

CUSTOM CONTENT

APRIL 8, 2019

MOST INFLUENTIAL
WOMEN
LAWYERS



MOST INFLUENTIAL WOMEN LAWYERS

Letter from the Publisher

WELCOME TO THE 2019 EDITION OF OUR ANNUAL SPECIAL SUPPLEMENT HONORING LA'S MOST INFLUENTIAL WOMEN LAWYERS.

Last year marked the 25th anniversary of the appointment of Janet Reno, the first woman to serve as Attorney General of the United States. When Reno began her tenure one in four lawyers in the nation were women, a sharp increase from less than 1 in 25 when Reno graduated from law school in 1960. And it has become more balanced since then, too. Today, women make up just over one in three (38%) lawyers, or more than 400,000 women nationwide. That number will continue to increase, as 49% of current law school enrollment is female.

There are some particularly stellar attorneys in the LA region who happen to be women; we've alphabetically listed 75 of the best here, along with some basic information about their careers, practices, and some of their recent achievements.

The attorneys listed in these pages were chosen by the Los Angeles Business Journal to be recognized for exceptional legal skill across the full spectrum of responsibility; exemplary leadership, as evidenced by the highest professional and ethical standards; and for contributions to the Los Angeles community at large.

Congratulations to the extraordinary women who made this list. Thank you for working to keep the people and businesses of Los Angeles on the right track.

Best regards,

Anna Magzanyan
Publisher & CEO

MEYER, OLSON, LOWY & MEYERS
JOIN THE *LOS ANGELES*
BUSINESS JOURNAL

in honoring the Most Influential
Women Attorneys in Los Angeles

Including our Partner

Felicia R. Meyers



High-Asset Divorce • Complex Marital Estates • High-Conflict Child Custody
Move-Away Cases • Prenuptial / Postnuptial Agreements • Cohabitation Agreements

molfamlaw.com



Cozen O'Connor is proud to congratulate our partner **Susan Grueneberg** on being named one of L.A. Business Journals 2019 Most Influential Women Lawyers.

Cozen O'Connor and our Women's Initiative are dedicated to the development and enhancement of professional and personal relationships among our female attorneys and clients.

Howard D. Maycon
Office Managing Partner, Los Angeles
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MOST INFLUENTIAL WOMEN LAWYERS

**ANGELA AGRUSA**

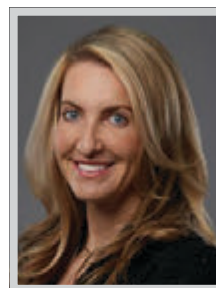
DLA Piper
Loyola Law School

Angela Agrusa developed her brand crisis practice before the term “brand crisis” was in vogue. She represents clients, be they high-profile individuals, corporations or municipalities, in highly visible and often times sensational cases, and by utilizing novel legal maneuvers, she is able to defeat and resolve matters at the bet-the-company level. Angela recently was made co-chair of DLA Piper’s Food and Beverage sector as well co-head of Business and Commercial Litigation, and in these roles she is expanding the firm’s footprint in California and beyond. Her experience also representing celebrities, Hollywood and media magnates and corporate leaders in litigation targeting both businesses and personal lives and reputations has given her a great understanding of the power of public opinion and the role it plays in legal matters. Her skilled and quick reactions in the effort to protect brands – both personal and corporate – helps her mitigate damage even prior to getting into a courtroom.

**MICHELE J. BEILKE**

Hunton Andrews Kurth LLP
USC Gould School of Law

Hunton Andrews Kurth’s Michele Beilke has more than 20 years of success representing employers in California and nationally. She has an outstanding track record on both the state and federal levels, racking up victory after victory, whether litigating a client’s thorny employment dispute or tackling an emotionally charged pro bono case. Beilke has proven herself to be one of the top employment litigators in the state, and her reputation as a dedicated advocate for her clients and their causes – as well as her extensive, national jury trial and arbitration experience – truly sets her apart from the pack. Beilke has broad experience litigating single-plaintiff discrimination and multi-plaintiff cases in both California and federal courts. She handles wage-and-hour class actions, as well as discrimination and harassment claims under state and federal law, and she counsels clients on critical employment topics.

**KOREN L. BELL**

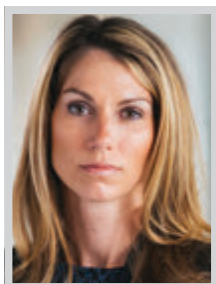
Larson O’Brien LLP
Yale Law School

Koren L. Bell is a partner at Larson O’Brien LLP. She is an experienced trial and appellate lawyer with a record of success litigating high-stakes cases. In courtrooms across the country, Bell has handled complex white-collar criminal matters – including as Counsel of Record in the U.S. Supreme Court – and civil matters – including as trial counsel for the NCAA in a highly publicized defamation case. She has represented both plaintiffs and defendants, including Fortune 500 companies, diplomats, and high-net-worth individuals, in all types of cases across a range of industries – including pharmaceutical, transportation, financial services, and sports and entertainment. Bell’s current representations include developer Colonies Partners and its co-managing partner, a major municipal corporation, and prominent individuals who have been criminally charged in pending high-profile public corruption matters. Through aggressive, creative, focused advocacy at every stage of the proceedings, Bell delivers results for her clients both before and after trial.

**KIMBERLY BRANSCOME**

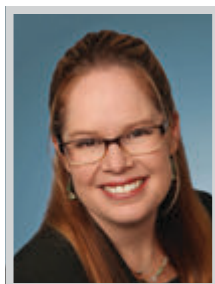
Kirkland & Ellis LLP
Harvard Law School

Kimberly Branscome is a highly regarded trial lawyer with a proven ability to provide effective counseling in crisis situations. Armed with a particular emphasis in mass tort litigation, Branscome has served as lead trial counsel in a number of high-profile, bet-the-company cases, such as, the Deepwater Horizon litigation on behalf of BP, multistate ignition switch litigation on behalf of General Motors, litigation involving claims that Johnson & Johnson’s talcum powders are contaminated with asbestos (the jury returned a unanimous verdict in favor of Johnson & Johnson, finding that the Baby Powder performed safely and did not, in fact, cause the plaintiff’s disease), and most recently, representing 3M in multi-district litigation involving earplugs. Branscome’s recent cases have garnered significant media recognition. She is also a member of the Association of Business Trial Lawyers.

