quite often at odds with commonly accepted practice in that company or industry. According to Verkerke, the students' case study projects helped them gain a better understanding of how the law influences employment relations than the students would have gained from classroom discussion of hypothetical situations and appellate cases.

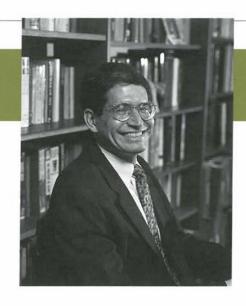
Verkerke addressed an alumni breakfast at the Virginia Bar Association's annual meeting last June in Virginia Beach. He spoke about the culture of collegiality that he believes exists at the Law School and is one of its greatest strengths.

A member of the Law School faculty since 1991, Verkerke directs the Program for Employment and Labor Law Studies.



#### Mike Klarman Receives University's Outstanding Teacher Award

Mike Klarman has received Virginia's Outstanding Teacher Award, one of the University's highest honors recognizing excellence in teaching, research, and service. The F. Palmer Weber Research Professor of Civil Liberties and Human Rights and a member of the Law School faculty since 1987, Klarman is a legal historian who teaches constitutional law and constitutional history.



His activities beyond the Law School's classrooms in recent months also explored various aspects of constitutional law and history. In June, Klarman participated in a Liberty Fund conference on the religion clauses of the Constitution. He contributed an entry last summer on post-Brown desegregation to a new encyclopedia — called *The Constitution and* 

its Amendments and edited by Roger Newman — for junior and senior high school students, and he served on a panel at the annual meeting of the American Political Science Association, where he discussed "What's So Great About Constitutionalism?" In September, he joined Pulitzer Prizewinning author Jack Rakove on a panel sponsored by the University's Federalist Society, where the topic was Rakove's book, Original Meanings. Finally, Klarman visited the law schools at William & Mary and DePaul in November, where he led faculty workshops.

## Mike Klarman: Profile of an Award-Winning Teacher

Long recognized as a gifted teacher, Mike Klarman believes that successful teaching requires attention to both substance and presentation, and that the topics discussed in his constitutional law and constitutional history classes are inherently interesting to his students.

"Constitutional law has expanded its boundaries in recent decades to encompass many of the nation's most divisive cultural issues: the death penalty, abortion, the right-to-die movement, race and sex discrimination, gay rights, etc. It takes little effort to convince bright, engaged young people of the intrinsic interest of this material," he said. "The same is true of constitutional history. In class, we consider the Constitution's origins, legal issues raised by slavery, constitutional questions involving the Civil War, the rise of racial segregation and black disenfranchisement, the origins of the modern criminal procedure revolution, the effect on religious clause jurisprudence of the gradual dismantling of the nation's unofficial Protestant establishment, and more."

Klarman admits that one of his teaching challenges is establishing the relevance of these classes to his students' lives.

"I try to convince students that constitutional law, while perhaps tangential to their professional lives, is an integral part of their role as private citizens." he said. "In establishing the relevance of constitutional history, I try to convince students that studying the past performance of institutions is relevant to predicting their future performance, and thus to shaping our expectations for them.

"For example, in class we discuss why the Supreme Court justices, like the vast majority of white Americans in 1896, were not repulsed by racial segregation. The Court is a product of its historical context; one cannot understand its decisions without appreciating the political, economic, social, and ideological context within which they are rendered. Once we come to appreciate the past contextually, rather than simply reviling past historical actors for their bigotry, we may be inspired to reexamine our own presuppositions and prejudices."

In addition to recognizing the importance of presenting material to students in an organized manner, Klarman believes it essential for teachers to love what they are doing. "If teachers cannot work up enthusiasm for their life's work, why should students?" he asks.

### Robert and Elizabeth Scott Present Paper on Marriage Contract

Robert E. and Elizabeth S. Scott presented the principal paper at a conference on the revitalization of the marital contract in family law at George Mason University Law School in October. Entitled "Marriage as Relational Contract," the paper combines Dean Scott's expertise in contract law and theory with Elizabeth Scott's expertise in family law. In the paper, the Scotts develop a contractual model of marriage that explains much of the structure of the legal regulation of marriage and divorce. In addition, the paper highlights current deficiencies in both areas of the law.

Robert Scott is Lewis F. Powell, Jr. Professor of Law and Arnold H. Leon Professor of Law. He has been dean of the Law School since 1991. A member of the faculty since 1988, Elizabeth Scott is a University Professor and Robert C. Taylor Research Professor.

#### Class of 2000 Enters the Law School

"It is our responsibility to learn well so we can give good advice to our clients. It is our responsibility to learn to act with honor. When we are at our best we recognize that we are servants of the law," said the Honorable John Charles Thomas '75, the first African American to serve on the Virginia Supreme Court and a popular student speaker, as he welcomed the class of 2000 to the Law School during their orientation August 25.

The 362 class members were welcomed by Dean Robert E. Scott, Associate Dean for Admissions and Career Services Albert Turnbull, and Student Bar Association President Ann Ayers '98. Afterwards, they met with their small sections and peer advisors for the first time.

According to the Admissions Office, this year's class is a strong one. Class members were selected from a total of 3,091 applicants from 500 different colleges and universities, all 50 states, the District of Columbia, Puerto Rico, the Virgin Islands, and 9 foreign countries. A total of 845 Virginians and 2,246 non-residents applied for admission. Among the 292 (81%) who identified their ethnicity on their application, 141 are women and 51 are minorities. Most students ranked in the upper 20 percent of their graduating class. The median grade point average for the class is 3.64 on a 4.0 scale, and the median LSAT score is 166 (95th percentile). The average age of class members is 24, and many completed advanced degree work before entering the Law School.

Last year's recruiting efforts seem to have been particularly successful, according to Al Turnbull. "Thanks in large measure to our Admitted Students Weekend, a higher percentage of individuals accepted our offer of admission this year than did last year. We hope that this trend will continue as prospective students visit and are impressed by our curriculum, faculty, and facilities."



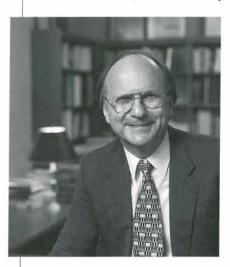
"You'll love it here!" Professor Alex Johnson (center) talks with prospective Law School students at a coffee-andbagel break during this year's Admitted Students Weekend, held April 3-5. Now in its third year, the weekend attracted 148 admitted students for presentations on Law School life, tours, and opportunities to meet informally with faculty, students, and staff. Current Law School students hosted attendees in their homes and provided an all-important insider's view of life at Virginia. Sixty-eight percent of the students who attended Admitted Students Weekend decided to come to Virginia and are now part of the Class of 2000.

#### A. E. Dick Howard Interviews Supreme Court Justices For New Court Film

A.E. Dick Howard interviewed the nine justices of the U. S. Supreme Court for a new film that is shown in the Supreme Court theater to the 700,000 visitors to the Court each year. Each of the justices appears in the 24-minute video and talks about life at the nation's highest court.

According to Steve York, the Washington, DC-based producer of the film, the Supreme Court justices were enthusiastic about working with Howard on the project. Howard, who appears oncamera and is identified by name and his affiliation with the Law School, questions the justices as they sit together, and moderates the discussion that ensues.

The film, which recently won



a Gold Award for legal films at the Houston Film Festival, has been well received by the Court. It is available for sale in the Supreme Court gift shop, and has recently been made available for occasional broadcast on C-SPAN, Court TV. and various cable stations.

In matters closer to home, Howard is teaching a new seminar at the Law School this fall, called The Supreme Court from Warren to Rehnquist. In the seminar, open primarily to third-year students, he is paying special attention to the justices and to the Court's processes — including oral argument, conference, opinionwriting, among others — as well as to doctrinal developments.

Finally, Howard has been named a recipient of the 1997 Alumni of the University of Richmond Award for Distinguished Service, presented to Richmond alumni "who have distinguished themselves in outstanding achievement in their business or profession, or in outstanding achievement in service to their country, state, or community."

According to a profile in the spring 1997 University of Richmond Magazine, Howard was chosen to receive the award because of a "lifetime of seizing frontiers." Achievements cited in the article include his role as author of the modern constitution for the Commonwealth of Virginia, constitutional consultant to dozens

of governments around the world, adviser to Virginia governors and legislators, and White Burkett Miller Professor of Law and Public Affairs at the University of Virginia.

Howard graduated first in his class from the University of Richmond in 1954. A member of Phi Beta Kappa and Omicron Delta Kappa, he was named the nation's top ROTC cadet and Virginia's Outstanding College Student that year.

#### Richard Bonnie Receives American Psychiatric Association Award

Richard Bonnie was selected to receive the Isaac Ray Award from the American Psychiatric Association (APA) for his outstanding contributions to forensic psychiatry and the psychiatric aspects of jurisprudence.

The award, funded through a bequest in memory of Margaret Sutermeister by her mother, was established to honor Isaac Ray, one of the original founders and fourth president of the APA. The winner is required to deliver a lecture or series of lectures on some aspect of forensic psychiatry or psychiatric jurisprudence.

In other activities, Bonnie traveled to Europe in June. He chaired a conference in the Netherlands on the building of nongovernmental organizations for the

#### Institute of Law, Psychiatry, and Public Policy Holds Anniversary Conference

The Institute of Law, Psychiatry and Public Policy commemorated its 20th anniversary by holding a conference at the Law School, Thursday, October 30, and Friday, October 31. The conference, entitled "Mental Health and the Law: A 25-Year Retrospective," focused on the development of the field of law and mental health over the past 25 years. The Institute, which has been directed by Law School Professor Richard Bonnie since 1979, aims to facilitate the collaboration between law and psychiatry by understanding violence, promoting human rights, improving law and policy, and providing better information to courts.

Guest speakers at the conference included lawyers, physicians, academics, and social workers. They addressed a broad range of mental health and forensic topics, including competency and criminal responsibility of juveniles, free will, research ethics and persons with mental disabilities, and changing perspectives on proce-

dural justice.

Robert A. Burt, Alexander M. Bickel Professor of Law at Yale University, delivered the highlight of the conference, the eighth P. Browning Hoffman Memorial

Lecture. A member of the Yale faculty since 1976, he previously served on the faculties of the law and medical schools at the University of Michigan and on the law faculty at the University of Chicago. Burt has written extensively on biomedical ethics, mental health law, and constitutional law. In his lecture, "Promises to Keep, Miles to Go: Mental Health Law Since 1972," Burt discussed the two arguments that have defined cases involving people with mental disabilities throughout the past 25 years. One approach is a social policy of beneficent treatment; the other is constitutional litigation. Burt explored the rationales, the consequences, and the future prospects of the conflicting propositions during the Hoffman lecture.

The P. Browning Hoffman Memorial Lecture in Law and Psychiatry, presented biennially, was established by the Law School as a tribute to Hoffman's life and work. Peter Browning Hoffman, who held joint appointments as Professor of Law and Professor of Psychiatry at the University of Virginia, helped to establish the Institute of Law, Psychiatry and Public Policy in 1977.

Network of Reformers on Psychiatry in Central and Eastern Europe and the former Soviet Union. Among other sessions at the threeday conference, he conducted a roundtable on physician-assisted suicide with participants from the Netherlands, the United Kingdom, and Russia. Participants used the forum as a case study on the formulation and enforcement of professional ethical norms.

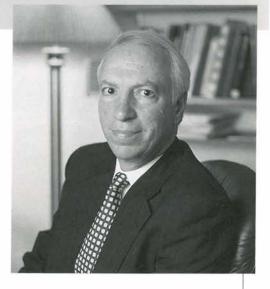
Bonnie also chaired a session and presented a paper called "Psychiatric Care in Transition: Legal and Ethical Aspects" as part of the Berzelius Symposium XXXVII, entitled Human Rights in Psychiatric Care: An International Perspective, and held in Stockholm last summer by the Swedish Society of Medicine.

Upon returning from Europe, Bonnie chaired a public meeting in July of the National Cancer Policy Board — an organi-

zation established by the National Academy of Sciences — on tobacco control. Following this meeting, the board sent a letter to the White House, setting forth recommendations regarding the so-called "global settlement" of tobacco-related issues. The board also will prepare a white paper on tobacco control that builds on its 1994 report, "Growing Up Tobacco Free." Bonnie was the primary architect of the report's policy recommendations, which provide the scientific foundation for tobacco regulations.

Bonnie chaired a public meeting on injury control and prevention in Washington last summer as part of the work of the Institute of Medicine Committee on Injury and Prevention and Control, a group he heads. More than 50 attendees presented testimony on a wide variety of subjects ranging from safety to firearms.

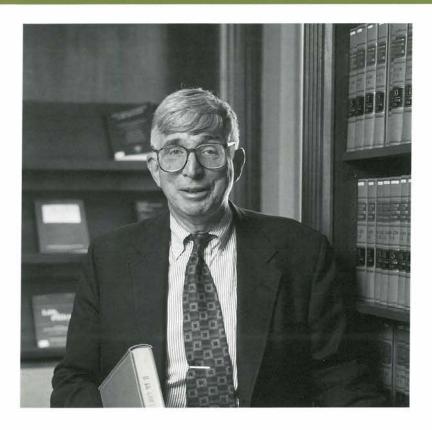
Finally, Bonnie presented a



paper in September to the National Association of State Mental Health Forensic Directors in Annapolis. The paper's topic was the Supreme Court's 5-4 decision upholding a Kansas law providing for the civil commitment of violent sexual predators.

Bonnie is John S. Battle Professor of Law and has been teaching at the Law School since 1973.

# LAW SCHOOL NEWS



his expertise on the First Amendment and the Internet to a conference sponsored by Arizona State University and the Arizona Bar and held at ASU's Center for the Study of Law, Science and Technology. According to O'Neil, the Arizona Bar is one of the most technology-conscious bar associations in the nation.

A University Professor, O'Neil also directs the Thomas Jefferson Center for the Protection of Free Expression.

### Robert O'Neil Appointed to ABA Conference Group

Robert M. O'Neil has been appointed to a three-year term on the American Bar Association's Conference Group of Lawyers and Media Representatives. The group, which includes members of the ABA and representatives from national media organizations, is chaired by the Honorable John Charles Thomas '75 and includes among its members Linda Fairstein '72, chief of the Sex Crimes Prosecution Unit of the New York County District Attorney's Office. The group's

meetings provide a forum in which lawyers and media representatives can discuss candidly issues of interest to both and occasionally make policy recommendations to the ABA's board of governors.

At the request of the National Endowment for the Humanities (NEH), O'Neil was half of a twomember team that conducted a two-day site visit to and issued an evaluation of the Charlottesvillebased Virginia Foundation for the Humanities and Public Policy last summer. The visit was one of the first "top-to-bottom" evaluations of state foundations conducted by the NEH, which provides funding to the foundation.

Finally, O'Neil contributed



#### Center for National Security Law Conducts Summer Institute

The Center for National Security Law (CNSL) conducted its seventh annual National Security Law Summer Institute at the Law School during the first two weeks of June. The more than two dozen participants included law and political science professors from across the country, government attorneys, and a small number of foreign nationals. They ranged in seniority from Rear Admiral Paul Blayney, legal counsel to the U.S. Coast Guard, to Philip Golrick '89, a new attorney-advisor in the Office of Intelligence Policy and Review at the Justice Department who graduated first in his Law School class.

In addition to an intensive schedule of lectures, panels, and debates at the Law School, institute participants spent four days in Washington, DC, meeting with senior officials and practicing national security lawyers at the Central Intelligence Agency, the Pentagon, and the White House. The Washington phase of the program also included a series of discussions about intelligence oversight and the future role of the intelligence community with former directors of central intelligence James Woolsey and Admiral William Studeman, and with Elizabeth Rindskopf, who served as general counsel to the National Security Agency and subsequently for many years as CIA general counsel.

Other program highlights were a dinner address by former Secretary of State Lawrence Eagleburger and a dinner talk in Washington by Michael Matheson, acting State Department legal adviser, about last summer's International Court of Justice opinion on the legality of nuclear weapons. Matheson argued the case for the United States.

For the past 25 years, the Law School has pioneered the establishment and development of the growing academic field of national security law. The field originated at Virginia in the early 1970s with a course taught by John Norton Moore, Walter L. Brown Professor of Law and a member of the Law School faculty for the past three decades. Moore, who also directs the Center for Oceans Law and Policy, established the center in 1981.

Over the years the CNSL Summer Institutes have trained scores of lawyers, including many employed by the government and faculty from all the military academies and several war colleges. The program emphasizes the importance of respect for the rule of law and the role legal rules can play in promoting peace.

CNSL Summer Institutes also have trained attorneys from the Security and Intelligence Service of the Canadian Ministry of Justice and from governments on four other continents. Last summer's participants included a professor from the Australian National University, a Royal Australian Air Force squadron commander, a law professor from the Philippines, and the special assistant to the prime minister of Argentina, who was overseeing the drafting of a new military code for his country.

Plans are already underway to conduct an eighth summer institute in June of 1998.



A highlight of the CNSL Summer Institute was a Rotunda dinner and address by former Secretary of State Lawrence Eagleburger. Institute participants include (clockwise from left): Captain Stephen Stokes (U.S. Psychological Operations Command), Professor Valerie Epps (Suffolk Law School), Rear Admiral Paul Blayney (legal counsel to the U.S. Coast Guard), Lawrence Eagleburger, Professor John Norton Moore, and Squadron Leader Linda-Anne Griffiths (Royal Australian Air Force).

### Pam Karlan Speaks on Voting Rights, Redistricting

Pamela Karlan spoke on voting rights, voting district reapportionment, and the U.S. Supreme Court before several audiences in recent months.

In August she moderated a panel on geography and voting redistricting during the annual meeting of the American Political Science Association, and she discussed voting rights during the annual meeting of the American Bar Association.

In September Karlan addressed the Congressional Black Caucus Legislative Weekend, where her topic was preparations for voting reapportionment. She conducted a workshop at George Washington University on legal issues arising from post-2000 redistricting, and she traveled to the University of Florida in October to lead a workshop on the U.S. Supreme Court's regulation of politics. Karlan joined Law School faculty colleague George Rutherglen at an event for Washington, DC alumni sponsored by Hogan & Hartson on September 3. The two spoke on voting rights and law and the Internet.

In November Karlan attended a conference of the Legal Defense Fund, where she spoke on the 1996 term of the U.S.



Supreme Court. In addition to presenting a paper on reapportionment at a symposium of the *Stanford Law Review*, she spoke to new law clerks of the Ninth Circuit U.S. Court of Appeals during their orientation.

Karlan, professor of law and Roy L. & Rosamond Woodruff Morgan Research Professor, has been a member of the Law School faculty since 1988.

#### Kenneth Abraham Receives Insurance Research Grant

Kenneth S. Abraham is the recipient of the first research grant ever awarded by the Federation of Insurance & Corporate Counsel Foundation to support scholarly research in insurance and tort law. The \$10,000 grant financed his work last summer on an article on setoffs for partial settlements in multi-insurer coverage disputes. The article will be published next year in the Federation of Insurance & Corporate Counsel Quarterly.

The article explores how partial settlements should be allocated in claims for insurance in

mass tort and environmental cleanup liability cases involving numerous insurers. According to Abraham, there are no definitive rules in place indicating how much responsibility each insurer should assume when some — but not all — insurers who are defendants in such suits have settled with the policyholder. His article recommends several ways in which coverage responsibility in these large cases can be determined.

One of the leading insurance and tort law scholars in the nation, Abraham is the Class of 1962 Professor of Law. The Federation of Insurance & Corporate Counsel promotes the research and study of law and supports the continuing education of lawyers and other interested parties in insurance law and litigation.