**CELESTE BRECHT**

Venable LLP
Southwestern University School of Law

Celeste Brecht is an experienced litigator focused on complex civil disputes for clients in the pharmaceutical, health-care, consumer products, and media and entertainment industries. Brecht has been a member of multiple trial teams in state and federal courts, has successfully argued before the California Courts of Appeal, and has obtained favorable jury verdicts and results in a variety of administrative forums. She has won numerous dispositive motions in advance of trial, and has managed cases from inception through appeal in commercial business disputes, employment matters, and products and premises liability cases for clients ranging in size from regional business entities to Fortune 50 companies. Brecht is also on the board of governors and serves as vice-chair of the civility committee for the Los Angeles chapter of the Association of Business Trial Lawyers. A regular thought leader, she has spoken on timely topics at annual meetings for ACI and DRI, among others.

**JULIE CAPELL**

Davis Wright Tremaine LLP
University of the Pacific, McGeorge School of Law

A well-versed employment partner in Davis Wright Tremaine’s Los Angeles office, Julie Capell partners with her clients to help them to comply with California and federal employment laws and regulations. She thinks of her clients’ businesses as her own and strives to find economic, strategic and efficient ways to follow the law and avoid litigation risk. She spends most of her day on the phone advising her clients on the best employment practices, utilizing her creativity to find unique solutions that satisfy all parties involved. A self-described “jack of all trades” in employment law, Capell keeps herself constantly informed of new legal developments and communicates those updates to her clients on a consistent basis. These consistent touches with her clients not only deepen her relationships, they also give her insight and the ability to track the development of an issue before it reaches a critical mass.

**CYNDIE M. CHANG**

Duane Morris LLP
Loyola Law School Los Angeles

Cyndie Chang is a dynamic and inspirational leader in her law firm and the larger legal industry, where she has been a vocal advocate for women and minorities in the law – including currently serving as one of 12 commissioners on the ABA Commission on Women in the Profession. She is the Duane Morris Los Angeles managing partner and a member of firm’s governing Partners Board. Chang litigates complex business, class action and commercial disputes involving contracts, products liability, product safety and recall, business torts and fraud, collections, unfair competition, anti-trust, construction defect, trademarks, trade secrets, the Americans with Disabilities Act (ADA), California Proposition 65, entertainment, and real estate law. Further, she litigates insurance coverage issues, including significant environmental, asbestos, toxic tort and long tail liability claims, as well as subrogation, contribution, bad faith and reinsurance disputes. She also counsels insurers on complicated claims management and coverage issues.

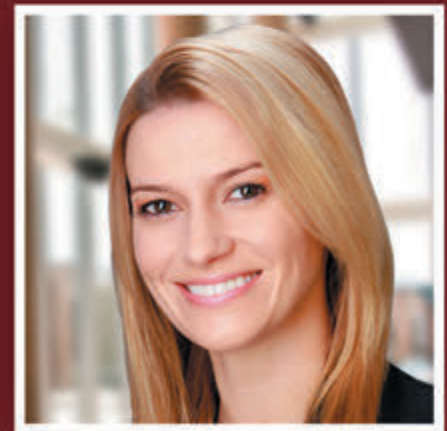
**HEATHER CONNIFF**

Shegerian Conniff
Whittier Law School

Heather Conniff is a founding member of Shegerian Conniff LLP. Her practice focuses on employment law and includes all aspects of case management from initiation through trial, with particular emphasis in law and motion, litigation, and appeals. Conniff has extensive experience and success in drafting and arguing substantive motions, including Motions for Summary Judgment, Demurrers, and Post-Trial Motions. Conniff also has successfully briefed and argued appeals in both the California Court of Appeal and the Ninth Circuit Court of Appeals. She places special emphasis on the personal investment of vindicating her clients’ rights to achieve the best possible resolution and outcome for their cases. A magna cum laude graduate of Whittier Law School, Conniff worked for the United States Ninth Circuit Court of Appeals, Staff Attorneys Office, as well as the Department of Justice, Office of the United States Trustees during her law school tenure.

Thompson Coburn proudly
 congratulates our attorneys
 Jennifer Post and Jessica Gordon
 on their recognition among
 the Most Influential
 Women Attorneys
 in Los Angeles

At Thompson Coburn, we value innovation, creativity and boldness. We celebrate the strengths and abilities of our women attorneys and staff and are dedicated to helping our professionals thrive.



Thompson Coburn is just one of 42 law firms to achieve a 2018 "Gold Standard Certification" from the Women in Law Empowerment Forum.

Visit thompsoncoburn.com/women to learn about our Total Commitment to Women's Initiative.



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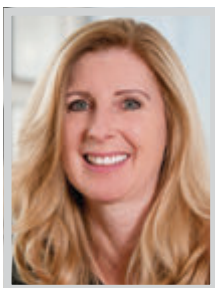
WASHINGTON, D.C.

MOST INFLUENTIAL WOMEN LAWYERS

**MICHELLE COOKE**

Manatt, Phelps & Phillips, LLP
University of Virginia

For over 25 years, clients have valued Michelle Cooke, the Leader of Manatt's Intellectual Property Protection and Enforcement group, for her ongoing guidance in developing long-term strategic intellectual property programs involving licensing, enforcement and brand building. A trusted partner to high profile, publicly traded companies in entertainment, consumer products, software, apparel and other industries, Michelle focuses on tailoring legal solutions to a client's business goals and market realities. Cooke frequently advises on licensing, manufacturing, distribution, marketing, advertising, and digital and social media content, as well as defense and enforcement of intellectual property rights. Her practice also includes the high-stakes work of brand rehabilitation, to help clients rebuild lost or undermined trademark rights. She has assisted companies with their intellectual property rights in emerging markets and has helped secure, protect, recover and enforce their intellectual property.

**KAREN L. CORMAN**

Skadden, Arps, Slate, Meagher & Flom LLP
Harvard Law School

As the head of Skadden's West Coast Labor and Employment Group, Karen Corman is consistently recognized as a 'leading lawyer' by Chambers USA and receives praise for her "unflappable demeanor" and "practical advice," and clients add that she "works toward great resolutions, is always responsive and always available." Clients regularly seek Corman's counsel on a broad range of employment counseling and litigation and high-value M&A transactions. Corman often advises clients in connection with wage and hour, discrimination, harassment and wrongful discharge disputes, as well as in arbitration and mediation, and advises on internal investigations and executive severance negotiations. In addition to these high-stakes issues, Corman also has a prolific practice structuring the highly complex employment aspects of global transactions, which require deft orchestration of country-specific rules and regulations, including procedures for hiring and terminating employees.

**MELISSA DAUGHERTY**

Lewis Brisbois Bisgaard & Smith LLP
Loyola Law School

Melissa Daugherty is a partner in the Los Angeles office of Lewis Brisbois. She is a vice chair of the firm's nationwide, 150-attorney Labor & Employment Practice and chair of its ADA Compliance & Defense Practice. In 2017, Daugherty became one of the youngest women ever selected as an Equity Partner at the firm. In that same year, she gave birth to her third child. In the past 18 months, she has expanded her practice dramatically, growing the ADA Compliance & Defense Practice nationwide to 17 attorneys and building a team in Los Angeles of six attorneys (including one partner) operating under her direction exclusively on her matters. She has accomplished all this while raising three children under the age of four years old. The firm's ADA Compliance & Defense Practice has built a strong nationwide reputation under Daugherty's leadership.

**BONNIE ESKENAZI**

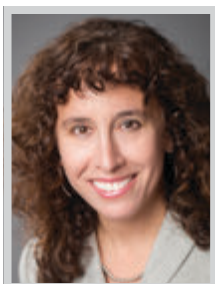
Greenberg Glusker LLP
Stanford University School of Law

Bonnie Eskenazi regularly takes on some of Hollywood's most high profile and cutting edge entertainment disputes. She represents plaintiffs and defendants in a variety of entertainment litigation matters, including disputes about royalties and profit participations, copyright ownership, trademarks, idea theft, contracts, defamation, invasion of privacy, merchandise and licensing, music distribution, and new technology. She also continues to act as outside general counsel for the companies owned by the heirs of Bob Marley. She teaches Entertainment Law students at Stanford Law School and is an annual guest lecturer at Harvard Law School's Entertainment Law class. Eskenazi is most proud of being a leading advocate for women within the industry and has continued to be a strong voice combating gender discrimination in Hollywood. She is on the Board of Women In Film and was instrumental in setting up and operating the Women In Film Helpline for victims of sexual harassment in the entertainment industry.

**THEANE EVANGELIS**

Gibson, Dunn & Crutcher LLP
New York University School of Law

Theane Evangelis has played a lead role in a wide range of high profile, groundbreaking litigation matters. She is Co-Chair of the Class Actions Practice Group and Vice Chair of the Firm's California Appellate Practice Group and is a prominent member of the firm's premier appellate practice and class actions practice. She joined Gibson Dunn after serving as a law clerk to Justice Sandra Day O'Connor during October Term 2004. Among her highlight cases have been securing complete victory for Grubhub in a first-of-its-kind gig economy trial; securing decertification of class in a major victory for Uber; securing 95% reduction of a \$454 million verdict against Kimberly-Clark and Halyard Health; and defending DoorDash and Postmates in numerous gig-economy suits. She has also obtained complete victory, including reversal of a \$126 million judgment, in 24-year-old breach-of-contract and FCA Cases. Evangelis also serves on the board of the California Women's Law Center.

**LAURA FARBER**

Hahn & Hahn LLP
Georgetown University Law Center

Laura V. Farber, a Partner and experienced trial lawyer in Hahn & Hahn's litigation and employment practice groups, will make history as President for the 2019-2020 Tournament of Roses year. Farber will provide leadership for the 131st Rose Parade and the 106th Rose Bowl Game on Wednesday, January 1, 2020. As the first Latina and third woman to serve as the Tournament of Roses president, she will offer an important unique perspective and fresh approach. Farber also happens to be an outstanding lawyer who has been a tremendous leader in a variety of organizations throughout her career. She is a member of the American Bar Association, where she serves as the State Delegate for California in the House of Delegates, Chair of the Latin America and Caribbean Initiative Council, a member of the Rule of Law Initiative Board, and a member of the Steering Committee of the Nominating Committee.

**DEBORAH J. FOX**

Meyers Nave
University of San Diego School of Law

Deborah Fox is a Principal in the Los Angeles office of Meyers Nave. She is a member of the firm's three-person Executive Committee. She founded, built and leads two of the firm's most prominent statewide practices – its Trial and Litigation practice and its First Amendment practice. Fox's cases frequently involve issues that attract intense media attention and public scrutiny, including matters of first impression. She is well known for handling matters that are already front-page news or likely to become a headline as the case unfolds and after it concludes. Fox's complex litigation experience includes multi-party and multi-district cases, civil litigations that are intertwined with pending criminal actions, and matters that require managing, researching, reviewing and interpreting extensive electronic information. She is selected by government entities, such as cities, counties and special districts, to handle their highest profile, most complex and often most controversial litigation matters.

**LISA GILFORD**

Sidley Austin LLP
USC Gould School of Law

A much-honored first-chair trial lawyer, Lisa Gilford has throughout a distinguished 25-year career successfully represented companies and organizations in high-stakes litigations encompassing class actions, products liability law, regulatory and enforcement matters, and jury trials. She advises clients in arbitrations and mediations and has argued numerous evidentiary and injunctive relief hearings. Her recent work reflects her formidable skills in advising on complex disputes whose every development is scrutinized by the media: the NBA in a wrongful death case; the University of North Carolina in student-athlete class actions and a constitutional challenge to affirmative action; a robotic surgical systems manufacturer; and the world's leading music company in a copyright termination class action. She is particularly adept at handling matters with scientific or technical aspects, and frequently works with and prepares engineers, physicians, computer scientists, economists and other technical experts for deposition and trial.



Shegerian
Conniff^{LLP}

CONGRATULATIONS

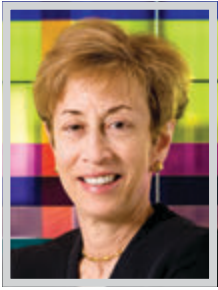
Cortney Shegerian, Heather Conniff,
& all the other nominees of the Los
Angeles Business Journal Most
Influential Women Attorneys!