## Thomas White Advocates New Rules for Determining Tax Treatment of Alimony

Thomas R. White III presented a paper on the tax treatment of alimony during the annual meeting of the ABA Tax Section's Tax Simplification and Structure Committee last summer in San Francisco. In the paper entitled "Taxation of Alimony-Who Should Bear the Tax Burden After Divorce: Do Tax Law Principles Conflict with Domestic Relations Policies?" - White explores how current tax law makes it difficult for divorced couples with minor children to plan to share the income tax burden on income earned by one of the ex-spouses and used to support both households. In the paper, he explains how restrictions imposed on the definition of alimony for tax policy reasons complicate the alimony rule without achieving their tax policy objectives. He also recommends policy changes to permit a more equitable distribution of the tax burden under such circumstances.

Current tax rules require the inclusion of alimony payments in the income of the ex-spouse who receives them and allow a corresponding deduction to the exspouse who makes the payments. Because the payee is usually in a



lower tax bracket than the payor, this alimony system reduces the aggregate tax burden on the divided household. Statistics confirm that less alimony is included in the income of recipients, who often refuse to declare alimony income, than the amount claimed as a deduction by payors. Furthermore, child support payments are not treated as alimony. In effect, child support is received by the payee after taxes are deducted, while alimony is subject to taxation. The child support enforcement rules, which require the local domestic relations court to specify whether support payments follow Child Support Guidelines, may prevent divorcing parents in the low- to middleincome range from using alimony rules to share the tax burden.

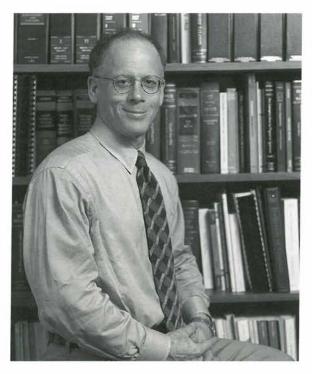
White argues that the alimony tax system is the correct tax policy but notes that these problems make its application problematic. He proposes that the payor pay a "proxy tax" which would approximate the tax burden on support payments achieved with the use of current alimony

rules. If properly designed, the tax would be paid by the payor, who is better able to plan for it. Furthermore, the payor would have an incentive — through a tax savings — to structure support payments to conform to other legal requirements. The recipient would not have to pay taxes on the payments, which would, in effect, be the payee's "take home" support.

A proxy tax system would permit removal of the ineffective complications of current law and would improve compliance by eliminating revenue leakage.

White argues that it would be an appropriate change, because the tax savings for those who use the proxy tax system would be similar to tax savings now available to wealthier divorcing couples who use property transfers, reversionary alimony trusts, and assignments of interests in qualified employee benefit plans for the same purpose.

White, John C. Stennis Professor of Law, chairs the ABA Tax Section's Domestic Relations Committee, and has taught at the Law School since 1967.



# Saul Levmore Wins Law School's Traynor Award

Saul Levmore is the recipient of this year's Traynor Award for Outstanding Faculty Scholarship. He was nominated by a faculty committee who, in reviewing the work of senior faculty members, noted his "innovation, energy, and relentless inquiry" as well as the "remarkable span of topics" he has explored in his articles written over the past two-and-one-half years. Trained as a lawyer and an economist, Levmore's research agenda includes challenging traditional legal rules by examining them in new ways. "By exploring

the paths not taken," Levmore has written, "we can learn a good deal about the legal rules we know."

Articles that particularly impressed the faculty committee include "Gomorrah to Ybarra and More: Overextraction and the Puzzle of Immoderate Group Liability," 81 Va. L. Rev. 1561, 1604 (1995); "Love It or Leave It: Property Rules, Liability Rules, and Exclusivity of Remedies in Partner-

ship and Marriage," 58 L. & Contemp. Prob. 221 (1995); "Rethinking Group Responsibility and Strategic Threats in Biblical Texts and Modern Law," 71 Chi-Kent L. Rev. 85 (1995); "The Anonymity Tool," 144 U.Pa.L.Rev. 2191 (1996); "Precommitment Politics," 82 Va. L. Rev. 567 (1996); and "Coalitions and Quakes: Disaster Relief and its Prevention," 3 U.Chi. L. Sch. Round. 1 (1996).

A member of the Law School faculty since 1980, Levmore is Brokaw Professor of Corporate Law and Albert Clark Tate, Jr. Research Professor. The Traynor Award was established in 1994 by Madeleine Traynor, widow of Roger Traynor, former chief justice of the California Supreme Court,

who was the James Monroe Visiting Professor at the Law School in the spring of 1970. The endowment now funds two awards: one for junior faculty members, and the other for more senior scholars.

#### Jeffrey O'Connell Lectures on Tort Reform and Auto Choice

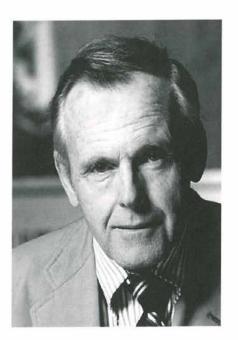
Jeffrey O'Connell appeared on Capitol Hill in July before the U.S. Committee on Commerce, Science and Transportation during a hearing on Senate Bill 625, dubbed the "Auto-Choice" bill. He testified in support of the legislation — a substantial portion of which he drafted - which would allow motorists to choose between traditional tort liability coverage and no-fault automobile coverage.

In other activities, O'Connell delivered a lecture in June at the University of Vienna Law School in Austria on American product liability law. In August, he spoke on "Auto-Choice" before the annual meeting of the Insurance Regulatory Examiners Society in Charlotte, NC, and, later that month, addressed contingency fee reform before the Washington State Liability Reform Coalition

in Seattle. O'Connell delivered a lecture and conducted a seminar on tort reform for the 1997 Appellate Judges Seminar Series of the Judicial Administration Division of the American Bar Association in Aspen, CO. He also testified before the Washington State House of Representatives' Law and Justice Committee on contingency fee reform.

Finally, O'Connell delivered an address October 6 on medical malpractice law reform before the committee on Liability of the American College of Surgeons in Washington, DC.

A member of the Law School faculty since 1980, O'Connell is Samuel H. McCoy II Professor of Law.



# Anne Coughlin is Edith House Lecturer at Georgia

Anne Coughlin delivered the Edith House Lecture at the University of Georgia School of Law in October. In her speech, Coughlin discussed the implications of feminist theory on criminal law, examining why feminist theory — which advances an agenda that she claims has utopian overtones — would choose to make criminal punishment an integral part of that agenda.

The Edith House Lecture is named for one of the first two women to graduate from the University of Georgia School of Law. House, who graduated in 1926, was the co-valedictorian of her class.

Earlier in the fall, Coughlin presented a paper entitled "Sex and Guilt" at a workshop at the University of Southern California. In the paper, to be published in the Virginia Law Review in the spring, she argues that the contemporary feminist critique of rape law, while very powerful, ignores almost completely the ways of thinking about heterosexuality that have shaped the definition of rape. Coughlin believes that we can understand rape law only if we remember that we inherited the rape prohibition from a culture that also criminalized consensual,



non-marital sex. The theoretical claim she makes in her paper is that, when we examine rape law as part of a system that also punished fornication and adultery, the elements of rape law appear to function as criteria that excuse the woman for engaging in illegal sexual intercourse. In conclusion, Coughlin argues that, since it appears that the community is no longer interested in punishing fornication and adultery directly, we should change our definition of rape so that it no longer enforces those prohibitions covertly by requiring women to prove they should be excused for having sex.

#### Paul Stephan Advises Eastern Europeans on Tax Law

Paul Stephan continued his activities this summer supporting the development of tax law policy in several Eastern European nations. In June, he conducted a training program in Washington, DC and Moscow on tax dispute resolution for the higher Arbitration Court of the Russian Federation on behalf of the U.S. Treasury in Moscow and Washington. The two-week program included visits to the Tax Court, Claims Court, and D.C. Superior Court, as well as the Federal Circuit and the U.S. Supreme Court. In cooperation with Judge Steve Swift of the DC Tax Court, Stephan conducted two tax dispute resolution training sessions in Moscow during the fall.



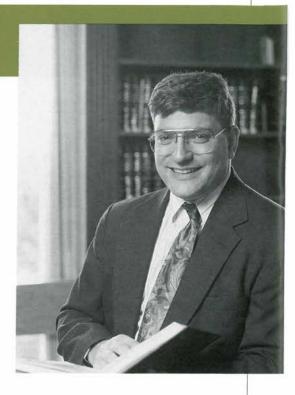
In addition to participating in a seminar for tax and judicial officials in Slovakia on tax dispute resolution in Bratislava, Stephan spent several days in Washington last summer advising the Polish government on a proposed law on tax administration.

A member of the Law School faculty since 1979, Stephan is Percy Brown, Jr. Professor of Law and Barron F. Black Research Professor.

# Cohen Presents to Pennsylvania Judges, Researches Attorney-Client Privilege

George Cohen contributed to the annual retreat for members of the Pennsylvania Superior Court by leading a seminar June 3 on law and economics at the Law School. His presentation included a short history and basic concepts of law and economics, followed by a discussion of problems that the judges might face on the bench.

Cohen and his research assistant, second-year student Igor Parfiriuk, participated in the Law School's faculty workshop series June 5 with an analysis of *In re* Grand Jury Subpoena Duces Tecum. In this case, the Eighth Circuit held that notes of discussions



between First Lady Hillary Rodham Clinton and White House lawyers were not protected by the attorney-client privilege and so had to be turned over to the Whitewater independent counsel. In the circuit court's view, there could be no attorney-client privilege asserted against a government prosecutor in a criminal proceeding against a government official when that official had spoken to a government lawyer about the matter.

In their analysis, Cohen and Parfiriuk discussed an alternative analysis, in which the independent counsel proceeding could be analogized to a shareholder derivative suit or a bankruptcy proceeding. In shareholder derivative suits, the shareholderplaintiff is often allowed access to discussions between the corporation's lawyer and the corporation's management. In bankruptcy proceedings, the trustee in bankruptcy is allowed to

waive the corporation's attorneyclient privilege. If the independent counsel is viewed as analogous to a shareholder-plaintiff in a derivative suit or a trustee in bankruptcy, then one could argue that the counsel should be able to gain access to notes of discussions between the First Lady and White House counsel even if an attorney-client privilege might otherwise exist.

Cohen, the Edward F. Howrey Research Professor, has been a member of the Law School faculty since 1993.

#### Alex Johnson Chairs Law School Admissions Council Committee

Alex Johnson has been named chair of the Test, Development and Research Committee for the Law School Admissions Council (LSAC). The committee is charged with overseeing the development and administration of the Law School Admissions Test (LSAT) and researching, among other things, a computer adaptive version of the test.

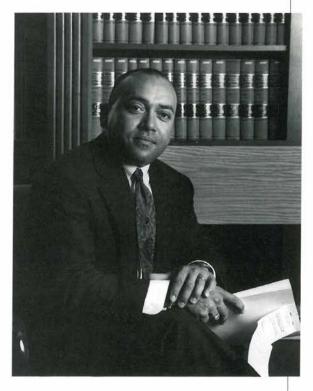
According to Johnson, a computer adaptive LSAT could potentially measure students' strengths and weaknesses more accurately than the current exam, which is a paper-and-pencil test. In a computer adaptive test, the

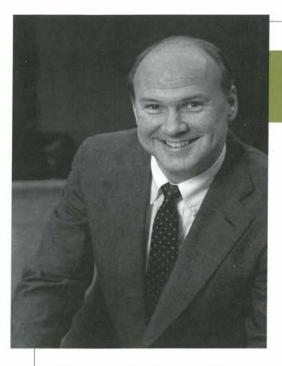
computer would ask a student who had just answered a particularly difficult question correctly additional questions with similar or greater degrees of difficulty, attempting to capture the student's real level of expertise. In the traditional paper-and-pencil LSAT, no "customized" testing occurs because the test format is set from the beginning; it is more difficult to tell whether a student really knows the correct answer to a tough question or simply guessed.

A computer adaptive test is expensive to develop because of the number of questions at all degrees of difficulty that must be stored for possible access by the test-taker. The LSAC Test, Development and Research Committee is overseeing the testing of sample questions now in conjunction with plans to have a prototype computer adaptive LSAT ready by the year 2000. Johnson envisions a time when students can take a computer adaptive LSAT most anytime they wish from a computerized learning center with whom the LSAC has contracted to offer it. "A student taking the new test would find it much more convenient, and law schools would find it to be a much more valid reflection of that student's abilities," Johnson said.

In other matters, Johnson presented a paper entitled "The Evolution of Caveat Emptor: Has the Exception Swallowed the Rule?" at the Conference on Property Law sponsored by the Association of American Law Schools held in Washington, DC last June. He also coordinated the 13th annual "Introduction to Law and Legal Methodology Program" for selected incoming students held at the Law School August 17-23.

Johnson, the Mary & Daniel Loughran Professor of Law, is the University's vice provost for faculty recruitment and retention. He has taught at the Law School since 1984.





### Richard Balnave Chairs Family Law Section of Virginia Bar

Richard Balnave was elected July 1 to chair the Family Law Section of the Virginia State Bar. The section comprises approximately 2,000 Virginia lawyers. Projects currently underway within the section include the development of several CLE programs dealing with family law issues in the state and the production of a videotape to help educate Virginians about child custody disputes.

In other activities, Balnave conducted a workshop in June with corporate counsel from Anheuser-Busch, Inc. dealing with ethical issues in internal investigations and conflicts of interest involving members of the corporate family.

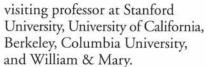
Finally, Balnave, who has directed the Law School's family law clinical program since 1984, continued his involvement with the Supreme Court of Virginia Court Improvement Project as a

member of the Advisory Committee Concerning Foster Care and Adoption. Responding to recommendations made by the project, the Virginia General Assembly this year shortened the amount of time that children remain in foster care prior to their receiving permanent home placements. Efforts are now underway to implement the new law by holding regional training sessions throughout the state, involving judges, court clerks, guardians ad litem, social service workers, and volunteers with Court Appointed Special Advocates (CASA).

# Law School Welcomes Visiting Scholars

Eight distinguished visiting scholars are enriching the Law School community during the 1997-98 academic year.

Vincent Blasi, Corliss
Lamont Professor of Civil Liberties
at Columbia School of Law, has
assumed the Ewald Visiting
Professorship at Virginia. He is a
nationally renowned figure in First
Amendment law. Before joining
the faculty at Columbia, he taught
at the University of Texas and the
University of Michigan, and was a



Blasi has written numerous law journal articles, including "Free Speech and the Widening Gyre of Fund-raising: Why Campaign Spending Limits May Not Violate the First Amendment After All," 94 Colum. L. Rev. 1281 (1994); "Six Conservatives in Search of the First Amendment: The Revealing Case of Nude Dancing," 33 Wm. & Mary L. Rev. 611-663 (1992); and "Reading Holmes Through the Lens of Schauer: The Abrams Dissent," Notre Dame L. Rev. (forthcoming 1997); and is the editor of two books: *The Burger* Court: The Counter-Revolution That Wasn't (Yale University Press, 1983) and Law and Liberalism in the 1980s (Columbia University Press, 1990).

Blasi is teaching church and state constitutional law and First Amendment theory.

David Dana, associate professor of law at Boston University, will visit the Law School for one semester and teach environmental law. A magna cum laude from Harvard Law School, he was editor of Harvard Law Review and on the staff of Harvard Environmental Law Review.

After graduating from law school, Dana clerked for Judge

Betty Fletcher of the U.S. Court of Appeals for the Ninth Circuit. He practiced environmental law, first with Wilmer, Cutler & Pickering, then with the Environmental & Natural Resources division of the U.S. Department of Justice. In 1993, he joined the faculty of Boston University, where he specializes in environmental and natural resources law.

Dana's recent publications include "Natural Preservation and the Race to Develop," 143 *U. Pa. L. Rev.* 655 (1995); "Environmental Lawyers and the Public Service Model of Lawyering," 74 *Or. L. Rev.* 57 (1995); "The Case for Unfunded Environmental Mandates," 69 *S. Cal. L. Rev.* 1 (1995); "The Perverse Incentives of Environmental Audit Immunity," 81 *Iowa L. Rev.* 969 (1995); and "Setting Environmental Priorities: The Promise of a Bureaucratic Solution," 74 *B.U.L. Rev.* 365 (1994).

Herbert Hausmaninger, a University of Vienna Law School professor of Roman law, legal history, and comparative law, is visiting the Law School this year as he has every year since 1971. He teaches Roman law and comparative law.

Hausmaninger joined the law faculty of the University of Vienna in 1960 and became professor of law in 1968. He has chaired the department of Roman law and ancient legal history and has been dean of the law school. Former director of the University of Vienna's international summer session at Strobl, Austria, he has served as president of the Austrian Academic Exchange Service, and has been a visiting professor at Cornell Law School.

Hausmaninger has written several books, including Romisches Privatrecht (Bohlau Verlag, Wien-Koln, 1981, 6th ed. 1991) (with W. Selb); Casebook zum Romischen Vertragsrecht (Manz Verlag, Wien, 1978, 4th ed. 1990); Das Schadenersatzrecht der lex Aquilia (Manz Verlag, Wien, 1976, 6th ed. 1989); and numerous articles, including "From the Soviet Committee of Constitutional Supervision to the Russian Constitutional Court," Cornell Int'l. L.J. (1992).

Heidi Hurd, professor of law and philosophy at the University of Pennsylvania, is teaching evidence and a seminar on leading works in legal theory at the Law School.

Hurd joined the University of Pennsylvania faculty in 1989 and has been a visiting assistant professor of philosophy at the University of Iowa. She gives frequent faculty presentations around the country and lectures to federal judges on theories of statutory interpretation, the role of

values in adjudication, and the constraints of precedent.

Hurd's publications include "The Moral Magic of Consent," \_\_\_Legal Theory\_\_\_\_(1995); "The Deontology of Negligence," 76 B.U.L. Rev. \_\_\_\_(1995); "The Levitation of Liberalism," 105 Yale L.J. 795-824 (1995); and "What in the World is Wrong?" 5 J. Contemp. Legal Issues 157-216 (1994).

Edward Iacobucci joined the Law School as the John M. Olin Visiting Lecturer. He is teaching a seminar entitled Antitrust Law and Policy in the United States, European Union, and Canada.

Iacobucci received a B.A. from Queen's University, graduating first in his class. He was a Rhodes Scholar at Oxford University, where he earned his M.Phil. Iacobucci earned his LL.B. at the University of Toronto Faculty of Law, where he was awarded the Angus MacMurchy Gold Medal for the highest cumulative average at graduation. Following graduation, he clerked for the Honorable Mr. Justice John Spinka of the Supreme Court of Canada.

Iacobucci's recent publications include Value for Money: Executive Compensation in the 1990s (with Michael Trebilcock) (Toronto: The C.D. Howe Institute, 1996) and "Rent Control: A Proposal for Reform," 27 Ottawa L. Rev. 311 (1995).

# LAW SCHOOL NEWS

Michael Moore, Leon Meltzer Professor of Law and professor of philosophy at the University of Pennsylvania, is William Minor Lile Distinguished Visiting Professor of Law at Virginia this year. One of the nation's leading figures in criminal law theory, he is teaching causation and the law, criminal law, and legal reasoning.

A graduate of Harvard Law School, Moore left private practice with Howard, Prim, Rice, Nemorivski, Canady & Pollak to begin his teaching career in 1972. He has since taught at the University of California at Berkeley, the University of California Law Center, and the University of Kansas, and has been a visiting professor at the University of Iowa, Northwestern University, and Stanford.