Shegerian Conniff
Leading Employment &
Personal Injury Lawyers



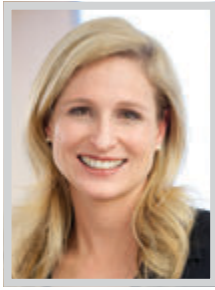
ShegerianConniff.com | info@ShegerianConniff.com | 310-322-7500

MOST INFLUENTIAL WOMEN LAWYERS

**PATRICIA L. GLASER**

Glaser Weil
Rutgers University

Patricia Glaser is head of Glaser Weil's Litigation Department and tops the short list of trial attorneys in the nation sought after for high-stakes litigation. Respected as a business trial lawyer, she also provides general legal counsel to publicly and privately held companies across a range of industries, including intellectual property, real estate, entertainment, banking and securities. Her clients include Fortune 500 companies, major studios, real estate investors and developers, financial institutions and high-profile entertainers and public figures. Among her cases, she represented Sony Pictures Worldwide Acquisitions, Inc. in a dispute concerning production financing for the film "Wild Oats," which featured Jessica Lange and Shirley MacLaine. Contrary to the terms of the parties' agreement, The Weinstein Company released the film on The Lifetime Channel prior to exhibiting it in theaters. The court granted Glaser Weil's motion for summary judgment and issued a defense judgment in favor of Sony.

**TAMERLIN J. GODLEY**

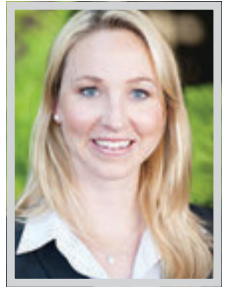
Munger, Tolles & Olson LLP
USC Gould School of Law

Munger, Tolles & Olson litigator Tamerlin Godley excels at handling complex business litigation disputes and high-stakes investigations for the nation's leading media and entertainment companies. Major studios, networks, recording companies and music publishers regularly turn to her to help them protect their most significant assets. Over the course of the last year Godley has led numerous high profile, non-public investigations for various entertainment clients arising out of the #Metoo movement. As a longtime advisor to the nation's leading content producers and owners, including Turner Broadcasting, Cartoon Network, Warner Bros., Sony Pictures and Warner Music Group, Godley is frequently sought for her deep expertise in the various facets of IP law. She serves on the planning committee of the USC Gould School of Law 2017 Intellectual Property Institute. In January, Godley discussed developments in idea submission law at the Media Law Resource Center's Southwestern Entertainment & Media Law Conference.

**JESSICA GORDON**

Thompson Coburn LLP
USC Gould School of Law

Jessica Gordon represents clients in estate planning, trust administration and probate matters. She also has extensive experience in the representation of professional fiduciaries in conservatorship matters. She assists moderate to high net-worth individuals in all aspects of estate planning, from the creation of foundational estate planning documents (wills, trusts, durable powers of attorney and advance health care directives), to the implementation of more sophisticated wealth transfer vehicles and tax-saving strategies. Using her knowledge of estate, gift, generation skipping and income tax law, overlaid by probate and community property law, Gordon works with clients to design and implement an estate planning approach that best serves their needs and minimizes the overall tax impact on the client and their family. Recently, her representative work has involved managing legal affairs for clients who had suffered a major health episode.

**NICOLE GORDON**

Sohagi Law Group
USC Gould School of Law

Nicole Gordon is a partner at The Sohagi Law Group in Los Angeles, advising public agencies on complex environmental and land use planning matters at the administrative, trial, and appellate level. She focuses her practice on the California Environmental Quality Act (CEQA), the National Environmental Policy Act (NEPA), the federal and California Endangered Species Act (ESA), and Planning and Zoning Laws. During her 14 years of practice, Gordon has played a key role in guiding local and state agencies through the CEQA and NEPA process on some of California's highest profile projects. These include the City of Los Angeles/Los Angeles World Airports (LAWA) \$5.5 billion Landside Access Modernization Program at LAX, a new grand transportation system for LAX that will relieve congestion for people travelling to and from LAX in advance of the 2028 Summer Olympic Games.

leaders stand out



Polsinelli congratulates Randye Soref on her distinguished legal career and her selection as a *Los Angeles Business Journal* 2019 Most Influential Woman Attorney in LA.

Our attorneys are dedicated to fostering inclusiveness, equality and diversity in the legal profession. Diversity of ideas and diversity in perspective lead to better results.

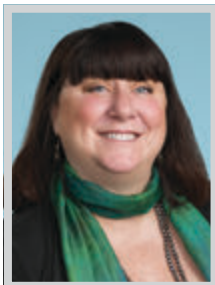


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MOST INFLUENTIAL WOMEN LAWYERS

**ANNA GRAVES**

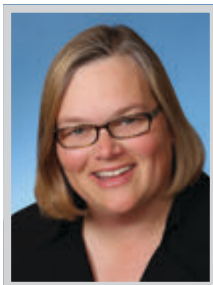
Pillsbury Winthrop Shaw Pittman
University of Virginia School of Law

Anna Graves, a Los Angeles partner and co-leader of Pillsbury's Restaurant, Food & Beverage Industry Group, handles complex M&A transactions, private offerings, joint ventures, brand licensing and extensions, start-up structuring and financing, and general corporate matters. Her clients include major national and international restaurant chains, early-stage restaurant ventures, food and beverage manufacturers and distributors, and consumer and retail companies. Increasingly, she advises global operators as they bring their brands to the U.S. or invest in existing U.S. companies. In the past 18 months, she worked on five M&A transactions, a follow-on private equity round, and a private placement. She assisted a large international packaged food company to establish operations in the U.S. and helped a major luxury retailer to set up a restaurant in its Manhattan flagship location. She is now working on a second location overseas for the same retailer and is assisting another ultra-luxury retailer to create a restaurant in its Beverly Hills flagship.

**SUSAN GRUENEBERG**

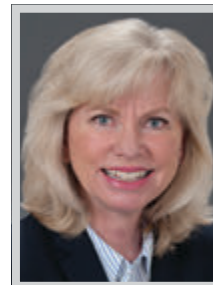
Cozen O'Connor
UCLA School of Law

Susan Grueneberg is a partner with Cozen O'Connor and a dean of the national franchise law bar. She has been practicing in the field for more than 35 years and is a trusted business advisor, sought-after regulatory counselor, certified franchise specialist and recognized industry thought leader. In her private practice, Grueneberg represents a broad array of clients, from innovative startups to Fortune 500 companies, including major franchisors, developers, sub-franchisors, and multi-unit franchisees. She focuses primarily on corporate transactions and regulatory compliance, structuring new franchise programs; conducting high-level audits; advising on franchise mergers and acquisitions; and handling franchisor-franchisee relations. She also assists clients in franchise-related disputes and serves as an expert witness in trials and arbitrations. An important sub-area of her practice is her work on behalf of non-U.S. franchisors seeking to enter the U.S. marketplace and, likewise, her work for U.S. franchise programs seeking to expand abroad.

**MARY HAAS**

Davis Wright Tremaine LLP
The Catholic University of America,
Columbus School of Law

With nearly 30 years of commercial litigation experience, Mary maintains a broad and diverse litigation practice handling a wide variety of breach of contract, fraud, and corporate governance matters. She has extensive experience in real property litigation, including easements, slander of title, and boundary disputes. As an experienced creditor rights lawyer, Haas is also masterful in handling recalcitrant debtors, enforcing multi-million dollar judgments and utilizing pre-litigation remedies such as writs of attachment and security agreements. She is a "lawyer's lawyer," with a practice supporting entertainment companies, financial institutions, health care providers, and real estate companies. As a result of her extensive experience, she is a trusted advisor who is sought out for guidance and strategies from both clients and colleagues on how to best handle complex litigation issues. Most recently, she successfully defended Mutual Protection Trust in action where a trustee challenged his ineligibility to sit as a trustee.

**JENNIFER C. HAGLE**

Sidley Austin LLP
UC Hastings College of Law

Jennifer Hagle is a nationally-recognized bankruptcy practitioner with over 30 years of experience, who is routinely called upon to represent senior secured and mezzanine lenders in some of the most complicated out-of-court restructurings and chapter 11 cases filed. The 2018 edition of Chambers USA quoted an interviewee as saying that Hagle "is the whole package as a bankruptcy and restructuring attorney, she knows the law inside out, has great strategic vision, and listens to client concerns very carefully." Accordingly, she is one of a handful of "go-to" bankruptcy lawyers that lending clients turn to for their most high profile and significant restructuring matters. She was lead counsel representing MUFG Union Bank as agent, the largest creditor in the chapter 11 cases brought in March, 2018, by The Weinstein Company in the United States Bankruptcy Court in Delaware, one of the highest profile and most scrutinized deals in entertainment industry history.



Congratulations To Our Colleagues

As we celebrate Lewis Brisbois' 40th anniversary this month, there is no greater expression of the values and principles of hard work, fairness, excellence, and decency that have guided our path since the firm opened in April of 1979 than the two distinguished leaders from our firm who have been recognized among Los Angeles' most influential women attorneys. It is with pride, admiration, and respect that we congratulate **Jana I. Lubert** and **Melissa Tara Daugherty** on their achievement. Having both begun their legal careers at Lewis Brisbois as first year associates, the value of their contribution to Lewis Brisbois over the years as accomplished lawyers, admired leaders, and role models to the next generation of legal talent is incalculable. For that we thank them and look forward to their continued positive influence on our firm, the legal industry, and our community.



Jana I. Lubert



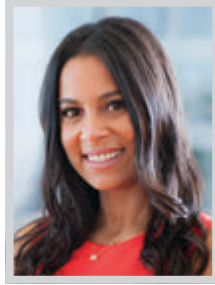
Melissa Tara Daugherty

MOST INFLUENTIAL WOMEN LAWYERS

**COLLEEN HART**

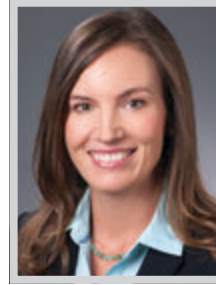
Proskauer
Columbia Law School

A trusted advisor and dynamic legal mind, Colleen Hart handles employment arrangements and benefit plans for many of California's biggest companies. She is a partner in Proskauer's Tax Department and a member of the Employee Benefits & Executive Compensation Group. She offers a multidisciplinary approach to compensation and benefits issues with a focus on tax planning, securities laws and corporate governance. Some of her most notable clients include Ares Management, 99 Cents Only Stores, Smart & Final, Neiman Marcus, Guitar Center and the World Surf League. Beyond her cutting edge legal work, Hart is a pillar in her community and a leader in veterans' advocacy. Among her recent work has been representing Guitar Center, Inc. in a series of transactions designed to extend the maturities of its various debt instruments. Hart was responsible for the analysis and adjustment of Guitar Center's equity compensation programs in connection with the transaction.

**MIRA HASHMALL**

Miller Barondess LLP
USC Gould School of Law

Mira Hashmall represents clients in all phases of litigation, from pre-litigation counseling to appellate proceedings. She is a Certified Specialist in Appellate Law, The State Bar of California Board of Legal Specialization, and has handled numerous appeals in federal and state appellate courts. She has extensive trial experience in state and federal court, as well as arbitration proceedings. Hashmall represents the County of Los Angeles in a matter challenging the authority of Los Angeles County Sheriff Alex Villanueva to reinstate former Deputy Sheriff Caren Carl Mandoyan without approval of the Los Angeles County Counsel or the Los Angeles County Board of Supervisors, or compliance with the County Code and Civil Service Rules. She is also representing the City of Inglewood and its Mayor, James Butts, in lawsuits filed by The Madison Square Garden Company, the owner of The Forum in Inglewood.

**SASCHA HENRY**

Sheppard Mullin Richter & Hampton LLP
University of Minnesota Law School

Sascha Henry is a partner in Sheppard Mullin's Los Angeles office. She is a Practice Group Leader of the firm's 250-attorney Business Trial Practice Group, leads the firm's Food and Beverage Industry Team, and also leads the Consumer Class Action Defense Team. One of her notable successes over the past year was obtaining a summary judgment in a nationwide false advertising class action in which plaintiffs alleged that Starbucks falsely advertises its lattes and mochas. In opposing the motion for summary judgment, plaintiffs argued the foam doesn't count toward the volume of the drinks because foam isn't measured on a volumetric basis, but the Court disagreed noting plaintiffs themselves alleged that milk foam is a component of the drinks. The team was able to convince the court that the data was misleading and suggestive and other experts' opinions were irrelevant. The Court granted the motion for summary judgment in its entirety and denied the motion for class certification as moot.