Moore has written many books, articles, and book reviews, and has lectured to audiences around the world on law, jurisprudence, and legal philosophy. His most recent publications include Act and Crime: The Philosophy of Action and Its Implications for Criminal Law (Oxford University Press, 1993); "The Psychology of Culpability," \_\_B.U.L. Rev. (1995); "More on Act and Crime," 142 U. Pa. L. Rev. 1749-1840 (1994); and "Good without God," in Natural Law and Liberalism (Robert George and Christopher, eds., 1995).

Michael Seidman, professor of law at Georgetown University Law

Center, is a frequent visitor to Virginia. He currently is James Monroe Distinguished Visiting Professor of Law, and is teaching a course on substantive due process and co-teaching (with Mike Klarman) constitutional history.

A magna cum laude graduate of Harvard Law School, Seidman clerked for Justice Thurgood Marshall of the U.S. Supreme Court and Judge J. Skelly Wright of the U.S. Court of Appeals for the District of Columbia Circuit before becoming a staff attorney in the office of the District of Columbia public defender. He joined the Georgetown faculty in 1976.

Seidman is the author of two books: Remnants of Belief: Contemporary Constitutional Issues (with Mark Tushnet, 1996) and Constitutional Law (with Geoffrey Stone, Cass Sunstein and Mark Tushnet) (3d ed. 1996). He also has written numerous articles, book reviews, and book chapters, including "Comments on Elster," \_\_\_ Theory \_\_\_\_(forthcoming, 1997); "Romer's Radicalism: The Unexpected Revival of Warren Court Activism," 1996 Sup. Ct. Rev. 67 (1997); and "Points of Intersection: Discontinuities at the Border of Criminal Law and the Regulatory State," 7 J. Contemp. Legal Issues 97 (1996).

John Setear, an international relations expert, is teaching international law after the Cold War, international environmental law, and international law at Virginia this year.

Setear joined the UCLA faculty in 1991 after serving as a policy analyst in the behavioral sciences department of the RAND Corporation. During the 1995-96 academic year, Setear was a fellow of the Woodrow Wilson International Center for Scholars. He was project director of the International Environmental Cooperation Project at UCLA's Center for International Relations, and has been a term member of the Council on Foreign Relations.

While in law school, Setear was editor-in-chief of the Yale Law Journal. Following graduation, he clerked for U.S. Supreme Court Justice Sandra Day O'Connor and Judge Carl McGowan of the U.S. Court of Appeals for the District of Columbia Circuit.

Setear has written numerous articles, including "Responses to Breach of a Treaty and Rationalist IR Theory: The Rules of Release and Remediation in the Law of Treaties and of State Responsibility," \_ \_*Va. L. Rev.* \_\_\_\_ (forthcoming 1997); "Law in the Service of Politics: Moving Institutionalism from Metaphor to Theory by Using the International Treaty Process to Define 'Iteration,'" Va. J. Int'l L. \_\_\_ (1996); and "A Interactive Perspective on Treaties: A Synthesis of International Relations Theory and International Law," 139 Harv. Int'l *L.J.* \_\_\_(1996).



# "KNOW YOUR OWN BONE"

#### **NEW CAREERS FOR LAWYERS**

by Cathy L. Eberly



"Know your own bone...gnaw at it, bury it, unearth it, and gnaw at it still."

# Thoreau, as quoted by Annie Dillard in The Writing Life

hen the American Bar Association met in San Francisco last summer, the Senior Lawyers Division's New Careers Committee presented its third program featuring lawyers who have started new careers or added dimensions to their current careers.

According to Milo Coerper, chair of the committee and a retired partner of the international law firm Coudert Brothers, presentations on new careers for lawyers have become popular at ABA meetings in recent years as the legal market has changed. "Changing employment trends and downsizing in the business world means that lawyers may no longer be able to stay with a firm for life," Coerper said. "In fact, it is best to realize that job security is a concept of the past. The new world marketplace necessitates having a flexible work force—including lawyers."

Fortunately, Coerper believes that lawyers, because of their intensive education and experience with client relationships, are in a good position to analyze their employment situations. George Cain, author of *Turning Points*, a best-selling book published by the ABA, challenges lawyers evaluating their careers to do some soul-searching by asking: "What drives me as a person?"

During the July meeting, six lawyers who asked themselves that question and made career choices that mirrored their interests, shared their stories with a large and enthusistic audience. Five of the presenters are Law School alumni from different generations, and the sixth is professor emeritus at the Law School. Their careers reflect a wide range of interests and motivations.

In the profiles that follow, six Virginia lawyers discuss — to borrow from Thoreau — their "bones," gnawing at them, burying them, unearthing them, and gnawing at them still.

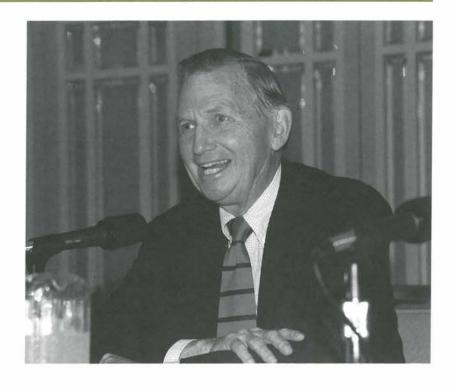
#### JOHN CORSE, **FUND RAISER**

When John Corse returned to the Law School in 1992 - nearly 40 years after his 1957 graduation - to help Virginia raise money during its \$100 million capital campaign, he claims he had virtually no experience in fund raising.

"About the only time I asked anyone for money was at the end of the year, when I was on my law firm's committee that attempted to collect overdue accounts from clients," he recalled. "Asking individuals for hundreds of thousands and even millions of dollars, as I do now, is quite different."

Yet Corse stepped into this new role with customary confidence because he shares something with each of the individuals with whom he meets: they are all graduates of the Law School. "It's not hard to make a connection with people when you're talking about a place that was as important to each of you in your youth as the Law School was to me," he said.

Given Corse's long and varied career, he can connect with people whether or not they are graduates of Virginia — on a number of fronts. Following graduation from the U.S. Naval Academy in 1946, he served as a line officer in the U.S. Navy during the Korean War. He served eight years on active duty - including three years on surface ships and five years in submarines — and was qualified



to command submarines. Following the war and law school, he joined Ulmer, Murchison, Ashby and Ball in Jacksonville, FL, and became a partner in 1958. In 1972, Corse became managing trustee of Great American Mortgage Investors, a real estate investment trust in Atlanta, and served as a director and officer of UniCapital Corporation, a related public company, from 1972 to 1975. In 1976, he joined Powell, Goldstein, Frazer & Murphy of Atlanta as a partner, where his practice continued to focus on commercial real estate transactions and bankruptcy matters representing lenders and developers.

Today Corse is senior director of development for the Law School Foundation. He spends a great deal of time on the road, meeting and connecting with alumni of all generations. Admitting that, as a senior member of the Foundation staff, he is seen as

somewhat of an "old gray beard" around the Law School, the man who was a prep school classmate of George Bush and a Naval Academy classmate of Jimmy Carter brings a lifetime of experience to his position. "I was counting the other day, and I believe this career qualifies as my sixth," he commented.

As the Law School's capital campaign nears its goal, Corse admits that he has been asked what his next career move will be. He isn't saying, but his collection of books and plans on houseboats and houseboating continues to grow, so at least a part-time return to salt water cruising may be ahead. In addition, he's collected photographs of a charming old barn on an idyllic farm owned by his daughter and son-in-law. The word is that he is planning to renovate the barn, creating a cozy new home for himself and his wife, Muffet, that is only minutes away from his beloved Law School.

#### SCOTTYE HEDSTROM, TV EXECUTIVE

Scottye Hedstrom '79 wanted to get closer to the bright lights of television when she left her position with the Los Angeles firm O'Melveny & Myers in 1984 to conduct business affairs for the then-new daytime soap opera "Santa Barbara."

"I wanted to get closer to the action than I was when I worked in legal affairs at the firm," she explained. "Instead of drafting contracts based on deals with creative talent that others had negotiated, I wanted to work directly for a show and make the deals myself."

Hedstrom learned network television business affairs by meeting the demands of the soap opera's hectic daily schedule. When "Santa Barbara" was sold in 1985, she was ready for new television challenges, and quickly landed a spot with Walt Disney Studios' new network television division. Soon she was negotiating talent and production deals for many different types of programs, including "Dinosaurs," a comedy that linked puppets created by Jim Henson Productions with puppeteers, writers, "voices," and members of the Disney creative group.

According to Hedstrom, working in network business affairs requires adaptability and the ability to deal with strong egos. It also helps to have a sense of humor. "At Disney, I spent a lot of time negotiating with agents

who were trying to get the best deal possible for their clients," she explained. "It seemed that, after every salary offer I made to a certain agency for one of their clients, they would tell me that they were 'highly insulted' by how low my offer was. Finally I began to anticipate their response by saying 'here's the offer; you're insulted; now let's move on."

Hedstrom admits that her job might seem a little confusing to those outside of the industry. "My mother was visiting me one time, and after watching me work for a day or so, she said: 'I don't understand your job at all. All you do is talk on the phone and say no!"

But working in television business affairs requires more than well-developed negotiation skills. Hedstrom brought experience in entertainment law to Disney from her stint with O'Melveny & Myers. She also relied heavily on the education she gained at the Law School. "It's important to know which issues are important to writers, producers, and other creative types...but, more importantly, you have to have the skills to know what makes a solid legal contract," she said.

Hedstrom's experience in the bright lights has served her well. In her 11 years with Disney, she rose to the position of vice president of network business affairs, where she was responsible for negotiating talent and production deals for most of the studio's network television shows, including the popular sitcoms "Home Improvement" and "Ellen."

Earlier this year, Hedstrom decided to take a break from network television to pursue another passion, scuba diving. In August she celebrated the first anniversary of her certification during a scuba diving vacation in Micronesia. Further plans for her sabbatical include a language immersion program in Mexico and more scuba diving in Belize and Indonesia.

But come next year,
Hedstrom plans to be back in
Burbank, working in the field that
she loves. "In January, the networks
begin to develop pilot TV shows,"
she explained. "I'd really like to
work as a business affairs consultant
for a new program." In helping the
network folks get a new program
off the ground, Hedstrom will be
placing herself directly behind the
television camera, which is exactly
where she likes to be.



#### WILLIAM IDE, BUSINESS LEADER

Bill Ide has always been very curious about new challenges. He believes that curiosity and encouragement he received at critical points in his life from teachers and colleagues have motivated him to explore several different careers in the past 32 years.

Today Ide, a 1965 graduate of the Law School, is closing in on his first year as senior vice president, general counsel, and secretary at Monsanto Company in St. Louis.

This is not a position he actively sought. Ide was a senior partner with Long Aldridge & Norman in Atlanta and president of the American Bar Association when a fellow lawyer with whom he worked in his ABA role approached him about the Monsanto job.

"I had no reason to want to leave Atlanta, because I had been there for 30 years," Ide said. "But I had an instinct that this move would be a good one for me. As a global company, Monsanto would provide me important opportunities to learn and grow. My wife, Gayle, and I talked about it at great length before deciding to accept the challenge."

Ide brought significant experience as a lawyer and a manager to the Monsanto table. Following graduation from the Law School, he clerked for the Honorable Griffin Bell of the U.S.

Court of Appeals for the Fifth Circuit before joining Atlanta's King & Spalding. After receiving an MBA in finance from Georgia State University, he became a partner with Huie Brown & Ide in the mid-1970s and later served as vice chair of Kutak Rock. Ide took a leave from the law in the mid-1980s to work in the securities industry, then returned as a senior partner in the law firm Long Aldridge & Norman. He also served on the executive committee of Atlanta's committee to organize

> Ide believes that a key to career success is to know yourself, to understand what motivates you, and to follow your passion.

the Olympic Games. After the Olympics, Ide became counselor to the U.S. Olympic Committee, and he has continued in that role since moving to St Louis.

He already is impressed by Monsanto's willingness to invest in its employees to help them understand themselves and how they fit into the corporation. "Our CEO, Bob Shapiro, is very enlightened. He believes that if his employees understand themselves and their co-workers they are more likely to work together effectively and efficiently, and that increased productivity will improve our competitive position."

Ide believes that a key to career success is to know yourself, to understand what motivates you, and to follow your passion. He readily acknowledges that his willingness to follow his passion has increased since his surgery for prostate cancer about a year ago. "If you've ever had anything like that happen to you, then you'll understand it when I say that it causes you to look at your life differently," he said. "I realized that I was going somewhere in an awfully big hurry, and that I needed to take a little time to slow down and experience life a bit more."

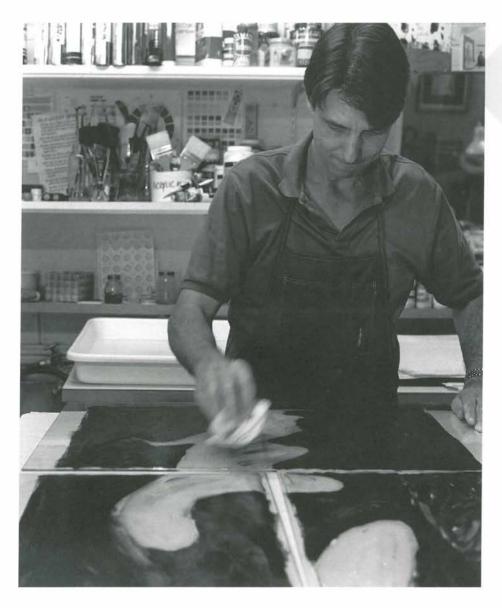
While his decision to work for Monsanto had little to do with relaxation, Ide is certain that it was the right decision made at the right time. As always, he is looking ahead to new challanges. "I'd like to take on at least a couple more career challenges in my

lifetime," he said. "One thing that I would like to do is to reach out a hand to someone who needs encouragement and help them. My sixth-grade teacher told me I was special, and I believed her. My headmaster at the Darlington School in Georgia made a call on my behalf to the folks at Washington & Lee, and, because he believed in me, I was admitted. And at the Law School, I was surrounded by faculty who, in addition to being magnificent intellectual forces, were also wonderful people. I want to be able to return the favor someday and help someone who needs me."

Toward that end, Ide has reached out to the Law School, where he is an active volunteer. As a member of the Business Advisory Council, he and other business executives advise the dean on issues that link the worlds of law and business.

Ide's curiosity will always lead him to new challenges. "Every five or six years, I find that I have to walk to the other side of the mountain to see what's there," he admitted. "When I'm next on that journey, I will let my passion be my guide."





#### CHARLES HOBSON, **VISUAL ARTIST**

When Charles Hobson was senior vice president of Comdisco Financial Services — the San Francisco-based finance firm he co-founded — during the early 1980s, he also was a fine arts student at the San Francisco Art Institute. And when the 1968 Law School graduate received his BFA in 1988 from the Art Institute and decided to become a full-time visual artist and teacher, he admitted that he gave "short shrift" to any contribution his legal training could possibly have made to his new career.

That was until his son, Parker, entered the Law School last year. Then, a shift like the one that Hobson claimed marked his transition from lawyer also sparked in him a new acknowledgment for the role his legal education continues to play in his work as an artist.

"Observing Parker's experience in Charlottesville has let me see the intellectual rigor that he's encountering and has made it obvious to me how integral that training is in my own work," Hobson said. "Even though my life seems to have taken me a vast distance away from the Law School, the skills I learned there are solidly embedded in my working approach and sensibility."

Hobson describes these skills as a kind of "mental discipline" he learned at the Law School that enables him to "turn facts over and over again, pondering conflicting evidence, and becoming increasingly aware of the elusive nature of human language."

A longtime fan of artists' books, Hobson uses pastel, monotypes (an oil-painted image printed on paper), and other printmaking variations to construct images for books and works on paper. "I often follow an historical theme in my work and employ the monotype as a type of 'under painting' on which I apply pastel, acrylic, and printed texts," Hobson explained.

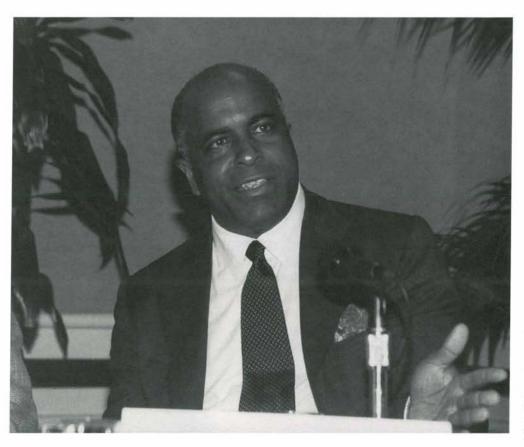
He cites as an example of this technique his new work, entitled "Shipwreck Stories." It was inspired by the true story of an 1865 shipwreck off the coast of California. The ship, overloaded with passengers, livestock, and other cargo, began to sink in a storm. Amid the ensuing chaos,

one passenger — trained as a lawyer — sat down on deck and wrote a will and a final letter to the woman from whom he rented his house. Then he tucked the documents into his breast pocket and donned two life jackets before drowning along with everyone else on board. In reading the story, Hobson became fascinated with the passenger's actions. How did he have the presence of mind to sit down and write a will? Why did he write to his landlady? "After mulling this over and over, I decided to take the facts of the shipwreck story and invent fictions based on that story which I presented through drawings," Hobson said.

In all of his work — which includes two books published as trade editions, 14 limited editions, and nearly a dozen one-person exhibitions — Hobson's approach is equally thoughtful and exacting. He believes he has the Law School to thank for some of his success. "It's clear to me that the intellectual tools I acquired at the Law School — which include acuity, judgment, and a sharp focus on the meaning of words — have served me far beyond what I expected or even imagined."

"Even though my life seems to have taken me a vast distance away from the Law School, the skills I learned there are solidly embedded in my working approach and sensibility."

#### RICHARD GLANTON, FOUNDATION PRESIDENT



When Richard Glanton '72 boarded the train home from his corporate and finance practice at Philadelphia's Reed Smith Shaw & McClay 12 years ago, little did he know that, on that train, a colleague would ask him to join the board of nearby Lincoln University. He certainly didn't know that soon he would be named Lincoln's general counsel, and as a result of that appointment would be placed in charge of the Barnes Foundation, a major charitable trust controlled

by Lincoln. In fact, Glanton's name might never have been recognized outside of Pennsylvania had not decisions he made regarding the trust engendered controversy throughout the art world.

The Merion, PA-based Barnes Foundation had long been an unusual place. Founded in 1922 by Albert Barnes, a poor native of Philadelphia and a manufacturer of patent medicines who made a fortune by the age of 33 and devoted his lifetime to

collecting some of the world's most famous paintings, the Barnes Foundation reflects Barnes's personal mission: to teach people to look at art in a less rarefied way than scholars do and to see the relationship of paintings to daily life. An eccentric, Barnes displayed his more than 1100 paintings — including works by Renoir, Cézanne, Matisse, Picasso, Manet, van Gogh, and El Greco — throughout his home, hanging masterpieces next to works by unknown artists. He did

not open the foundation to visitors, only to a small group of students who studied there, and reportedly would not allow art critics and other members of the world's intelligentsia to enter.

A year before his death in 1951, Barnes decided that Lincoln University, a primarily black school, should have the authority to supply trustees to the Barnes Foundation. Soon after Glanton became Lincoln's general counsel, the call came into the university

that the foundation's president was retiring, and Glanton was tapped to fill the vacancy.

Glanton is the first to admit that he did not have the training one might expect from someone charged with overseeing one of the world's most impressive collections of art. "I took one art appreciation course as an undergraduate at West Georgia College, and that was about it," he said. Glanton did bring to the table a J.D. from the University of Virginia, a partnership in a center city Philadelphia law firm, and years of experience in trusts and estate work.