**DEBORAH YOON JONES**

Alston & Bird
Georgetown University

Deborah (Debbie) Yoon Jones is a partner in Alston & Bird's Los Angeles office. She is a business litigator whose clients include major financial institutions and servicers, major petroleum companies, a hazardous waste/petroleum hauling trucking company, telecommunications carriers, insureds and insurers, commercial real estate landlords and developers, real estate agents, and other businesses and individual business owners. Throughout her career, Jones has litigated a wide variety of disputes in California state and federal courts, including matters involving general business concerns, commercial and residential foreclosures, unfair debt collection issues, B&P 17200 claims, unlawful detainer and commercial leasing disputes, commercial and residential easements, franchise matters involving the Petroleum Marketing Practices Act (PMPA), and real estate broker/agent commissions. She has experience representing national companies with their employment issues that involve allegations of wrongful termination.

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Irene Y. Lee & Christine S. Shin

**IRENE Y. LEE**

Trademark and Soft IP
Department Chair

**CHRISTINE S. SHIN**

M&A/Private Equity
Department Chair

On being named among the 2019
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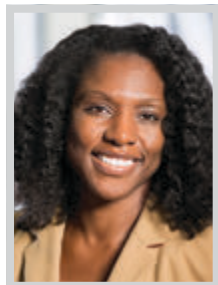
MOST INFLUENTIAL WOMEN LAWYERS



MELANIE JOO

Scali Rasmussen LLP
Tulane University Law School

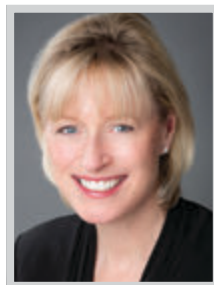
Melanie Cliff (Joo) is a partner in the Los Angeles office of Scali Rasmussen. She is the chair of the Regulatory and Licensing practice group, where she trains, supervises and manages lawyers and paraprofessionals. She has a broad based practice covering state and federal regulatory, franchise, licensing, advertising and distribution matters, where she has led numerous complex multistate surveys across the nation. She is recognized as a leading regulatory lawyer with exceptional experience in the automotive and technology start up space. Long-term clients continually look to her to navigate the many regulations and compliance requirements at the federal, state and local levels. Her regulatory work with industry newcomers, including startup electric vehicle manufacturers and Internet based automotive companies, help identify and shape the direction of future law. She is frequently retained in confidential and time sensitive matters, due to her experience and understanding of the automotive industry.



T. KATURI

Trucker Huss, APC
Howard University School of Law

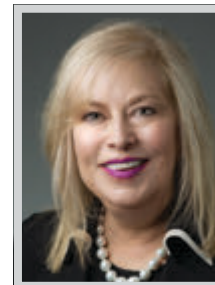
T. Katuri has spent her legal career consulting employers and multiemployer trusts on all aspects of their employee benefit plans, including health and welfare plans, Section 125 cafeteria plans, and qualified retirement plans. Katuri has also advised clients with respect to complicated transactions involving plan assets, within the meaning of ERISA, and executive compensation matters. She is a graduate of Howard University School of Law and has been a member of the State Bar of California since 2008. In addition to law, Katuri is an advocate for the youth and underrepresented groups. She devotes countless hours mentoring youth of all ages, especially young women. Katuri is currently a volunteer with the Young Scholars Program, W.I.S.E. and the Level Playing Field Institute. She has been a volunteer attorney in the family courts and for guardianship cases. She is also a motivational speaker and encourager.



CHRISTIANNE KERNS

Hahn & Hahn LLP
USC Gould School of Law

Christianne Kerns is a Partner at Hahn & Hahn LLP. She has extensive expertise in a wide variety of real estate and commercial transactions and general business matters, with emphasis in commercial and real estate finance and finance workouts. Kerns is a trusted board member and advisor to boards of directors, equity holders, and C-suite executives with a track record of identifying and effectively addressing strategic and operational challenges with the overarching goal of to optimizing results, value, and ROI. She is uniquely skilled at calmly assessing a wide range of complex data, goals, points of view, and ideas from a wide range of stakeholders to help executive teams create solutions to business challenges. In her law practice, Kerns represents a number of organizations – often serving as their outside legal counsel. The Pasadena Tournament of Roses Association and the Huntington Memorial Hospital Trust are two examples of organizations for which she provides outside legal counsel on a regular basis.



JOAN B. KESSLER

JAMS
Loyola Law School

Joan B. Kessler, Ph.D. joined JAMS in 2017 with more than 10 years' experience as an ADR professional and a Ph.D. in communications. Dr. Kessler has mediated and arbitrated hundreds of diverse matters, including individual and class action employment; real property; business/commercial, including partnership and shareholder disputes; estate/probate/trust; insurance; and entertainment cases. During a law career spanning more than 30 years, she has the legal experience and knowledge to quickly understand complex legal issues. Dr. Kessler's 10-plus years of experience as a jury researcher and consultant affords her the ability to provide key insights into jury dynamics. Dr. Kessler is a uniquely qualified mediator and arbitrator whose training and education allow her to communicate effectively with attorneys and all parties involved in her matters. Her background in communications helps her to develop a rapport with even the most challenging, combative and high profile personalities.

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We are delighted to recognize the great work of our colleagues, and thank them for their service to our clients and to the Los Angeles community.

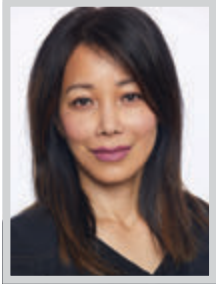


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**JUNGA KIM**

Reed Smith LLP

Pepperdine University School of Law

Junga Kim is a partner in Reed Smith's Los Angeles office and is a member of the Global Commercial Disputes Group, wherein she devotes her entire practice to managed care litigation. She has represented and counseled clients in the managed care industry for more than 13 years. As a result, she offers considerable depth and expertise in a wide range of managed care matters, assisting clients to successfully resolve complex disputes. Junga's substantive experience in managed care includes counseling, representing and defending health plans, health insurers, Medicare Advantage plans, self-insured employers and/or third party administrators in state attorney general and regulatory investigations, bad faith litigation, Employee Retirement Income Security Act of 1974 litigation, class actions, behavioral health litigation, and a wide range of other litigation challenges. Junga also has experience managing large-scale discovery efforts including advice regarding data preservation obligations and protocol and oversight of document review teams.

**LINDA KORNFELD**

Blank Rome LLP

George Washington University Law School

Linda Kornfeld is one of the nation's most prominent insurance recovery attorneys, representing corporate policyholders in high-stakes litigation for more than 25 years. Using strategic, creative approaches in her trial and appellate practice, Kornfeld works with clients to recover of hundreds of millions of dollars in insurance assets, serving as strategic adviser to senior executives and in-house counsel on mitigating risk and maximizing insurance recoveries. She has distinguished herself in a highly competitive, male-dominated field as one of the leaders in insurance recovery law; she is one of only five women ranked in her field in California by the distinguished ranking publication, Chambers USA, and the only woman in that ranking who is under the age of 60. She handles matters that are frequently in the news, ranging from cyber security, data breaches, and privacy issues, to employee fidelity, construction defects, asbestos, and product liabilities.

**SUSAN LEADER**

Akin Gump Strauss Hauer & Feld LLP

University of Virginia School of Law

Akin Gump partner Susan Leader is a leading litigator in California with an impressive track record for securing favorable verdicts in highly publicized, bet-the-company cases. It is her intense focus in these high stakes matters as well as her well-honed trial skills that make her a "go-to" lawyer for many global players including Bliss Media, DirecTV and Playboy. Among her significant matters in the past 12-18 months, Leader successfully represented Bliss Media in a marquee arbitration against Das Films, which received significant coverage from esteemed publications including Daily Journal, Bloomberg Law, China Business Law and Deadline Hollywood. In 2016, Das Films sued Bliss Media for breach of contract and fraud – alleging that it violated the parties' agreement by wrongfully terminating the development and production of a Bliss Media-owned film and proceeding with production without Das Films. Following a four-day arbitration, the arbitrator returned an award entirely in Bliss Media's favor.

**IRENE Y. LEE**

Russ August & Kabat

Loyola Law School

Irene Lee is a partner at Russ August & Kabat, where she focuses her practice on all aspects of intellectual property, including patent, trademark, trade secret, copyright, and IP licensing. She has extensive experience in trademark and copyright prosecution, litigation, and licensing with an emphasis on global brand expansion and management through strategic trademark and copyright protection and enforcement programs. In addition, as a registered patent attorney, Lee employs her patent prosecution experience in strategizing patent litigation and licensing issues. Lee represents clients in a wide range of industries, including jewelry, fashion, automobile, entertainment, advertising, pharmaceutical, integrated circuits, security and surveillance, housewares, baby products, and food and beverages. Clients from varying industries seek and heed her advice and her peers respect her opinion because of her considered and precise legal analysis balanced against her practical and pragmatic approach to legal problems with real life solutions.

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**Bonnie Eskenazi**

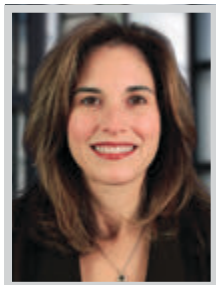
MOST INFLUENTIAL WOMEN LAWYERS



CRYSTAL LOFING

Allen Matkins
Harvard Law School

Crystal Lofing is a partner in our Century City office's real estate group whose practice involves multiple facets of real estate transactions, specifically including acquisitions and dispositions (including note purchases and subsequent foreclosure or deed-in-lieu of foreclosure processes and negotiations), commercial leasing, real estate joint venture agreements, ground lease and development transactions and other documents relating to the ongoing operation and management of commercial property, including easements, covenants, conditions and restrictions, property management and brokerage agreements. She represents landlords, tenants, sellers, buyers, developers and other real estate users, ranging from entrepreneurial individuals and entities to real estate investment trusts and other highly sophisticated institutional investors. Lofing is frequently involved in some of California's most high-profile real estate matters. Since 2010 she has closed more than \$10 billion in commercial acquisitions and dispositions.



JANA LUBERT

Lewis Brisbois Bisgaard & Smith LLP
Loyola Law School

Jana Lubert serves many leadership roles at Lewis Brisbois. As General Counsel, Lubert provides legal advice to more than 1,300 lawyers nationwide. In her capacity as General Counsel, she serves as a resource available to firm attorneys to discuss ethical and practical problems that arise in the everyday practice of law, as well as a resource to the firm's administrative staff when employment and policy issues arise. In 2018, Lubert was selected as Co-Managing Partner of the firm's Los Angeles office. The Los Angeles office is the firm's first and largest office, with approximately 700 total employees. Its more than 300 attorneys make the office the largest law office in both the city and county of Los Angeles. She also has served since 2017 as a voting partner on Lewis Brisbois' 11-person national Management Committee – the first woman to hold this position at the firm.



KARLA MACCARY

Nossaman
UCLA School of Law

Karla McCary has more than 20 years of experience in real estate transactional and financing matters and serves as Co-Chair of Nossaman's Real Estate Practice Group. She represents developers in the acquisition and disposition of such projects as office buildings, hotels, condominiums, industrial properties, retail centers, mitigation properties, multi-family, and undeveloped land, and she represents governmental agencies in the acquisition and leasing of real property for various uses, and in special real estate matters. McCary also represents landlords, tenants and governmental entities in leasing of commercial and industrial properties, port properties, and ground leases. She also represents borrowers and lenders in loans secured by real property and in equity financing, as well as loan assumptions and defeasances of securitized loans. Among her key matters has been representing the Port of Long Beach in negotiating amendments to some of the Port's most significant leases and preferential assignment agreements.