"When I got to the Barnes and looked around, I saw that we had \$4 billion worth of art and no money to care for it," he said. Describing the foundation as an "arrested culture" where little had changed in years, Glanton was horrified to learn that the building that housed the paintings was deteriorating, and conditions were such that the art was not being adequately protected. While the foundation made available \$1 million per year for repairs, that would not begin to cover the costs necessary to bring the Barnes up to code and to protect the precious artwork within.

"It was really clear to me that one way to help the foundation might be by loaning or de-accessioning some of the artwork, or by some other means," Glanton explained. "However, that action was expressly prohibited by the indenture. It was obvious to me that we would have to petition the court to change the indenture. But when I proposed this action to the foundation board and the word got out, I quickly became the 'bad boy' of the art world."

After a protracted legal battle, Glanton succeeded in amending the foundation's charter to permit the loan of some paintings as well as opening the Barnes to the public and making certain works available for exhibit domestically and overseas. Through it all, his goal was to raise money to protect the collection and to modernize the Barnes.

Since then, the Barnes
Foundation has opened to the
public on a part-time basis, and a
collection of masterpieces has been
exhibited at leading museums
around the world, bringing in
millions in fees and making the
collection accessible to art lovers
everywhere. A renovation of the
Barnes has just been completed,
and a major exhibition of the
collection is being considered for
1999 in Europe.

Glanton is clear that he does not stand to benefit financially from his involvement with the Barnes. "I support my family with my law practice, and I will always do so," he said. Yet, when his fiveyear term as president of the "When I got to the Barnes and looked around, I saw that we had \$4 billion worth of art and no money to care for it."

foundation was up in 1995, he signed on for another term.

"We have accomplished a number of things already," Glanton said, noting that "we've put the Barnes collection on the map and created a worldwide interest in art appreciation. What we need to do next is to take on the foundation's education policy." And there is little doubt in anyone's mind that Glanton is equal to the challenge.

#### DAN MEADOR, NOVELIST

n addition to his title of "Professor Emeritus," longtime Law School faculty member Dan Meador also is called "novelist."

"It's true that I have written two novels, but I don't see novelwriting as my second career," Meador said. "Since I am still very involved in academic pursuits, I view novel-writing as an added dimension to my current career, rather than as a completely new venture or a second career."

Meador's first novel, *His Father's House*, was published by Pelican in 1994. Part mystery, part romance, part lawyer's tale, it is about an American law professor who discovers in his deceased father's effects a photo of an attractive young German woman. His second novel, *Unforgotten*, has just been accepted for publication by Pelican and is scheduled for release in 1998.

Meador admits that he carried the idea for his first novel around in his head and his heart for years before he sat down to write. "The pressure to write just built up in me much like in a pressure cooker, until I had to let it out," he said. "I found that the only way to relieve the pressure was to sit down and get going."

Before starting the novel, Meador read widely on the art and craft of fiction writing, accepting some ideas he read and rejecting others. He found that, contrary to what several how-to-write books recommended, he was not able to outline the structure of the entire novel before writing it. "I found that I could outline the first third of the novel, but after that, I wasn't sure what the characters would do," he admitted.

He also discovered that conducting a lot of research into the subject of his novels was not his style. "I subscribe to the school of thought that claims one should write what one knows and sees, coupled with a lot of imagination," he said.

Meador did learn that writing a novel requires a great deal of perseverence. Fortunately, a dedication to writing was not foreign to this gifted teacher and scholar who has written extensively on the role of the American judiciary during his 45-year legal career. Meador has been a member of the Law School faculty since 1957, except for a four-year period during which he served as dean of the law school at the University of Alabama, where he received his J.D. in 1951. He also served in the U.S. Army, clerked for Justice Hugo L. Black of the U.S. Supreme Court, spent two years in private practice in Alabama, and served as assistant attorney general in the U.S. Department of Justice's Office for Improvements in the Administration of Justice, in addition to remaining active in the ABA and serving on a number of boards and commissions.

Meador wrote *His Father's* House at nights and on weekends while still engaged full-time in teaching and research at the Law School. "I found that it was necessary for me to write four to five

days a week, for 90 minutes to two hours at a time, to really see progress," he said. At this rate, he finished a first draft in 18 months, only to spend the next two years revising and rewriting it, and another two years getting the novel published.

His second novel, Unforgotten, progressed a bit more quickly. This time, the entire process — from writing the first word to securing a publisher — took only two years.

Meador believes that lawyers are uniquely suited to writing fiction. "Novels are about conflict, and lawyers are trained to prevent conflict and to resolve it," he explained. He also noted that, in his travels since his first novel was published, lawyers who are also aspiring novelists have come "out of the woodwork" to talk with him about his avocation.

The advice he offers these individuals is simple. "Be certain that you want to write for the right reasons," he cautioned. "If you think that you're going to write a best-seller and make a lot of money, that's the wrong way to look at it. You should be writing to satisfy yourself, to create something of lasting value that uplifts the reader.

"I find novel-writing both an interesting and peculiar intellectual process and a great diversionary exercise," Meador continued. "I think of it in the same way that someone said of William Faulkner: 'He looked into the heart of life and wrote what he saw.""



# WELCOME TO THE DAVID A. HARRISON III LAW GROUNDS

any alumni, faculty, and staff have long dreamed of a new home for the Law School. After it was moved from Clark Hall to the North Grounds in 1974 to a larger and more modern — but decidedly inefficient — facility, the Law School gradually lost the unique sense of community that characterized its years on the Central Grounds. Those who care for the Law School were determined to recover that sense of community in a new structure and took steps to make such a facility a reality. Following a decade of planning, five years of fund raising, and two years of construction activity, the Harrison Law Grounds are finally complete and ready to welcome future generations of law students to Virginia. The \$30 million expansion and renovation project is a splendid tribute to the nearly 3,000 alumni and friends whose generous support made it possible. Please enjoy this glimpse into the Harrison Law Grounds, a wonderful new home for the Law School and the finest facility of its type in the nation. Look for a special commemorative booklet on the Law Grounds, scheduled for publication early next year.



Buckner Clay Hall

Linking Withers and Slaughter halls at the south, Buckner Clay Hall serves as the formal entrance to the Law School. Named in memory of Buckner W. Clay, Sr. '00, the building is a gift of his sons, Lyell B. Clay '48 and Buckner W. Clay, Jr., who studied architecture at the University in the early 1940s. Bathed in strong southern light, the corridor's study alcoves and window seats are popular at all times of the day.

#### CAPLIN PAVILION



Designed with classical proportions favored by Thomas Jefferson, Caplin Pavilion provides the Law School a formal space for academic and social functions. Located in Buckner Clay Hall, immediately inside the main entrance to the Law School, Caplin Pavilion rises 45 feet from the center of its oak floor to the top of its steel-roofed cupola. A gift of Mortimer Caplin '40, the Pavilion can seat 200 for conferences and 150 for dinner.

Caplin Pavilion

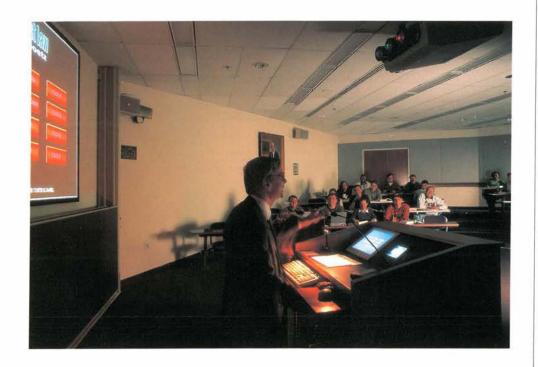
#### WITHERS HALL



Library Reading Room

One of the Law School's most impressive engineering feats, the reading room in the Morris Law Library was created when steel was hoisted over the roof of Brown Hall and erected in what was formerly a seldom-used interior courtyard. The 36-foot tall, cherry-paneled room is designed to resemble a traditional reading room, much like that found in Clark Hall, the Law School's former home.

#### WITHERS & HUNTON & WILLIAMS HALLS





#### Coleman Classroom

The Law School's most technologically advanced classroom, the Coleman Classroom features full audiovisual capabilities and Internet access. Here Charles J. Goetz, Joseph M. Hartfield Professor of Law, uses the classroom's capabilities to illustrate a point. The Coleman Classroom, a gift of Dallas-based Carrington, Coleman, Sloman & Blumenthal LLP, honors James E. Coleman '51. As part of the Law Grounds project, all Law School classrooms were renovated and several seminar rooms were added.

#### Hunton & Williams Hall

The northern link between Withers and Slaughter halls, Hunton & Williams Hall completes the Law School's collegial quadrangle, providing law students full-sized cherry lockers, individual mailboxes, and ample space for their activities. Hunton & Williams Hall is a gift from the Richmondbased law firm's partners and associates.

#### SLAUGHTER HALL

#### Slaughter Hall

Former home to the Colgate Darden Graduate School of Business Administration, Slaughter Hall was totally renovated to meet the needs of the Law School community. This 100,000-square-foot facility offers students many amenities, including study spots such as the Purcell Reading Room; the Sullivan & Cromwell Computer Center; a career services complex featuring updated interview rooms; two moot courtrooms and an appellate courtroom; offices for student organizations; a student lounge with a kitchen; the copy center; Courts & Commerce, an extension of the University bookstore; and a coffee stand. Slaughter Hall honors James C. Slaughter '51 and 14 other leadership donors whose generosity belped to make the facility possible.

#### Purcell Reading Room

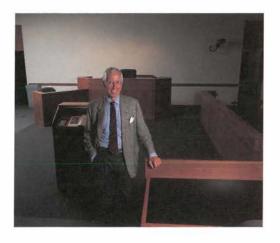
The focal point of Slaughter Hall, Purcell Reading Room looks out on a statue of Thomas Jefferson in Purcell Garden. Funded by John R. Purcell '59, the reading room and the garden are favorite locations for quiet study.





#### SLAUGHTER HALL





#### Courts & Commerce Bookstore

Created in response to the needs of Law School students, the Courts & Commerce Bookstore is a 2,200-square-foot, full-service branch of the University Bookstore that offers everything from law textbooks to tee-shirts and other Law School-related souvenir items to dry cleaning and film developing services.

#### Revercomb Courtroom

Equipped with the latest in computer technology, the Revercomb Courtroom is designed to accommodate traditional classroom activities in addition to functioning as an appellate moot courtroom.

Named in memory of the Honorable George H.

Revercomb '55, the room is a gift of his wife,
McCall H. Revercomb.

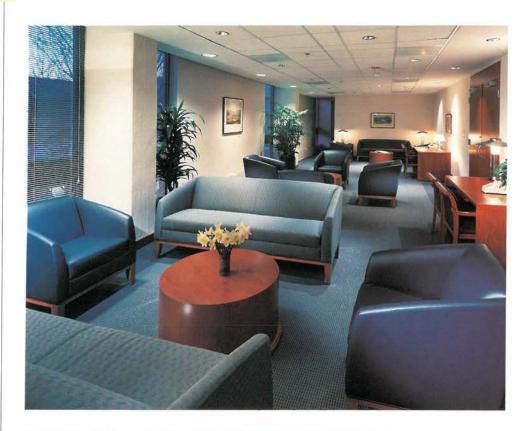
#### Witt Courtroom

One of two new courtrooms in the Law School,
the Witt Courtroom
provides a traditional
setting for moot court
activities. The Witt
Courtroom is a gift of
Samuel B. Witt III '64
in memory of his father,
the Honorable Samuel
Brown Witt, Jr. '22.

#### SLAUGHTER HALL

#### Class of 1967Alumni Lounge

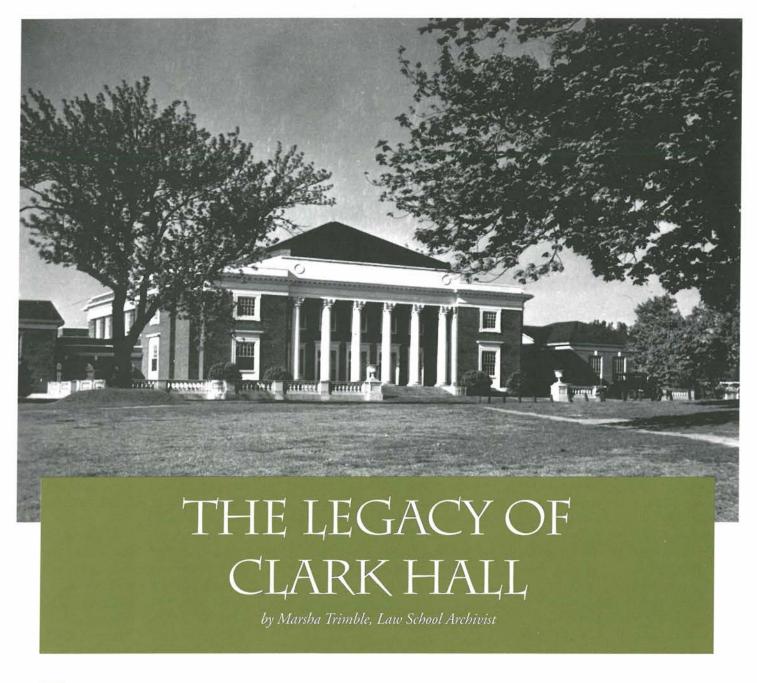
The Class of 1967
Alumni Lounge serves
as headquarters for
visiting alumni, with
phone, fax, kitchen, and
other amenities just steps
away. A gift of the Class
of 1967, the lounge is
available for meetings
and small receptions,
and is a busy spot
during recruiting
season.



#### Caddell Conference Room

Designed to accommodate faculty and staff meetings and the meetings of the Law School Foundation's Board of Trustees and Alumni Council, the Caddell Conference Room is funded by Michael A. Caddell '79. The conference table, a gift from the Class of 1950, was made locally, and a portrait of David A. Harrison III '41, for whom the Law Grounds is named, hangs here.



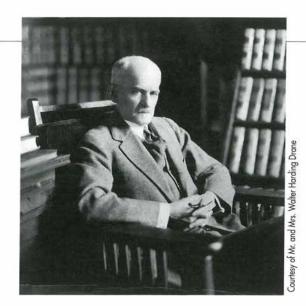


uring the past five years, as plans for new Law School facilities took shape, fundraising activities gained momentum, and construction proceeded, Dean Robert E. Scott spoke often of what the new facilities would mean to the Law School community. From the beginning, a major goal for the Law Grounds project was to

recapture in the new facilities the sense of place that was lost when the Law School moved from Clark Hall to the North Grounds in the early 1970s. Scott emphasized repeatedly the important role Clark Hall played in the history of the Law School, and expressed hope that the new Law Grounds would enhance, through architecture, the Law School's commit-

ment to creating and maintaining a close-knit and supportive community of scholars.

As we prepare to dedicate the David A. Harrison III Law Grounds, it is a good time to remember one of the Law School's former homes. Here, then, is the story of Clark Hall and the individuals who helped to make it possible.



Dean William Minor Lile

By 1900 the Law School had waited a long time to trade its cramped rooms in the basement of the Rotunda for a building all its own. Arts and Sciences, Engineering, and Medicine already had acquired separate quarters. Four vears after University President Edwin A. Alderman was hired in 1904, the Virginia legislature appropriated about \$100,000 for a law building to be named for Professor John B. Minor. Unfortunately many corners were cut in the construction of Minor Hall, occupied in 1911, and its shortcomings were soon apparent to the law faculty, students, and staff.

In his annual report to President Alderman in 1927, Law Dean William Minor Lile noted that he had been asking for an addition to Minor Hall for some time. He patiently explained to the president that, besides being overcrowded, the building was so seriously underequipped with radiators that large rooms were frigid in winter months. In his wry fashion he described the inadequate lighting:

Two years ago, a spurt was made toward lighting up the

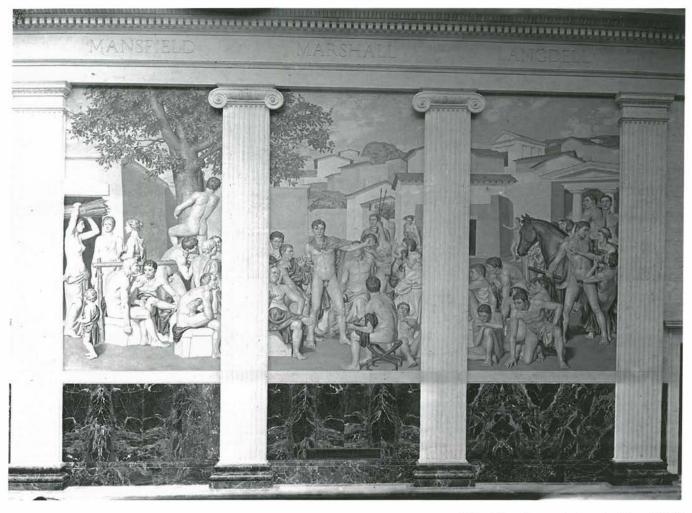
[library's] stack-room, but the work was halted before completion — with the result that the room is beautifully lighted in spots. The adjoining study and work rooms are equipped in most primitive fashion — with long wires hanging from the ceiling, at the lower end of which sockets are attached — one socket and one bulb to the wire i.e., the bulb is there if it is not carried off by students for use in their chambers, as is the rule rather than the exception.

The following year Lile asserted that no conditions had changed since his previous report, but this time he could cite the evaluation of a representative from the Association of American Law Schools: "On a recent visit of inspection . . . the local situation was criticized. He also criticized the use of the lecture rooms in the Law Building by other departments of the University. . . The theory of the Association is that a Law School should have exclusive quarters where an exclusively legal atmosphere prevails."

In his 1929 report Lile acknowledged Alderman's effort to

enlarge Minor Hall and refrained from reciting a litany of its shortcomings. Lile's diaries indicate his deep respect for President Alderman who, Lile undoubtedly knew, was trying singlehandedly to raise \$2 million for a new library and \$250,000 for equipment for the School of Engineering. (Because of the Depression, the new library named for Alderman was not built until 1939, eight years after the president's death.)

Near the end of 1929, the Law School's luck began to change when William Andrews Clark, Jr., Class of 1899, dropped in to visit his former teacher and good friend Dean Lile. Minor Hall opened twelve years after Clark graduated, so Lile showed him around and tactfully pointed out the overcrowded conditions and inadequate facilities. Lile's strategy worked, and before Clark left that day, he offered the Law School \$100,000 for an addition to Minor Hall. Lile, a relative novice at fund raising, was ecstatic as he described Clark's visit in his diary. He was probably not too surprised at his success, however, for William Clark was by that time a wellknown philanthropist.



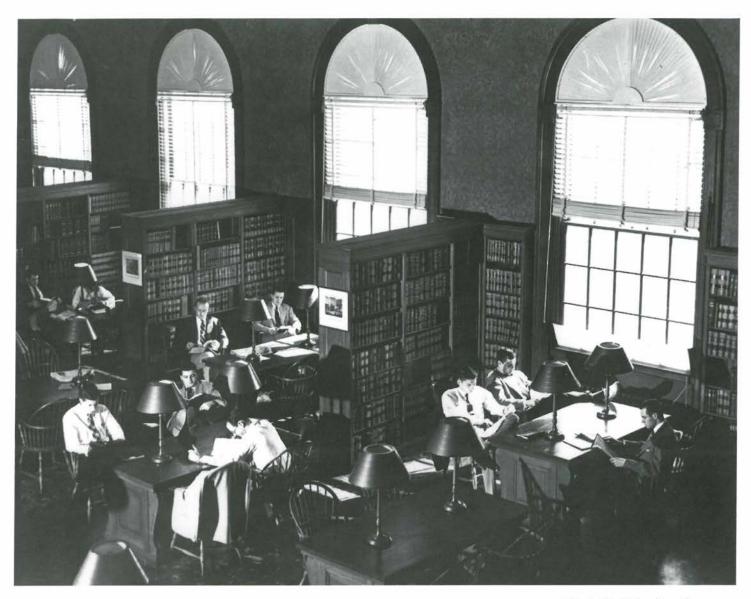
The Allyn Cox paintings in Mural Hall

Dean Lile's initial elation at Clark's \$100,000 offer turned fairly soon to embarrassment. The sum was sufficient to add an annex to Minor Hall, but that building, set into a steep hill, did not lend itself to an addition. A new building would cost three to four times the Clark sum. In late February 1930 President Alderman composed a three-page letter to Clark explaining the annex situation and adding that his other fund-raising commitments did not allow him time to locate additional donors for a law building. Clark responded by return mail with the offer of \$350,000 for a new structure, for which the University would provide the furnishings. He

already had commissioned an artist friend, Allyn Cox, to create murals that would depict the history of the law "from the time of Moses, then going on through the Greek, the Roman, the Dark Ages, the Renaissance, Napoleon's Civil Code, and thereafter to the time of our Revolution, with which our founder, Thomas Jefferson, was so eminent." Alderman responded by night telegram: "Your letter received STOP All of us deeply moved and gratified STOP New life will enter the school of law here STOP."

Within a couple of days Alderman asked Lile to assemble a committee to outline the specifications of the Law School's building needs. Plans soon were drawn by the University's architectural commission and reviewed by a Law School committee. Minor Hall was to be turned over to the University for other classroom use, and the new building was to be located behind and to the left of Minor upon the site of Houses (dormitories) D and E in Dawson's Row. With pride, Lile reported in his diary that the architects had declared

that this would be the handsomest building that has ever been erected on the Grounds. The reason given was that heretofore the buildings they have erected have been built



Clark Hall Reading Room

with State funds, and hence they felt obliged to economize wherever possible. But our building comes from out of the blue, and there is money enough to add many frills and luxuries which Delegate Thacker of Nelson County would denounce as a disgraceful waste of the State's money.

Nearly a year passed while the exact site of the building and its

exterior appearance were debated before construction began. According to Lile, greater attention was paid the construction of Scott Stadium! Finally a Norfolk construction firm was awarded the building contract in March 1931, and by July, Lile noted that the first-floor exterior walls were visible.

As it became clear that the building would be built under budget, Clark instructed the school to use the remaining funds for furnishings, which Professor Leslie H. Buckler was appointed to select. Buckler's work extended to the building's exterior as well. For months Lile and others searched for an appropriate inscription to grace the new law building. At last Buckler himself composed the inscription that generations of Virginia law students have pondered:



Mabel Clark, first wife of William A. Clark, Jr., and for whom Clark Hall is named

That those alone may be servants
of the law
Who labor with learning, courage,
and devotion
To preserve liberty and promote
justice.

Open to students at the beginning of the 1932-33 school year, Clark Hall was a capacious, stately brick building with a central pyramidal roof, white Corinthian columns above the front steps, and lecture-hall wings attached to the central building by causeways with arched windows. The central hallway and meeting place, later known as Mural Hall, was constructed largely of Roman travertine and marble and contained the Cox paintings that became infamous across Grounds

because of their depictions of nude figures from history. To the sides and above were classrooms of various sizes, faculty offices, lounges for faculty and students, offices for the *Virginia Law Review*, and a moot court room. Stretching across the back of the building was the library, including a generous reading room and a closed stack area in the basement.

Dean Lile had been thinking of retirement since his seventieth birthday in 1929, but Alderman had urged him persuasively to stay on. Poor health forced the issue in early 1932, and when the building was dedicated that fall, Lile was too ill to attend. The new building, officially named Clark Memorial Hall, was presented to the University in memory of Mabel

Foster Clark and received by new dean Armistead M. Dobie in a ceremony to which 3,000 University alumni were invited.

In his 1932 report to the president Dobie wrote:

This new building is a real joy. I am confident it has added tremendously to the effectiveness of the work in the Law School. I have been deeply gratified by the large number of students who work in it during the afternoons and evenings . . .

Through Clark's generosity the Law School had a building that, with a few additions and renovations, capably served its community's needs for forty years.

# WILLIAM ANDREWS CLARK, JR.

William Andrews Clark, Jr. was born in Deer Lodge, Montana Territory, in 1877. The son of a "copper king" and one-term U.S. Senator, he spent his first five years with his mother and siblings in Paris where French was the only language he spoke. After schooling in New York and Los Angeles, William Clark came to the University of Virginia in 1896 where he studied law and other subjects for three years, graduating with a Bachelor of Laws in 1899. He returned to Los Angeles to read law in a corporate office before passing the Montana bar in 1900 and settling in Butte. In addition to his involvement in his family's mining business, Clark for a time owned a publishing company and a Missoula newspaper. In 1901 he married Mabel Foster, who died the following year, shortly after the birth of their son, William Andrews Clark III, nicknamed "Tertius." Five years later he married Alice McManus, with whom he established a second home in Los Angeles where she died, following a prolonged illness, in 1918.

While not particularly renowned as a lawyer or businessman, Clark made an enormous impact as a patron of the arts and education. Pursuing his own passions but following the example of his father, an art collector and major donor to the Corcoran Gallery in Washington, D.C., Clark began collecting rare editions of English literature in 1917. A violinist and lover of music, he established the Los Angeles Philharmonic in 1919, and later supported free chamber music concerts.

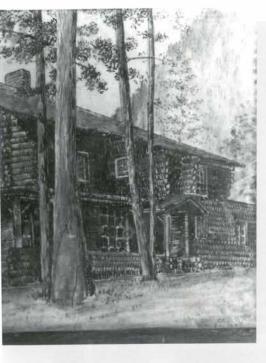
By the early 1920s, Clark's book collection had grown to such an extent that he began making plans for the construction of a special library to house it on the property of his Los Angeles home. The library was completed in 1926 and deeded to the University of California at Los Angeles as a memorial to his father, who died in 1925. Meanwhile Clark retired from business and began to divide his time between his home in L.A., his lodge near Missoula, and his apartment in Paris. Freed from other concerns he devoted his full attention to book-collecting, the support of fine printing, and his amateur pursuits of music and astronomy. In 1927 he donated the funds for a library at the University of Nevada at Reno and dedicated that gift to the memory of Alice McManus Clark.

As his collecting continued, he presented valuable manuscript items to the University of Virginia. During the 1920s he donated quite a few Thomas Jefferson letters, an unbound copy of the Board of Visitors' minutes kept by James Breckinridge, and a copy of the 1784 Paris edition of Jefferson's Notes on the State of Virginia, inscribed by the author to his friend Lafayette.

William Clark died of a heart attack at his Montana lodge in 1934. Upon his death his collection of 16,000 rare volumes and the library in which they were housed became the property of UCLA, along with a \$1.5 million endowment.



In 1923 Law School Dean William Minor Lile received an invitation from Clark to accompany him and a number of friends on a fishing trip along the Flathead River in the Rockies of northern Montana. The elaborate entourage left Clark's lakeside lodge near Missoula in early August and spent two weeks "roughing it" while catching thousands of trout. The fishing party included Will and Tertius Clark, their eleven guests, and five men to cook, guide, smoke fish, and otherwise care for the party's needs, as well as 23 horses for riding and 42 for carrying supplies. The 64year-old Lile endured horseback-riding fatigue, cold and sometimes wet nights on the ground, and the challenges of fly-fishing, with vigor, enthusiasm, and good cheer, as he had a genuine fondness for Clark and his friends.





William A. Clark with friends at his Montana lodge

(Above) Clark's Montana lodge



William Clark relaxing with a book

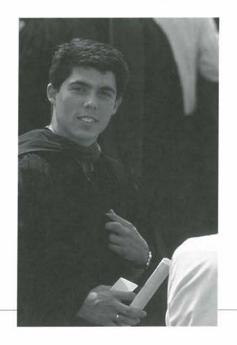
# COMMENCEMENT 1997

Holcombe Green Lawn

he Law School Class of 1997 gathered May 18 under beautiful blue skies for the first commencement exercises ever to be held on the David A. Harrison III Law Grounds. The graduates — including 389 J.D. and 27 LL.M. candidates processed down the Holcombe Green Lawn to receive their degrees from Dean Robert E. Scott. The commencement address was delivered by Lowell Weicker, Jr. '58, former state representative, governor, U.S. representative, and U.S. senator from Connecticut, who is currently a visiting professor at the Law School. Salmon A. Shomade '97 announced the class gift, which his classmates designated for the Donna Grear Parker Memorial Scholarship Fund.













Salmon A. Shomade '97

#### Margaret G. Hyde Award Dylan Cook Black

Thomas Marshall Miller Prize Eric Knox Graben

James C. Slaughter Honor Award Neil Michael Richards

Law School Alumni Association Award for Academic Excellence Eric John Kadel, Jr.

Law School Alumni Association Best Note Award Cory Theodore Way

Robert E. Goldsten Award for Distinction in the Classroom Robert Kurman Kelner

Roger and Madeleine Traynor Prize David William Spohr

Herbert Kramer/Herbert Bangel Community Service Award Elizabeth Leigh Dickey Julie Loraine Gantz

Mortimer Caplin Public Service Award Elizabeth Olivia Tucci Robert F. Kennedy Award for Public Service Eric Knox Graben

1997 GRADUATION AWARDS

Edwin S. Cohen Tax Prize David Blaise Pearson

Earle K. Shawe Labor Relations Award Douglas Leon Parker

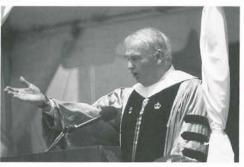
Eppa Hunton IV Memorial Book Award Vanessa Y. Chandler

John M. Olin Prize in Law and Economics David Baughman Lieb

Virginia Trial Lawyers Trial Advocacy Award Richard Vernon Evans

Charles J. Frankel Award in Health Law David Andrew Simons Elizabeth Anne Snodgrass

Virginia State Bar Family Law Book Award Nicole Renee Gill



Lowell Weicker, Jr.

# UNIVERSITY OF VIRGINIA SCHOOL OF LAW JUDICIAL CLERKSHIPS — 1997

ALUISE, JOSEPH The Honorable Tucker Melancon, U.S. District Court for the Western District of Louisiana

BERNOLD, JUSTIN The Honorable Edward R. Korman, U.S. District Court for the Eastern District of

New York

BESHERE, THOMAS The Honorable Patrick Michael Duffy, Hollings Judicial Center

BLACK, DYLAN The Honorable Harry Wellford, U.S. Court of Appeals for the Sixth Circuit

BLOOM, SIMON The Honorable Robert P. Propst, U.S. District Court for the Northern District of Alabama

CALES, JAMES U.S. District Court for the Eastern District of Virginia

CALLEJA, KRISTEN The Honorable Rebecca Beach-Smith, U.S. District Court for the Eastern District of

Virginia

CAMPBELL, ANNE The Honorable Arthur DuPont Ridgely, President Judge, Delaware Superior Court

CHAUDHRY, The Honorable M. Langhorne Keith, Fairfax County Circuit Court,

ALEXANDER 19th Judicial Circuit

COLLINS, DAVID The Honorable James Turk, U.S. District Court for the Western District of Virginia CRUMLEY, ANISSA The Honorable David Hittner, U.S. District Court for the Southern District of Texas

CUTTS, MATTHEW The Honorable Annice Wagner, District of Columbia Court of Appeals

DAVIS, ANNE

1998-1999: The Honorable Zita Weinshienk, U.S. District Court for the District of Colorado

DEAN, BENJAMIN

The Honorable Donald Walter, U.S. District Court for the Western District of Louisiana

DICKEY, ELIZABETH The Honorable Richard D. Savell, Alaska Superior Court, 4th Judicial District

EVANS, JEFFREY

The Honorable Raymond A. Jackson, U.S. District Court for the Eastern District of Virginia
FARSON, JENNIFER

The Honorable Forest W. Hanna, Missouri Court of Appeals for the Western District

GANTZ, JULIE

The Honorable Richard Paez, U.S. District Court for the District of California

GARVEY, SCOTT

The Honorable Paul H. Roney, U.S. Court of Appeals for the 11th Circuit

GRAY, CARL The Honorable J. Calvitt Clarke, Jr., U.S. District Court for the Eastern District of Virginia

HARRIS, SUSANNE The Honorable Fred Motz, U.S. District Court for the District of Maryland

HOLLOWELL, The Honorable Willis P. Whichard, North Carolina Supreme Court

WALLACE

HOLT, KEVIN The Honorable James H. Michael, Jr., U.S. District Court for the Western District of Virginia HUFFMAN, JEREMY The Honorable Glen M. Williams, U.S. District Court for the Western District of Virginia

IBRAHIM, ASHRAF The Honorable Collins Seitz, U.S. Court of Appeals for the Third Circuit

IVY, LARYN

The Honorable Ronald Lagueux, U.S. District Court for the District of Rhode Island JOHNSON,

The Honorable Albert V. Bryan, Jr., U.S. District Court for the Eastern District

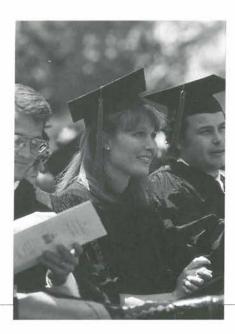
ANN-WRAY of Virginia

JOYCE, JONATHAN Superior Court of the District of Columbia

JU, SU SIE District of Columbia Court of Appeals KADEL, ERIC The Honorable Lawrence H. Silberman, U.S. Court of Appeals for the DC Circuit KAMENS, GEREMY 1997-1998: The Honorable Henry Whiting, Supreme Court of Virginia; 1998- 2000: The Honorable Harold Murphy, U.S. District Court for the Northern District KELNER, ROBERT The Honorable Jose A. Cabranes, Second Circuit Court of Appeals KERR, LACY The Honorable Sharon Lovelace Blackburn, U.S. District Court for the Northern District of MAASSEN, ERIC The Honorable Rudolph Randa, U.S. District Court for the Eastern District of Wisconsin MADDEN. 1997-1998: The Honorable James Turner, U.S. Court of Federal Claims; 1998-2000: The Honorable Paul R. Michel, U.S. Court of Appeals for the Federal Circuit **ELIZABETH** MATHER, HEATHER The Honorable Emilio M. Garza, U.S. Court of Appeals for the Fifth Circuit MCLOUGHLIN, JOHN The Honorable Diana G. Motz, U.S. Court of Appeals for the Fourth Circuit MONTAGUE, ROBERT U. S. District Court for the Northern District of Alabama MOORE, KRISTIN The Honorable John P. Wiese, U.S. Court of Federal Claims NADLER, JONATHAN The Honorable George P. Kazen, U.S. District Court for the Southern District of Texas The Honorable J. Frederick Motz, U.S. District Court for the District of Maryland NAUNTON, SHAWN O'BRYAN, STACEY The Honorable Robert Beezer, U.S. Court of Appeals for the Ninth Circuit OSTERHAUS, The Honorable Kenneth L. Ryskamp, U.S. District Court for the Southern District of Florida TIMOTHY OTTO, CYNTHIA The Honorable Michael A. Georgelis, Pennsylvania Court of Common Pleas for the Second Judicial Circuit PERLSTEIN, STEVEN The Honorable John D. Butzner, Jr., U.S. Court of Appeals for the Fourth Circuit PILLSBURY, The Honorable Jon P. McCalla, U.S. District Court for the Western District of Tennessee **CHRISTINE** POSTELL, JOHNNIE The Honorable Charles Toliver, Superior Court of Delaware REED, ELIZABETH The Honorable Robert Doumar, U.S. District Court for the Eastern District of Virginia RICHARDS, NEIL 1997-1998: The Honorable Paul Niemeyer, U.S. Court of Appeals for the Fourth Circuit; 1998-1999: The Honorable William H. Rehnquist, U.S. Supreme Court RIDGWAY, JAMES The Honorable Ken Kramer, U.S. Court of Veterans Appeals RUBIN, STEPHEN The Honorable Rene Gonzalez, Alaska Superior Court for the Third Judicial Circuit RUDGE, ANDREW The Honorable Thomas S. Ellis, U.S. District Court for the Eastern District of Virginia SARRIS, CHRISTINA The Honorable Randall R. Rader, U.S. Court of Appeals for the Federal Circuit

#### JUDICIAL CLERKSHIPS — 1997 (CONTINUED)

The Honorable Charles H. Haden II, U.S. District Court for the Southern District of SCHNEIDER, JAMIE West Virginia 1998-1999: The Honorable Anita Brody, U.S. District Court for the Eastern District of Pennsylvania SELBER, JENNIFER SIMONS, DAVID The Honorable Elizabeth B. Lacy, Supreme Court of Virginia SNODGRASS, The Honorable J. Harvie Wilkinson III, U.S. Court of Appeals for the Fourth Circuit **ELIZABETH** SPENCER, CALVIN The Honorable Henry C. Morgan, Jr., U.S. District Court for the Eastern District of Virginia STEPHENS, The Honorable Curtis Collier, U.S. District Court for the Eastern District of Tennessee **JACQUELINE** STEWART, ANDREW The Honorable Alexander Harvey II, U.S. District Court for the District of Maryland STEWART, COKE The Honorable James T. Turner, U.S. Court of Federal Claims STINCHUM, ELISA Second Judicial Circuit Court for the City of Virginia Beach, VA SWENNES, ELLEN The Honorable Stanley Harris, U.S. District Court for the District of Columbia TUCCI, ELIZABETH The Honorable Catherine Blake, U.S. District Court for the District of Maryland VOLZER, CHRISTINA The Honorable Claude Hilton, U.S. District Court for the Eastern District of Virginia WANG, THEODORE The Honorable Sam Conti, U.S. District Court for the Northern District of California WAY, CORY The Honorable Karen LeCraft Henderson, U.S. Court of Appeals for the DC Circuit WILLIAMS, GREGORY The Honorable Jacques L. Wiener, Jr., U.S. Court of Appeals for the Fifth Circuit ZIOBRO, CATHERINE The Honorable Stephen St. John, U. S. Bankruptcy Court





# Class Notes

1937

Charles Metcalf Crump was awarded the Doctor of Laws Degree, Honoris Causa, from Saint Paul's College in Lawrenceville, VA during the college's 109th commencement exercises. Crump is a senior partner with Apperson, Crump, Duzane & Maxwell, PLC of Memphis, TN.

1940

The Honorable Joseph Myers spent the holidays in Grand Cayman, took his son on a cruise through the Panama Canal, and returned to Grand Cayman for a week of sun and snorkeling. "Tough life being retired," he said.

1942

The Honorable James Harry Michael, Jr. was named a life fellow of the American Bar Foundation for demonstrating his commitment to the ideals and goals of the Foundation. He is a judge of the U.S. District Court for the Western District of Virginia.

1948

William M. Brinton started the Mercury House publishing company in 1984 after 45 years as a litigator. The company produced 150 fiction and non-fiction titles in the 10 years Brinton was publisher. Since his retirement, Brinton has written An Abridged History of the United States, a 280-page book now available on the Internet (with links to some other 1500 pages of information on the subject). Its Web address is www.us-history.com.

# ALUMNI

#### **Honoring Our Oldest Living Graduates**

In this time of growth and change, the Law School would like to pause for a moment to honor our oldest living graduates. Like many who came before them and who have followed them since, these individuals are leaders who have helped to make the Law School the diverse intellectual community it is today. As we draw closer to the new century, these graduates serve as a reminder of the tradition of strong education in an ethical environment that has prevailed since Jefferson founded the University of Virginia in 1819.

According to our alumni records, Cecil G. Smith '15 and Marianne B. Gingell '37 are the oldest living male and female graduates. If you can help us to verify the accuracy of this list and update us on the achievements of these alumni, please notify the Law School Foundation.

#### UNIVERSITY OF VIRGINIA SCHOOL OF LAW

#### Oldest Living Graduates

Men			
Class of 1915	Cecil G. Smith	Class of 1926	Leo L. Haskell
Class of 1920	John Woods Harris	Class of 1926	James B. Lovelace
Class of 1921	William Paul Parsons	Class of 1926	Robert Lee Marshall
Class of 1922	John L. Early	Class of 1926	John E. Means
Class of 1922	Robert T. Amis	Class of 1926	Robert H. Whilden
Class of 1924	Nicholas J. Francis	Class of 1927	Ammon G. Dunton, Sr.
Class of 1924	Clarence A. Boswell		
Class of 1924	David R. Crossgrove		
Class of 1924	William Q. Defuniak	Women	
Class of 1924	Joseph M. Jackson	Class of 1937	Marianne B. Gingell
Class of 1926	Buist M. Anderson	Class of 1941	Elizabeth E. Hooks
Class of 1926	Charles G. Buck	Class of 1942	Vivian W. Warren Pearl
Class of 1926	Harry B. Darden	Class of 1944	Cynthia S. Newman
Class of 1926	Thomas T. Dunn	Class of 1945	Betty Blair Stewart

# 1951

Dr. Shelton H. Short III was recently reappointed by Virginia Governor George Allen '77 to his 14th term of office (1984-1998) as United Nations Day chairman. He also was elected a National Council member for the UNA-USA (1995-2000).

# 1955

Byron E. Fox has been appointed vice-chair of the Committee on Antitrust, Competition and Trade Regulation of the American Bar Association's Section of Administrative Law. He is counsel on the litigationantitrust and alternative dispute resolution team of the Richmond, VA office of Hunton & Williams.

# 1957

E. Jackson Boggs was presented the 1997 Legacy Award by the Tampa Bay, FL chapter of the American Red Cross for his contributions to the development of charitable planned giving. Boggs is chair of Fowler, White, Gillen, Boggs, Villareal and Banker, PA of Tampa.

# 1960

W. G. Mead reports that "grandchildren are a great blessing!" He and his wife, Mimi, have two: Carl Stowell (2 <sup>1</sup>/2), Eleanor Mead (1), and another grandchild on the way. The Meads recently took a nobusiness-connection-whatsoever trip to Paris.

# 1961

Harris Lewis currently serves as probate judge of Chatham County, GA.

# 1962

William J. Carroll received the Bolton Award for Professional Excellence from the National Association of Bar Executives in August. The award is the highest professional award given to a bar association executive nationwide. Carroll is executive director of the New York State Bar Association.

Palmer S. Rutherford, Jr. has been certified by the Virginia Supreme Court as a mediator, receiving referrals from the court and serving as a mediator in private proceedings. He also was listed in the personal injury litigation section of *The Best Lawyers in America®*, 1997-1998 edition. Rutherford is a senior member of the Norfolk, VA office of Willcox & Savage, PC.

#### 1963

John M. Ryan was inducted into the American College of Trial Lawyers at its spring meeting in Boca Raton, FL. He also is listed in the civil litigation and the labor and employment sections of *The Best Lawyers in America*®, 1997-1998 edition. Ryan is a partner with the Norfolk, VA office of Vandeventer, Black, Meredith & Martin, LLP.

Thomas R. Smith, Jr. was honored at the ABA Section of Business Law Spring Meeting in Boston this May for his contribution as co-chair of the section's task force that produced the *Fund Director's Guidebook*. He is managing partner of Brown & Wood LLP in New York.

# 1964

John Daniel Reaves has become associated with the Washington, DC office of Montedonico, Hamilton & Altman, PC. He specializes in antitrust matters, trade regulation, and corporate and trade law.

Ronald V. Rockoff recently visited his daughter in St. Petersburg, Russia, where she is vice consul in the U.S. Embassy. She returned to the U.S. this summer and is attending the Law School this fall, following in the tradition of Rockoff and his son, Jonathan Rockoff '95.

John A. Rodgers III accepted a position as senior vice president and director of trust services for

Interstate/Johnson Lane of Charlotte, NC in May. He works closely with classmate Bill Cooper.

# 1965

H. Anthony Medley's book, The Complete Idiot's Guide to Bridge, was published by Macmillan Publishing USA in May.

Hugh L. Patterson of Willcox & Savage, PC of Norfolk, was listed in the corporate law section of *The Best Lawyers in America*<sup>®</sup>, 1997-1998 edition.

William E. Rachels, Jr. of Willcox & Savage, PC of Norfolk, was listed in the labor and employment law section of *The Best Lawyers in America*<sup>®</sup>, 1997-1998 edition.

# 1967

John B. Thompson, chairman of the Richmond law firm Thompson & McMullan, was elected to Commercial Law Affiliates' board of directors in March. Commercial Law Affiliates is the world's largest affiliation of independent business and commercial law firms.

# 1969

Thomas G. Johnson, Jr. of Willcox & Savage, PC of Norfolk, was listed in the banking, real estate, and corporate law sections of *The Best Lawyers in America*<sup>®</sup>, 1997-1998 edition.

#### Help Us Tell the World Your News

Please think of us when something important happens in your life! Send information for inclusion in Class Notes to:

Editor

UVa Lawyer

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580 Massie Road
Charlottesville, VA 22903
FAX: 804-924-7536
E-Mail:
lawalum@virginia.edu

# On-Line Sea Story: Alumni Sail Around the World

Internet surfers, intrepid sailors, and those interested in a good sea story should point their Web browser to www.bonami.org to experience the ongoing adventures of two seafaring alumni, Benjamin A. Moore, Jr. '57 and David Maybank, a 1957 graduate of the College. The Charleston, SC natives and lifelong friends are owners of — and crew members on — the Bon Ami, a 50-foot, Shannon ketch currently taking part in the 16-month Expo '98 Round the World sailing rally.

"The Bon Ami is a very seaworthy vessel," said Moore from Charleston, where he is taking a four-month break from the rally to return to his maritime law practice at the firm Buist Moore Smythe & McGee PA. "While the rally is a cruise and not a race, and we have the advantage of the trade winds and very little rough weather, we have had a few misadventures. Fortunately, the Bon Ami has proven herself

equal to everything the weather has been able to dish out."

A June entry to the vessel's journal — posted to the Web site — describes a few moments of "stark terror" when the 21-ton cruising vessel, "tearing along like a frisky colt" at speeds of more than 11 knots in 30-35-knot winds, got her bow too far into the wind and broached, or turned almost completely on her side. The entry continues, describing the broach: "[The Bon Ami was] laid over on her beam ends, the mast heeling 60 degrees, the lee rail under, spinnaker and mainsail flapping wildly, all engendering huge noise and utter confusion, above and below deck. When this happens, there is almost a total loss of control of the boat."

Thankfully, the five-man crew soon was able to bring her under control. After her mishap, the Bon Ami had little more than a u-shaped spinnaker pole to show for

her troubles.

According to Moore, most days on board the Bon Ami have been much more relaxing. In addition to visiting exotic ports of call like the Marquesas, Bora Bora, and Fiji and fishing for tuna and marlin, the crew spend their days tending sails and performing other maintenance work, playing backgammon and chess, and reading. Quarters are tight. Moore noted that his wife, Eleanor, and Maybank's wife, Louise, joined them for five weeks in the South Pacific. "I imagine that Eleanor would say that she found the Bon Ami very confining from time to time," Moore remarked.

Moore and Maybank are not strangers to long voyages. Both have spent much of their lives on the water, owning and racing small boats. In 1992, Maybank and a mutual friend, William Middleton, persuaded Moore to accompany them in the Trans-Atlantic America 500 race between the Canary Islands and San Salvador. "That experience whetted my appetite for further long-distance cruising," Moore explained. Following that event, the three friends talked about a trans-Pacific crossing, which did not come about. When the Expo '98 rally was announced, they decided to enter it and began looking for a suitable boat. In the month in which the Bon Ami was purchased, Middleton died of cancer, which he had been fighting for seven years. Maybank and Moore named the vessel in honor of their lifelong friend and continued with their plans.

For his part, Moore plans to rejoin the boat on November 4 on the island of Mauritius in the western Indian Ocean, and to remain part of the crew until the rally's conclusion in mid-May 1998 when the Bon Ami will return to Charleston.

What's next on tap for the seasoned sailor? "I think this will be my last big sailing hurrah," Moore said. "We might sail the Bon Ami up to Maine at some point, but I think I'll be ready to spend some time on dry land."

Gordon D. Schreck was elected to a three-year term on the board of the Maritime Law Association of the United States. Founded in 1899, the Maritime Law Association is the largest maritime law organization in the world, with a membership of more than 3,000 lawyers, judges, law professors, and shipping industry leaders. Schreck also chairs the maritime law section of the Federation of Insurance & Corporate Counsel. In April, he was a panelist/ speaker at the 1997 International Oil Spill Conference in Ft. Lauderdale, FL.

# 1971

Edwin M. Baranowski of the Columbus, OH office of Porter, Wright, Morris & Arthur, was listed in the intellectual property law section of *The Best Lawyers in America*<sup>®</sup>, 1997-1998 edition.

Thomas H. Bottini was recently elected to the board of directors of LEX MUNDI, a legal organization of 137 of the largest independent law firms worldwide. He is a partner and chair of the international department of the St. Louis, MO office of Armstrong, Teasdale, Schlafly & Davis, and a lecturer at Washington University.

Edward B. Lowry was installed as president of the Virginia State Bar in June. He is a shareholder of Michie, Hamlett, Lowry, Rasmussen & Tweel, PC of Charlottesville.

John Y. Pearson, Jr. of Willcox & Savage, PC of Norfolk, was listed in the business litigation section of *The Best Lawyers in America*<sup>®</sup>, 1997-1998 edition.

Mark E. Sullivan attended the spring meeting of the ABA family law section in Los Angeles. He produced programs on adoption and gender bias, and spoke on time problems in settlement negotiations. Sullivan also made two trips to the Army JAG School in Charlottesville in the spring to instruct military lawyers on family law.

# 1972

Bradfute W. Davenport, Jr. was recently elected a member of the International Association of Defense Counsel, an organization of attorneys, insurance executives, and corporate counsel responsible for the defense of civil litigation. A partner with the Richmond, VA office of Mays & Valentine, LLP, Davenport specializes in commercial litigation, including environmental, construction, and contract matters.

Howard E. Gordon, a principal with Hofheimer, Nusbaum, McPhaul & Samuels, PC of Norfolk, was listed in *The Best Lawyers in America*®, 1997-1998 edition.

The Honorable Roland Vaughan, Jr. is serving a oneyear term as second vice-president of the Federal Administrative Law Judges Conference (FALJC) in Washington, DC. He previously was secretary of the FALJC, which is a national organization of administrative law judges from 26 federal agencies. Vaughan is an administrative law judge for the Social Security Administration in the Washington, DC hearing office. He resides in Annandale, VA with his daughter, Allison.

Edward W. Wellman, Jr. has become a partner with the Charlotte, NC office of Parker, Poe, Adams & Bernstein LLP. A member of the firm's mergers & acquisitions/general corporate practice group, he will concentrate his practice in venture capital finance and mergers & acquisitions.

# 1973

Pete Conway moved his office from Royal Oak, MI to Lapeer, MI following his recent marriage.

Louis Mackall received the 1996-97 Transportation Lawyer of the Year Award from the transportation law section of the Federal Bar Association. Mackall is a senior lawyer at the Surface Transportation Board, the successor agency to the Interstate Commerce Commission. Dave Beddow '79, chairman of the FBA transportation section made remarks at the ceremony. Also in attendance were Nancy McFadden '87, Patrick Reilly '86, and Ted Ellett '77.

Russell V. Palmore, Jr., a partner with Mays & Valentine, LLP, has become a fellow of the American College of Trial Lawyers. He specializes in civil litigation, including professional liability, railroad litigation, and personal injury.

Ross C. Reeves, a partner in the creditors' rights section of the Norfolk, VA office of Willcox & Savage, PC, was listed in the bankruptcy law section of *The Best Lawyers in America*<sup>®</sup>, 1997-1998 edition. He also is listed

in the 1997 directory of the American Bankruptcy Board of Certification.

# 1974

Ralph H. Baxter, Jr. was named to The National Law Journal's list of the "100 Most Influential Lawyers in America." Baxter, chairman and CEO of Orrick, Herrington & Sutcliffe LLP, was referred to as "the leading management theorist in employment law." He is a member of the advisory board of the National Employment Law Institute, a director of the California Employment Law Council, and a former co-chair of the ABA's Committee on Employee Rights and Responsibilities.

Michael H. Campbell, a member of the management committee at Ford & Harrison, a labor and employment firm in Atlanta, GA, has been named senior vice president of human resources and labor relations at Continental Airlines, Inc.

Alan B. Clark, a partner in the Los Angeles office of Latham & Watkins, has been inducted as a fellow of the American College of Trial Lawyers.

John A.C. Keith was installed as the Virginia State Bar's president-elect for 1997-1998 in June. Active in the state bar for more than 12 years, he is currently vice president of Blankenship and Keith, PC, a Fairfax, VA firm. Keith and his wife, Anne, live in northern Virginia with their four children: Sally, Maria, Hannah, and Jimmy.

# Celebrities and Impersonators Make 1977 Reunion Special

by Jim L. Flegle

The Class of 1977 celebrated its 20th reunion in style, welcoming more than 50 class members to the Keswick Club May 3. Professor John Jeffries, who joined the Law School faculty during the class's first year in No Name Hall, shared the evening with the class and presented his perception of the transformation of the North Grounds.

- Virginia Governor George Allen reminisced, off the record, of many nights spent in the No Name Library. David Pettit lent corroborating support to the Governor's recollections. Richmond reporter Alan Cooper took no notes and proclaimed the evening "officially" off the record.
- Noted Bob Scott impersonator Roly Purrington was sighted in the far corner of the room at one point discussing with noted John Jeffries impersonator Tom Melo whether or not No Name Hall was truly representative of "post-Stalinist architecture," or whether it was just a beached concrete whale.
- The "longest time without a beard" award went to clean-shaven Paul Stanzler. Gary Fuelner won the "longest trip to see us" award, journeying all the way from Dubai for the event. And perennial winner David Logan again won the "longest legs" award. Professor Logan, in his usual modest way, remarked "they're just long enough to reach the Grounds."
- The sports report was given by first North Grounds Softball Commissioner Fred Vogel. Celebrating the 20th year of North Grounds softball, Commissioner Vogel noted that opponents of the '77 weekend team marveled at the agility of all the "mature members" of the team. His Honor suggested that a few choice draft picks will make the 25th anniversary a winning weekend.
- Reunion co-chair Ann Brown described the many contribution of the women in the class, emphasizing the importance of increasing diversity in the Law School, a goal we all share.
- Class members spent Friday evening at the Pettits' home, complete with margaritas and fajitas. Professor Paul Stephan and Pam Clark hosted Sunday brunch.

Gregory Michael MacGregor's first novel, *Deadspin*, a legal and political thriller (featuring an occasional Charlottesville locale), was published by Bantam in October. Film rights are in negotiation. MacGregor continues to practice commercial litigation with MacGregor & Berthel of Woodland Hills, CA, while working on his second book for Bantam.

Kevin J. Walsh reports "While many of my classmates deal with children in high school, college, and beyond, Molly and I are blessed with two preschoolers:" Catherine Maeve (3) and Brendon Denis (1). Walsh remains a litigation partner at Kelley Drye & Warren LLP in New York City, but "being a dad is a whole lot better and more fun!"

Carolyn Schaperkotter Wollen now maintains her trusts and estates practice in two states. On most Mondays and Tuesdays she is of counsel to the Portland, ME firm of Verrill & Dana. The rest of the week she tends to her solo law practice in New York City.

1975

Glenn R. Croshaw, of Willcox & Savage, PC of Norfolk, has been elected to the board of trustees of the Old Dominion University Research Foundation, whose core mission is the administration of Old Dominion University's sponsored programs, which include both community and entrepreneurial activities.

# 1976

Bruce T. Bishop of Willcox & Savage, PC of Norfolk, was listed in the personal injury litigation section of *The Best Lawyers in America*®, 1997-1998 edition.

Art Greenbaum's treatise, Lawyer's Guide to the Ohio Code of Professional Responsibility, was published recently by Banks-Baldwin Law Publishing Company, a West Publishing Affiliated Company. Greenbaum is a professor of law at the Ohio State University College of Law, where he teaches administrative law, civil procedure, and professional responsibility.

Priscilla Lundin is heading the customer assistance division of MTA New York City Transit, and is involved in the transition from tokens to automated fare collection. She writes that she very much enjoyed participating in the Women in Law Symposium at the Law School last fall.

Fred Lyon is a partner in Lyon Jones Bergholtz & Kirwin, a firm with offices in Orlando, FL and Atlanta, GA. He is a charter fellow in the American College of Construction Lawyers.

J. Keith Morgan was named vice president and general counsel of GE Medical Systems, a subsidiary of General Electric, in September 1996.

Stanley A. Twardy, Jr. is founder and chair of Day, Berry

& Howard's governmental investigations group, which counsels clients in connection with criminal, civil, and regulatory investigations conducted by federal and state agencies. He has recently published articles in the New York Law Journal and the Natural Resources & Environment newsletter of the American Bar Association. Twardy is a former U.S. attorney for the District of Connecticut.

#### 1977

Craig Jones has begun work on a master's degree in education administration at UVa's Curry School. His Law School training continues to be important in his work as a leader at Fork Union Military Academy—and as a baseball umpire and coach.

Cynthia D. Kinser was appointed to the Virginia Supreme Court by Gov. George Allen '77 May 2. She was formerly a U.S. magistrate judge for the Western District of Virginia.

Michael S. Miller was appointed managing director of The Vanguard Group, the second largest mutual fund organization in the nation. He is responsible for the company's strategic planning, competitive analysis, portfolio review, new business and fund development, compliance, and public relations functions, as well as quality management and corporate communications programs. Miller was most recently principal of planning and development at Vanguard.

#### African American Alumni Unite

In 1993, Hon. John Charles Thomas '75, the first African American member of the Virginia Supreme Court, began a quest to create a network of the Law School's black alumni. "The black students now at Virginia need to see us, hear our stories, be inspired by some of the lessons of the past," he wrote to alumni at the time. "If we don't do this for these young aspiring black lawyers, who will?" Since then, the Law School Foundation has furthered Thomas's efforts by asking African American alumni of the Law School what they would like a black alumni network to accomplish, and creating a five-point mission statement based on their responses.

The first goal of the network committee is to publicize the existence of the network and to consolidate African American alumni by producing publications, events, and symposia. Noel Gordon '90 heads the effort to recruit alumni

support.

Many African American alumni have chosen to express their support for the mission by volunteering to lead workshops that bring groups of black alumni togther. An interview workshop led by Curtis Hairston '87 and Naila Ahmed '91 from Williams Mullen Christian & Dobbins in Richmond was held on September 11 for 30 black students.

In addition to bringing African American alumni together for intellectual and social purposes, another primary goal of the network committee is to endow a research professorship in honor of Thurgood Marshall, the first black U.S. Supreme Court justice. The professorship will support a scholar who conducts research related to the minority community in general and to the African American experience in particular.

As a fifth goal, and upon establishment of the Marshall Chair, the Law School plans to commission a portrait of Thurgood Marshall to hang in the new Law Grounds.

The network needs to raise \$500,000 before the professorship can be established.







(Above, left) New Mexico alumni celebrate an evening on the town July 9 at Albuquerque's Petroleum Club. Attendees include, from left, Leilani Darling '70, Hon. Gene Franchine LL.M. '95, Hon. Joseph Baca LL.M. '92, and Stephen Curtis '78.

(Above, right) Sarah Saunders '93, Alumni Association President Gene Dahmen '67, Director of Annual Giving Helen M. Snyder '87, and Lloyd Dahmen join other Boston-area alumni July 7 for dinner at the Somerset Club.

(Left) Professor Pamela Karlan, William Curtin '96, Professor George Rutherglen, and David B. H. Martin '76 gather September 3 at Hogan & Hartson in Washington, DC.

# Alumni Gather For Fun and Fellowship

Virginia Law graduates enjoyed a wide variety of alumni events over the past few months.

Dean Robert E. Scott joined 60 Virginia alumni at a luncheon gathering of New York-area alumni held April 18 at the Algonquin Hotel in New York City.

The summer months remained busy for Law School alumni, as 80 from the Washington, DC area convened June 5 for a luncheon meeting. Professor John C. Jeffries, Jr. '73 addressed the gathering, which was held at the Army and Navy Club.

Professor J. Hoult "Rip" Verkerke joined 30 alumni who gathered for breakfast June 21 during a meeting of the Virginia State Bar in Virginia Beach.

A small group of **Boston** alumni gathered July 7 for dinner at the Somerset Club.

The event was hosted by Garret Schenck '58 and his wife, Sudie.

Approximately 15 alumni from New Mexico gathered July 9 for cocktails and dinner hosted by Charles Saunders '58 at the Albuquerque Petroleum Club.

Director of Alumni Affairs Kathy Perdue met with 10 alumni July 16 during a

meeting of the Tennessee State Bar in Destin, FL.

Approximately 20 San Diego-area alumni gathered at the Del Mar racetrack August 1 for an event organized by Craig Fravel '82, director of the Thoroughbred Club.

On August 4, Professor George Rutherglen joined approximately 30 alumni attending the annual meeting of the ABA for a dinner cruise off the coast of San Francisco.

Rhode Island alumni gathered August 18 at the Clambake Club in Newport for an event sponsored by W. Sydnor Settle '57, Arthur Murphy '62, and Sheldon Whitehouse '82. Professor John Jeffries addressed the gathering, which was attended by Alumni Association President Gene Dahmen '67.

The fall season was launched with a September 3 gathering of Washington, DC alumni sponsored by William Curtin '96 and David B. H. Martin, Jr. '76 at Hogan & Hartson. Professors Pamela Karlan and George Rutherglen addressed the group.

Dean Scott and 14 Cleveland alumni gathered September 8 at the Jones, Day, Reavis & Poque Suite to watch the Cleveland Indians face the Baltimore Orioles. The next day, the dean joined alumni at the Union Club for a breakfast meeting sponsored by Michael Horvitz '75.

On the final day of his road trip, the dean traveled to Pittsburgh for an alumni luncheon September 9 sponsored by Barbara Jeremiah '77. Approximately 24 alumni

attended the event, which was held at the Duguesne Club.

John E. Noves's recent books include The United Nations at 50: Proposals for Improving Its Effectiveness (American Bar Association, 1997) and Cases and Commentary on International Law (West, 1997) (with Janis). In April Noyes was appointed the U.S. member of the International Law Association's committee on coastal state jurisdiction over marine pollution. Later this year he will be a visiting faculty member at Victoria University in Wellington, New Zealand.

Christopher D'Angelo was elected to the American Law Institute, and has been appointed to the members' consultative groups in trusts, products liability, UCC Article 2, and UCC Article 9. He was a speaker at the Products Liability Institute for Corporate Counsel held in Chicago, speaking on the defense of warnings cases and post-sale warnings cases. D'Angelo has written articles for the University of Toledo Law Review and the South Texas Law Review, and was an author-contributor to the "State-By-State Survey of the Effect of Compliance or Noncompliance with Federal Regulatory Standards in Pharmaceutical Products Liability Litigation" published by the litigation section of the ABA in December 1995.

Peter M. Huber of Willcox & Savage, PC of Norfolk, was listed in the trusts & estates section of The Best Lawyers in America®, 1997-1998 edition.

Edward B. Kidd, of the Richmond office of Mays & Valentine, LLP, was re-elected to a three-year term on the policy committee, the firm's governing body. He practices real estate law.

Charles E.M. Kolb was named president of the Committee for Economic Development, a group of national business and education leaders. He was previously general counsel and secretary of United Way of America.

# 1979

Michael Caddell was among the attorneys who received the 1997 Public Justice Achievement Award from Trial Lawyers for Public Justice for his work on the class action settlement in Cox v. Shell Oil Co. He was colead counsel of the original Beeman v. Shell Oil Co. suit. Caddell is a partner with Caddell & Warden of Houston, TX.

Michael L. Chapman, his wife, Lynda, and their sons, Carter and Garrett, announce the birth of Thomas Ryland Chapman August 5. Chapman is principal of his own firm in Atlanta, GA.

# 1980

Bonnie A. Sullivan joined Crowell & Moring LLP of Washington, DC as counsel in June 1996.

# 1981

G. Richard Shell still has his sense of humor intact, despite being included erroneously on the In Memoriam list in the last issue of UVa Lawyer. Still at the Wharton School at the University of Pennsylvania, Shell is chair of the Department of Legal Studies and academic director for the Wharton Executive Negotiation Workshop. He also is the author of a new book on negotiation strategies to be published by Viking Press in late 1998. He and his wife, Robbie, have two boys aged 15 and 7. (Editor's Note: We sincerely regret this error; in fact, it was Shell's father, Gen. George R.E. Shell, who died October 30, 1996 in Charlottesville).

# 1982

Trudi Berlin Hays, her husband, Patrick, and four-year-old daughter Charlotte were blessed by the addition of Christine Amanda Hays to their family. Christine was born February 13.

# 1983

Connie Caldwell married David Breeser in Atlanta April 26. She is still with Norrell Corporation, a national provider of staffing, outsourcing, and professional services head-quartered in Atlanta, where she was recently promoted to assistant general counsel. Caldwell would like to report that it is far easier to do an acquisition of a multi-million-dollar com-

pany in a few weeks than it is to plan and execute a wedding in four months.

# 1984

Catherine Hammond became senior counsel to the attorney general of the Commonwealth of Virginia in June. Former deputy attorney general for civil litigation, Hammond will take an unpaid sabbatical to write a legal text on emerging health care issues, after which she is expected to return to the attorney general's office. The text centers on the role of states' attorneys general in the conversion of non-profit to for-profit organizations in the health care field.

Ann C. King and her husband, Thomas Richardson, announce the birth of their first child, Carl Stanford Richardson, March 20. King has resumed her practice at Palmer & Dodge LLP of Boston in the areas of private placements, structured finance, and technology licensing. Richardson works in product management and marketing for the New England Journal of Medicine. The family lives in Wellesley, MA.

# 1985

Stephen M. Bainbridge has joined the UCLA School of Law faculty as professor of law, after teaching at the University of Illinois College of Law for eight years. He will teach business associations, securities regulation, and corporate finance. Bainbridge lives in Westwood with his wife, Helen, and golden retriever, Sam.

James H. Carroll is a partner in the Boulder, CO office of Cooley Godward LLP, a 350lawyer, high-technology firm headquartered in Silicon Valley. He specializes in venture capital, securities, and acquisition matters for technology companies and emerging businesses. He lives in Boulder with his wife, Terese Fegley '87, and their children, Brian and Kathleen.

Curtis A. Krizek is a founding principal of Prairie Capital Management Inc., a registered investment advisor specializing in investment management services for individuals, families, trusts, and foundations. He also is a founding principal of Prairie Brokerage Services LLC, a securities broker-dealer providing brokerage services to clients of Prairie Capital and others.

Krizek, his wife, Jennifer, and children Bradford (10), Lindsay (8), and Kylie (4), live in Mission Hills, KS.

Harley A.J. "Bucky" Methfessel is president and chief operating officer of InterBank Capital, Inc., the venture capital and operating investment affiliate of The InterBank Group. The InterBank Group provides a variety of financial and investment services to domestic and foreign clients.

# Class of 1987 Celebrates with Softball Victory

by Donna Phillips Shafer

Members of the class of 1987 from across the country (including a good crowd from California) and overseas (Franz Heidinger came from Austria) gathered in Charlottesville the first weekend in May to celebrate our 10th reunion. We were all struck by the transformed Law Grounds and wondered if we should come back for another degree (upon reflection, probably not!).

The weekend began with a cocktail buffet at the Law School Friday evening. On Saturday, we enjoyed Big Jim's barbecue and softball against the class of 1977 (the younger legs prevailed). Our reunion dinner Saturday night saw an overflow crowd at the Boar's Head Inn. We enjoyed a southwestern theme — complete with frozen margaritas and piñatas.

On behalf of the class, an official thanks to the members of the reunion committee who called and wrote letters encouraging everyone to come back (and we did)!

# 1986

Irving M. Brenner and his wife, Teresa, announce the birth of their son, Nathan Charles, July 31, 1996. Nathan joins his big sister Rebecca Gail (3 1/2).

Bill Eigner and his wife, Jeanne, are proud to announce the birth of their daughter, Elizabeth, November 14, 1996.

Joseph B. Kennedy and his wife, Beverly, are the proud parents of Annah Cate Kennedy, born August 12. Kennedy practices tax law in the Charlotte, NC office of Womble Carlyle Sandridge & Rice.

Thomas I. Kenney and his wife, Andi, annouce the birth of their first child, Samuel Richard Kenney, in January. Still with the EPA in Chicago, Kenney reports that "life in Deerfield is fine with random sightings of Chicago Bulls players and coaches in the offing."

Edward M. Rogers joined Peabody & Brown of Washington, DC as a partner in their property and finance department. He was previously with Akin, Gump, Strauss, Hauer & Feld, LLP of Washington, DC.

B. Harrison Turnbull was named principal with Sockwell & Associates, an executive search firm headquartered in Charlotte, NC. Turnbull was previously senior vice president with Norelli & Company, a Charlotte management consulting firm.

Craig Witcher was appointed senior tax counsel–Europe for Case Corporation. Now based in Paris, Witcher is in charge of taxes for Case's European, African, and Middle East business unit.

# 1987

Keith Cole, after two years as committee counsel of the Senate Small Business Committee and five years on the House Commerce Committee, has left congressional work to become a principal of Beveridge & Diamond of Washington, DC. Cole also married Deborah Lowham, formerly of Jackson, WY, in December.

David F. Freeman, Jr. and his wife, Patricia, announce the birth of their daughter, Audrey Covell Freeman, January 2.

David C. Keesler, an assistant United States attorney in Charlotte, NC, recently received a commendation from FBI Director Louis J. Freeh for his work in concluding the investigation and prosecution of five defendants charged in a 1995 carjacking homicide at the University Hilton Hotel in Charlotte.

Michael Keller continues to enjoy Seattle and its many lifestyle options. He is heavily involved in HIV/AIDS discrimination cases.

Byron Marchant became senior vice president and general counsel for BET Holdings, Inc. of Washington, DC, this year. He will oversee the legal affairs of the company and its various businesses, including Black Entertainment Television, Inc.; BET Direct, the company's direct merchandising unit; and BET Soundstage, its theme restaurant. Marchant previously was a partner with Patton Boggs, LLP of Washington, DC.

Yvonne Facchina Mizusawa and Bert Mizusawa are proud to announce the birth of their son, Mark, January 9.

Kevin L. Wright has been promoted to shareholder in the Washington, DC office of Littler, Mendelson, Fastiff, Tichy & Mathiason. Wright represents employers in all aspects of labor and employment, specializing in employee benefits law. He also serves as cogeneral counsel for a national multi-employer pension and health benefits fund with over \$3 billion in assets.

#### 1988

Anthony J. Anscombe and Barbara Triggs had their first child, Madeline Kelly, in May 1996. Anscombe is a partner in the San Francisco-based firm of Sedgwick, Detert, Moran & Arnold, where he specializes in toxic tort, automotive, and products liability litigation.

George U. "Garry" Carneal III currently serves as president and CEO of the American Accreditation HealthCare Commission, Inc. of Washington, DC. He lives with his wife, Traci, and two children, Alex (1) and Stephanie (3), in Great Falls, VA

Gina Henry expects to achieve candidacy in the University of Michigan School of Education's Ph.D. program in educational policy this fall. She will begin collecting dissertation data in January 1998. Henry vacationed in the British Virgin Islands in July 1995; in Vienna, Austria in July 1996; and visited her nieces with her parents this summer.

Cynthia S. Kessler is a partner with Hunter, Smith & Davis in Kingsport, TN, practicing commercial law and real estate. She married Pascal Convers in August.

Arthur D. Robinson and his wife, Soraya Mariel, are proud to announce the birth of their second son, Cooper Davis, November 9, 1996. Also in November, Robinson was elected a partner of Simpson Thacher & Bartlett, where he practices securities law. The family lives in Old Greenwich, CT.

Carol Warren Simon and her husband, John, happily announce the birth of their beautiful daughter, Isabel, in May 1996.

Eric C. Taylor and his wife, Valerie, are expecting their first child together in July. Their oldest, April, is even more excited about sister Haley than her parents.

#### ALUMNI NEWS

Shawn Urelius is corporate attorney with Hamilton Beach-Proctor Silex, Inc. of Richmond, VA. She previously worked at McSweeney, Burtch & Crump.

Philip Urofsky moved from the U.S. Department of Justice's narcotic and dangerous drug section to the criminal division's fraud section, where he investigates and prosecutes domestic and international white collar crime. He also married Melissa Mehlman, an antiques dealer. The couple has two canine dependents, Annie and Bonnie.

Wilton L. White recently attended a meeting for the SunFest '98 of Palm Beach at Naples, FL, accompanied by his wife, Donna, their new daughter, Mackenzie, and his parents, Mr. and Mrs. Richard White '48. Wilton is with the firm Moyle Flannagan.

# 1989

James F. Bogan III was named a partner with the Atlanta, GA office of Kilpatrick Stockton LLP September 10. His practice concentrates in business torts, RICO litigation, and white collar criminal defense.

Rebecca Garrou Ellis joined Marine Spill Response Corp. (MSRC) in Herndon, VA as associate corporate counsel. MSRC is a national, not-forprofit oil spill response organization that maintains a large inventory of vessels, equipment, and trained personnel in numerous locations in the continental U.S., Hawaii, and the Caribbean.

Garrick Grobler was elected last fall to the partnership of Ross, Dixon & Masback, LLP, a Washington, DC litigation firm.

# 1990

Tracy B. Brightman was promoted to shareholder of the Dallas, TX office of Littler, Mendelson, Fastiff, Tichy & Mathiason, PC. Her practice includes all areas of employment and labor law, with an emphasis on discrimination litigation, wage and hour issues, and questions arising under the Family and Medical Leave Act.

David S. Darland is a founding partner in the new law firm of Hudson Cook, LLP, with offices in Washington, DC and Maryland. The firm has a national practice in the area of consumer financial services. Darland was previously with Venable, Baetjer, Howard & Civiletti, LLP in Washington, DC.

Shelly A. Dean and Douglas L. Bader gave birth to their first child, Rachel Jane Bader, April 5. Dean practices employment law with Christian & Barton, LLP in Richmond, VA.

Tom DeVita and his wife, Maggie, welcomed Elizabeth Ann, their fourth child, July 20. She joins Tommy (6), Sarah (4), and Amelia (2) in a very busy household.

Mark Jankowski was named winner of the first annual Charles Buerger Memorial Volunteer of the Year Award for service to Baltimore, MD's Greenebaum Cancer Center. He has served on the center's board since 1991, and is active in a number of other community service organizations. Jankowski is a founder of Shapiro Negotiations Institute, a negotiations training group.

Jane Paulson was made a partner with Paulson & Baisch, Trial Lawyers, PC of Portland, OR, effective January 1. The firm specializes in plaintiff's personal injury, product liability, and medical malpractice.

# 1991

Andre Hollis became engaged to Katy Schnitger in May.

Linda Kinney and her husband, Ilir Zherka '92, announce the birth of their son, Alexander Kinney Zherka, March 18.

Kevin E. Martin-Gayle was named statewide chairman of the Young Trial Lawyers of the Virginia Trial Lawyers Association. He practices criminal law, domestic relations, employment law and general civil litigation at Stallings & Richardson, PC of Virginia Beach. Martin-Gayle lives with his wife, Elisabeth, who is director of development for the Virginia Beach SPCA. They are expecting their first child this fall.

Thomas Werth Thagard III became a partner of Bainbridge, Mims, Rogers & Smith, LLP of Birmingham, AL in April.

Herbert Thomas' first novel, The Superlative Man, was published by Farras, Straus & Giroux in June.

# ALUMNI NEWS

# 1992

Dwight Francis currently practices with the trial section of Gardere & Wynne, LLP in Dallas. He and his wife, Pamela Simkin Francis '93, have a beautiful daughter, Lydia (2).

Sean Maloney left Willkie Farr & Gallagher of New York in July to join the White House staff. He swapped his midtown Manhattan view for a West Wing office and the title special assistant to the President and deputy staff secretary, a job that requires him to prepare the President's daily briefing materials.

Jennifer Parker accepted the position of vice president, law and business affairs, at MTV Networks in New York City. She works for MTV's children's network Nickelodeon and this summer moved to Hollywood, CA, to work at Nickelodeon's animation studio "Nicktoons." Parker previously was with Fox Television in New York City.

Tracy A. Stein and Marco V. Masotti (LL.M. '92) are pleased to announce the birth of their daughter, Michela Stein Masotti. In March, the family moved to South Africa, where Masotti clerks for Justice Albie Sachs for the first term of South Africa's Constitutional Court under a final constitution.

Michael C. Wu and Tara A. O'Brien were married August 16 in Washington, DC. UVa guests included Michael's sister, Jenny C. Wu, John Foster, Debbie Miller, Robert O'Brien, Ellen Moore'94, and Katherine Rolph'94. Wu is regional attorney for the Asia Pacific headquarters of Global One (the joint venture between Sprint, Deutsche Telekom, and France Telecom) in Hong Kong.

Jenny C. Wu and her husband, Mitch Lazris, are pleased to announce the birth of their son, Matthew Wu Lazris, November 3, 1996, in Washington, DC. Wu is an associate at the Washington, DC office of Paul, Hastings, Janofsky & Walker LLP, where she specializes in employment law.

# **European Alumni Gather in Scandinavia**

An enthusiastic group of 37 European Law School alumni and their families enjoyed their sixth alumni reunion, held in Lund, Sweden July 3-6. Organized by Kris Gledhill '85, president of the European Alumni Association, and hosted by Nils Garder '87, the gathering combined a range of social events, two academic sessions, and a general meeting of the European Alumni Association at Tivoli Gardens in Copenhagen, Denmark.

One academic session was conducted by Carl Michael Quitzow, Jean Monnet Professor of Community Law at Lund University, on the topic of federalism in the European Union and in the U.S. The second academic session was a lecture on the Swedish legal culture by Kjell A. Modeer, a law professor at Lund University and a visiting scholar at the University of Virginia in 1984.

The reunion social activities included tours of Lund University and the city of Lund; a trip to Dalby and an 11th-century church which is the oldest stone church in Scandinavia; lunch at Svaneholm Castle; and a visit to Backakra, the summer cottage of Dag Hammarskjold, former secretary of the United Nations.

Two locations are under consideration as sites for upcoming reunions. European alumni are discussing holding the next reunion in Salzburg in 1999, and then meeting the following year in Hanover, the site of the World's Fair in 2000.



"If it's Tuesday, this must be Lund:" Law School alumni and their families pose at Lund University during the July reunion of the European Alumni Association in Lund, Sweden.

#### ALUMNI NEWS

Susan Ricks Abert and her husband, Thomas, celebrated the birth of their first child, Jane Priscilla, March 22. The family resides in Stoddard, NH.

Ilir Zherka and his wife, Linda Kinney '91, announce the birth of their son, Alexander Kinney Zherka, March 18.

# 1993

Pamela Simkin Francis left the litigation section of Weil, Gotshal & Manges LLP to join the appellate section of Baron & Budd, PC, in Dallas, a plaintiff's firm specializing in mass tort litigation. She and her husband, Dwight Francis '92, have a beautiful daughter, Lydia (2). Dwight practices with the trial section of Gardere & Wynne, LLP.

Amy (Yager) Jenkins left her practice in Charlotte, NC in 1996 and moved to South Carolina, where she now practices employment law and commercial litigation with the Myrtle Beach office of Nelson Mullins Riley & Scarborough LLP.

Lewis Rosman joined Connolly Epstein Chicco Foxman Engelmyer & Ewing, PC as an associate. His practice concentrates in general commercial litigation, environmental law, and employment law.

Kimberly R. Young recently joined the Washington, DC office of Holland & Knight LLP. She previously was an associate with the Washington, DC office of Popham, Haik, Schnobrich & Kaufman, Ltd.

# 1994

Robert W. Haley was appointed county attorney for Henry County, VA. He also will maintain his private practice, concentrating in real estate, trusts and estates, and elder law.

John Harllee has taken a corporate counsel position with the Bethesda, MD office of Netscape Communications Corporation.

John Robertson is now an associate at Venture Law Group in Kirkland, WA, doing corporate finance and corporate partnering work for emerging technology companies.

Karen Starke has accepted a position in the litigation section of Mezzullo & McCandlish, PC. She specializes in labor and employment law.

Joseph C. Tedeschi was recently promoted to assistant general counsel of K-111 Communications Corporation of New York City.

# 1995

Randolph L. Burns moved from the Cleveland, OH office of Jones, Day, Reavis & Pogue to their Dallas, TX office in May.

Katie Meighan and her husband, Brook Edinger, are moving to Paris. Meighan will transfer to the Paris office of Rogers & Wells, and her husband will telecommute to his law firm in Washington, DC.

Romi G. Rudolph joined The Rudolph Law Group of Costa Mesa, CA. As director of client development, she focuses on the marketing and public relations of the firm while continuing her litigation training. "Best of all," she says, she is helping her brother, George C. Rudolph, a trial attorney for 21 years, build what they believe is a very special business litigation boutique. "I am thrilled to have found a dream job that combines my journalism background, love for schmoozing, and legal education. All that, plus my name on the door!"

W. Todd Watson accepted a job as assistant commonwealth's attorney in Stafford County, VA, and found his niche. He says that frequent court appearances and a great office provide him with a trial law position he truly enjoys.

# 1996

Elizabeth G. Engle became associated with Dingman Labowitz, PC of Alexandria, VA.

Paul Garrahan married Kristin G. Watkins April 26 in Richmond, VA. Law alums in attendance at the wedding were Matthew Bennett '93 and David Lieb '96, and classmates Dwight Holton (best man), Steve Breslow, Suneeta Hazra, Ruth Heltzer-Bock, John Lariccia, Viva Moffat, Todd Ratner, Elizabeth Shapiro, Craig Wolff, and Sarah Yarbrough. The couple relocated to Portland, OR, in October, where Garrahan works at Perkins Coie. He previously

clerked for U.S. District Judge J. Frederick Motz. Before her marriage, Watkins worked for Wider Opportunities for Women in Washington, DC.

Devin G. Hensley was appointed assistant commonwealth's attorney for Gloucester County, VA.

Benjamin T. King has joined Boynton, Waldron, Doleac, Woodman & Scott, PA of Portsmouth, NH as an associate.



Samuel M. Davis was named dean of the University of Mississippi School of Law, effective July 1. For the past 27 years, Davis was Allen Post Professor of Law and associate vice president for academic affairs at the University of Georgia School of Law.

#### 1982

Brian L. Crowe was named head of the City Law Department by Chicago mayor Richard M. Daley in August. Crowe, a former Cook County Circuit Court judge, previously served as partner with Rock, Fusco, Reynolds, Crowe and Garvey, LTD of Chicago, IL. He also is an adjunct professor in trial advocacy at Northwestern University School of Law and a lecturer on law and medicine and trial advocacy at Loyola University School of Law.

#### 1984

J. Stephen Shi became a partner in the environmental and natural resources practice section of Kilpatrick Stockton LLP's Atlanta office in May. Shi was formerly head of the environmental practice group at the Atlanta office of Ogletree, Deakins, Nash, Smoak & Stewart, PC.

#### 1986

The Honorable Bernard Balick of Wilmington, DE, and his wife, the Honorable Helen S. Balick, received honorary Doctor of Laws degrees from the Dickinson School of Law during its commencement ceremonies May 31. Balick has served as vice chancellor of the Court of Chancery of the State of Delaware since 1994. His wife is the chief judge of the U.S. Bankruptcy Court for the District of Delaware.

The Honorable Pasco M. Bowman is serving as a member of the board of directors of the Federal Judicial Center.

#### 1988

Klaus Peter Berger has been appointed full tenured professor of private and commercial law, comparative law, and conflict of laws, and director of the Institute of International Business Law at Münster University, Germany.

#### 1992

The Honorable Joseph Del Sole, a Superior Court judge in Pennsylvania, is the Democratic nominee for the Pennsylvania Supreme Court in this November's election. Before serving as a Superior Court judge, he was in private practice and then on the Allegheny County Common Pleas Court. An active community volunteer, he and his wife, Karen, live in Upper St. Clair, PA. They have three children, including two lawyers and a police officer.

Marco V. Masotti and Tracy A. Stein '92 are pleased to announce the birth of their daughter, Michela Stein Masotti. In March, the family moved to South Africa, where Masotti clerks for Justice Albie Sachs for the first term of South Africa's Constitutional Court under a final constitution.

#### 1993

Olga N. Sirodoeva married E. W. Paxson III (whom she met at the ceremony of admission to the NY Bar) and transferred from Coudert Brothers' Moscow office to their New York office. She defended her Ph.D. in law at the Moscow State University and published a book (in Russian) entitled U.S. and Russian Corporate Law—A Comparative Analysis.

#### In Memoriam

Robert Lee Marshall '26 Lovingston, Virginia August 29, 1997

Alexander Hamilton, Jr. '29 Petersburg, Virginia September 8, 1997

Joseph H. McConnell '31 Delray Beach, Florida March 13, 1997

Osburn F. Bruce, Jr. '32 Richmond, Virginia July 14, 1997

Albert B. Humphrey '35 Great Barrington, Massachusetts July 27, 1997

Miles Poindexter II '35 Danville, Virginia March 8, 1997

Richard B. Tucker '37 Pittsburgh, Pennsylvania April 30, 1997

William L. Williams '38 Hilton Head, South Carolina April 12, 1997

Ashton C. Miller, Jr. '40 Cape Coral, Florida April 17, 1997

Charles A. Webb '41 Arlington, Virginia April 18, 1997

Fred Blanton, Jr. '42 Fultondale, Alabama July 31, 1996

Henry E. Howell, Jr. '43 Norfolk, Virginia July 7, 1997

William R. Bailey '47 Denver, Colorado n/a

Gilbert W. Francis '47 Boykins, Virginia August 6, 1997

Richard J. Alfriend III '48 Norfolk, Virginia April 24, 1997

Robert M. Dixon '48 Olmstead Falls, Ohio May 7, 1997

John E. Cograve '50 Charleston, West Virginia July 17, 1997

James G. Grayson '50 Upperville, Virginia May 7, 1997

Harry Frazier III '54 Richmond, Virginia August 3, 1997

Frederick E. Martin, Jr. '54 Norfolk, Virginia June 4, 1997

Rob John Taylor '55 Santa Barbara, California July 27, 1997

Edward G. Moran, Jr. '57 Saint Augustine, Florida December 1, 1996

Albert W. Pettit III '57 Pittsburgh, Pennsylvania June 5, 1997

David Robb '58 Detroit, Michigan August 2, 1997

Franklin J. Carter '59 Kilmarnock, Virginia August 10, 1997

Antoinette C. Bentley-Jarvis '61 Far Hills, New Jersey March 19, 1997

Benjamin Levy '62 Petersburg, Virginia July 13, 1997

Bayard T. De Mallie II '63 Worcester, Massachusetts August 10, 1997

Charles O'Connor III '63 Pawlet, Virginia March 20, 1997

Evan J. Kemp, Jr. '64 Washington, D.C. August 12, 1997

George H. Heilig '68 Norfolk, Virginia September 30, 1997

David C. Hjortsberg '68 Millersville, Maryland March 13, 1997

Bradford V. Coryell '82 Santa Fe, New Mexico August 11, 1996

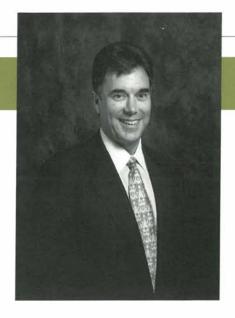
Lisa Shannon '96 Birmingham, Alabama March 13, 1997

#### JOIN THE ALUMNI MENTORING PROGRAM

The Alumni Mentoring Program, which is composed of alumni who have graduated within the last 15 years, matches alumni with first- and second-year students. Mentors answer questions regarding the practice of law and other student concerns. We currently have over 2000 alumni in the Program. Also, in an effort to utilize the expertise and knowledge of our older alumni, a Senior Mentoring Program, comprising alumni who graduated more than 15 years ago, has been created as part of the Alumni Mentoring Program, to assist second- and third-year students. Senior mentors can share valuable advice and insight into the legal profession and business world.

If you are interested in joining the Alumni Mentoring Program, please take a few minutes to complete this form and mail it back to the Alumni Office. If you are a current member, please complete the form so our records can be updated.

We appreciate your assistance.					
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24 Copyright 25 Corporate 26 Criminal 27 Customs 28 Education 29 Employee Benefits 30 Employment 31 Energy	55 Malpractice 56 Medical 57 Military 58 Municipal 59 Negligence/Personal Li 60 Oil & Gas 61 Patent-Trademark-Cop	Please Return to: Law School Alumni Office ability 580 Massie Road Charlottesville, VA 22903			



# Managing Law Firms into the Millennium

#### Embrace the Need to Manage

irst and most fundamental, lawyers practicing in law firms must face up to the fact that their firms need to be actively managed. Law firms are businesses. While they are professional service firms with duties to clients, ethical obligations, and other professional responsibilities which transcend economics, they are nonetheless genuine business enterprises.

Indeed, the business issues of a law firm are becoming increasingly complex and challenging. As the economy globalizes, the role of the law in commerce is changing. Clients are becoming ever more sophisticated and demanding as they decide which lawyers to hire, on which matters, and how much to pay them. Meanwhile, competition for client work and for lawyer talent becomes more fierce with each passing year. In such a setting, law firms are confronted with quite challenging traditional business issues such as pricing, cost control, human resources, and marketing.

As we move into the future, in order for a law firm to flourish, it must recognize and embrace the

reality that it needs management as much as any other business.

#### Create a Structure That Makes Management Possible

Most law firms are structured in a way that is not conducive to management. Important decisions are reserved for the partners as a group and decision making proceeds in a quasi-democratic way more appropriate in a social organization than in a business. Change occurs episodically, commonly in reaction to a problem or in response to a proposal made by one or more powerful partners.

In order to move forward, law firms need to adopt a structure that fosters active, effective management. Most important, the law firm should establish one or more career positions that are responsible for planning, making decisions, and otherwise looking after the affairs of the firm. The broader and deeper the level of authority given these positions the better. Ideally, the law firm should identify those few issues that must remain the authority of the partners and then should delegate everything else to management. Even issues normally the

domain of the partners should become the responsibility of an executive committee, leaving the partners some ability to veto or reject the committee's decisions.

Second, the firm should create a sound organizational structure for the management of the firm's component parts. Each practice area and each office certainly should employ someone who is responsible for managing it. So too, each function, such as human resources, information technology, marketing and the like, should have a clearly designated person in charge. Obviously, the number of people with such assignments and the time devoted to these management responsibilities must be kept at a reasonable level in relationship to the firm's size and resources. The important point is that someone must feel responsible for managing each element of the firm's affairs.

Finally, in the interest of managing costs and maximizing effectiveness, the firm should consider placing as much management responsibility on non-lawyers as possible. At the minimum, the firm should have an executive director or similar position with

responsibility for managing all issues related to non-lawyer personnel and other non-law matters. Depending upon the size and complexity of the firm, non-lawyers also should be tapped to manage other issues. Not only does management by non-lawyers free up the lawyers to practice law, but the non-lawyers will likely be better managers.

#### Take Stock of Who You Are

Effective law firm management begins with a clear-eyed assessment of the firm's character and its strengths and weaknesses, as well as the practice areas in which it should be engaged.

First, the firm must identify its culture. What are the shared values of the firm? What is the firm's core purpose? 1

The process of articulating the firm's culture must be undertaken seriously. Many firms conduct "parlor game" exercises about their core values, which produce hackneyed statements of platitudes or expressions of what the partners wish the firm could become. To be of value in the management process, the firm's core ideology must

be regarded by the partners as genuine and must articulate values which the partners actually hold and which they will not compromise. When articulated correctly, the statement of core ideology will provide a foundation for all management decisions.

Second, the firm must determine which practice areas really make sense for it. To decide that, the firm must examine a number of factors. In which practice areas has the firm traditionally done well? In which practice areas are the firm's existing partners most talented and experienced? In what practice areas will there continue to be significant demand for the firm's services?

Third, the firm must examine its current strengths and weaknesses. The issues to be examined will, of course, vary from firm to firm. One way or another, however, the firm needs to analyze how it stacks up against the perceived competition. The firm also must examine its economics, including its income statement and balance sheet.

In each element of this selfevaluation, candor is required. Most firms will do better with the assistance of an outside advisor or consultant because of the innate difficulties we all have evaluating ourselves accurately and because internal sociological and political realities of a law firm will hinder candid assessment.

#### Adopt a Plan

Most law firms tent to react rather than act. When something goes wrong or an opportunity presents itself, the law firm responds. The firm will do much better if it devotes time and resources to planning ahead and deciding in an organized and deliberate way what it wants to become.

An important step in planning is to consider what the future holds for the firm's practice areas, its geographic and other markets, and its existing clients. While none of us received a crystal ball with our law degree, we know enough about current realities and trend lines to draw some meaningful conclusions about the relevant law practice opportunities of tomorrow.

Based upon the current realities of the firm and the firm's sense of what the future holds, the firm should set meaningful

# If we lawyers were naturally drawn to management, we probably would have gone to business school.

objectives for itself over a specific period of time — perhaps five years. These objectives should address as many issues as possible. They certainly should include the nature of the practice areas, the location of the offices, the nature and extent of necessary infrastructure, and critical economic issues such as productivity per lawyer, revenue per lawyer, expense per lawyer, and the like.

The plan should also include a statement of strategy and tactics for achieving its objectives: How will the firm distinguish itself from the competition? How will the firm add the necessary lawyers to build practice areas targeted for growth? How will the firm manage its economics?

#### Manage

With an effective structure, a self-assessment process, and an ambitious yet realistic plan for the future, the managing partner and others responsible for doing so must make things happen.

While the actual management steps will vary, several elements almost always should be present. First, management should communicate to the partners and others in the firm what the firm's objectives are. The lawyers need to have a shared understanding of the firm's goals and its plans to achieve them.

Second, practice groups, offices, and individual partners should adopt separate plans on an annual or other periodic basis in which they articulate the steps they will take to make their contribution to the firm's overall plan.

Third, management must monitor regularly progress toward its objectives. In part, managers must make sure that the lawyers and others are working to meet the goals set forth in the plan. The firm also must monitor the goals that have been established to determine if new ones need to be added or substituted.

Finally, plans are not selfexecuting. It is the responsibility of firm management to stay on top of things and drive progress along.

#### Conclusion

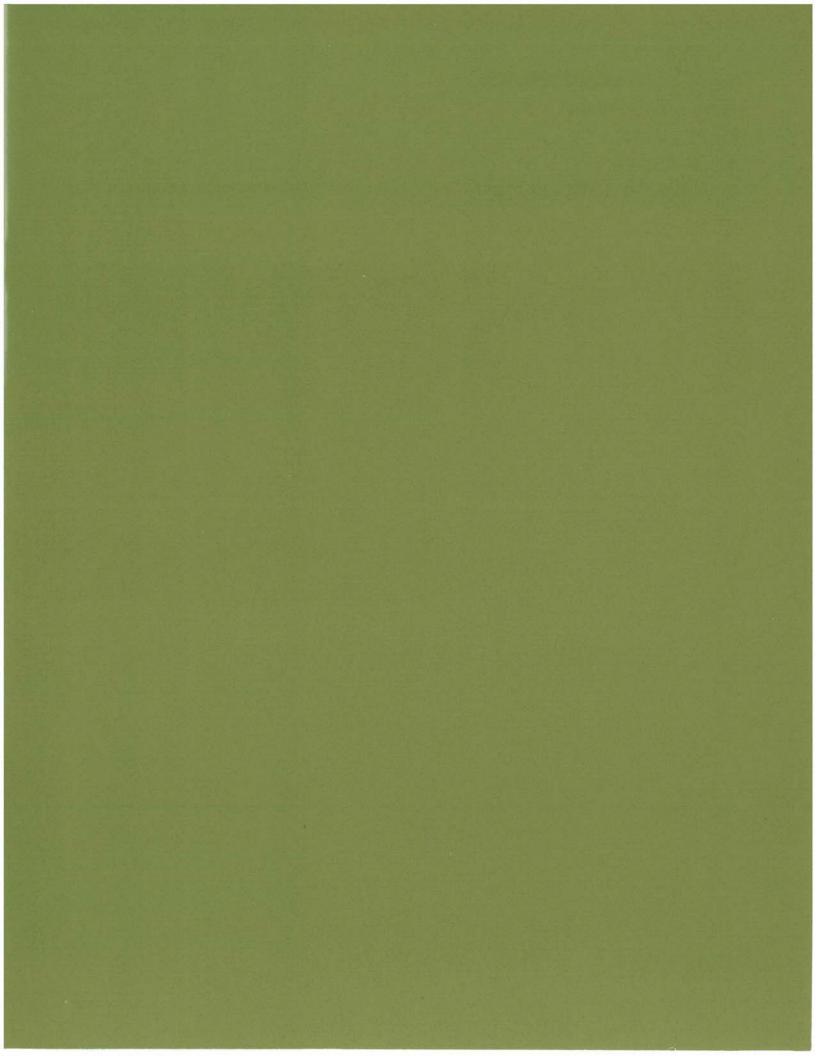
If we lawyers were naturally drawn to management, we probably would have gone to business school. The competitive environment for lawyers today and tomorrow nonetheless requires us to manage our firms in a business-like way. If we manage effectively, we will permit our lawyers to do what they

set out to do . . . practice law. If we don't manage effectively, the business realities of our times will make us wish we'd taken a course or two at the Darden School while we were in the Law School.



Recognized by The National Law Journal as the leading management theorist in employment law, Ralph H. Baxter, Jr. has been chairman of Orrick, Herrington & Sutcliffe LLP in San Francisco for eight years. From a base of 260 lawyers working in four offices — the vast majority of them in California — the firm has grown to more than 400 lawyers, 200 each in New York and California, and four additional offices, two of which are located in Asia.

<sup>&</sup>lt;sup>1</sup> For an excellent discussion of the importance of identifying a firm's core ideology, see *Built to Last*, James C. Collins and Jerry I. Porras, Harper Business, 1994.





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