SUANN MACISAAC

Kinsella Weitzman Iser Kump & Aldisert
University of Pennsylvania Law School

Suann MacIsaac, partner at leading entertainment law boutique Kinsella Weitzman Iser Kump & Aldisert, is widely regarded as one of the top attorneys in her field for her representation of high-profile clients, including the Estate of Michael Jackson, and Clare Staples. One of her most recent high-profile cases was Depp et al. v. The Mandel Company, Inc. This matter was a very high-profile dispute involving the actor Johnny Depp wrongfully accusing his long-time business manager TMG of professional negligence and fraud in connection with its handling of Depp's financial affairs over a 17-year period. On behalf of TMG, MacIsaac filed a cross-complaint and filed a complaint for judicial foreclosure on certain of Depp's real properties, which secured a \$5 million loan that TMG made to Depp back in December 2012. The matter, which was heavily litigated for 18 months, received international attention. All of the lawsuits were dismissed in August 2018.

Congratulations



Damaris L. Medina



Tanya Viner

Los Angeles Business Journal's

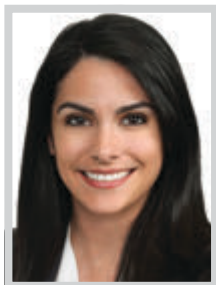
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MOST INFLUENTIAL WOMEN LAWYERS

**DAMARIS L. MEDINA**

Buchalter
Suffolk University Law School

Damaris Medina is a Shareholder in Buchalter's Los Angeles office. She is Chair of the firm's Life Sciences Practice and a member of the firm's Litigation and Health Care Practice Groups. She also serves on the firm's Recruiting and Women@Buchalter committees. Medina represents hospital systems and a diverse array of other health care clients in high stakes litigation in federal and state court, as well as in arbitration. She has successfully litigated numerous large exposure reimbursement cases against major health plans and recovered millions of dollars on behalf of health care providers. Her clients turn to her for strategic counsel and her in-depth knowledge of the healthcare industry. She also advises hospital systems and other health care providers on managed care contracting, revenue cycle strategies, and risk and compliance issues. Medina routinely defends providers against both private and government payor audits, as well as in false claims act cases brought by federal and state agencies.

**FELICIA MEYERS**

Meyer Olson Lowy & Meyers LLP
Whittier Law School

Felicia Meyers is a principal in Los Angeles' largest family law firm, Meyer, Olson, Lowy & Meyers, LLP. MOLM specializes in high asset and high conflict divorce and custody matters. Meyers' work with the firm focuses primarily on complex litigation and trials, leveraging her extensive experience as a civil litigator prior to joining MOLM in 2005. She has led successful legal efforts relating to cutting edge family law issues such as international move-away cases, custody cases involving special needs children and domestic violence. Over the past several years, Meyers has been involved in diverse, complex trial in courtrooms across California. She was one of the lead attorneys in the case J.M. v. G.H., which was an international move-away case where the Court of Appeal upheld the trial court's ruling allowing the mother to move with the minor child to Israel.

**ALISSA MILLER**

Akin Gump Strauss Hauer & Feld LLP
UC Berkeley School of Law

Aregular among preeminent industry outlets Variety and The Hollywood Reporter's top lawyers and dealmakers, Akin Gump entertainment and media partner Alissa Miller is a recognized leader in her field who has handled some of the industry's highest-visibility deals between independent movie production companies and financial institutions. She is best known for her work with major financiers for film, network television, streaming services and joint ventures. This past year she helped secure financing for projects for A24, Netflix and ABC Television, to name a few. She also worked on co-financing for Byron Allen's Entertainment Studios, Inc. Beyond her fee-based work, Miller maintains an active pro bono practice, advising several organizations and nonprofits. This includes playing a key role on the team helping the U.S. Holocaust Memorial Museum to secure trademark clearances for multiple related media pieces, including historical film footage and photography for the exhibit "Americans and the Holocaust."

**SANDRA LEE MONTGOMERY**

Proskauer
University of Washington School of Law

Sandra Lee Montgomery represents first- and second-lien senior lenders, mezzanine investors, and equity sponsors in senior debt, mezzanine and private equity financing arrangements, particularly those involving private sources of capital. She is a recognized leader in the predominantly male industry of banking & finance, having closed more than \$2.5 billion in transactions for clients across the country over the past 12 months. She has particular depth in complicated finance structures for alternative lenders. Her experience includes numerous cross-border transactions involving Australia, Barbados, Brazil, Canada, the Cayman Islands, England, Hong Kong, Malaysia, Mexico, the Netherlands, Puerto Rico, Scotland and Singapore. Recent highlights include representing Midcap Financial in dozens of transactions with a combined aggregate amount of over \$2 billion. She also represented the National Hockey League in the League's expansion to Seattle, which was announced by NHL Commissioner Gary Bettman in December.

We believe that diversity and inclusion are fundamental to our success. Congratulations to Mary Haas and Julie Capell for being named "Most Influential Women Lawyers" by the Los Angeles Business Journal

 **Davis Wright
Tremain LLP**

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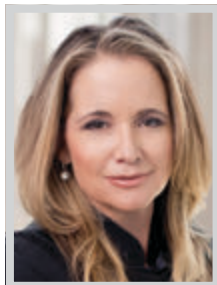
Mary Haas



Julie Capell

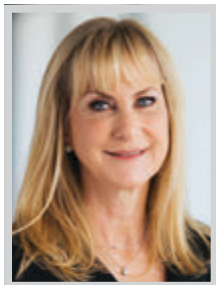


MOST INFLUENTIAL WOMEN LAWYERS

**ANN MARIE MORTIMER**

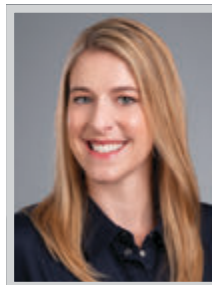
Hunton Andrews Kurth LLP
UC Berkeley School of Law

Since joining Hunton Andrews Kurth LLP in 2006, Ann Marie Mortimer has become one of the premier attorneys in the Los Angeles region and statewide at the cutting edge of class action litigation. She is one of only a handful of female managing partners in California and has an outstanding track record as an elite litigator, with more than 25 years of courtroom success under her belt. Mortimer sits on the 1,000-lawyer firm's Executive Committee and operates as managing partner for the firm's booming Los Angeles office. She previously headed Hunton's prestigious energy and environmental litigation practice and currently co-chairs the firm's commercial litigation practice. Mortimer handles an impressive volume of complex, high profile cases. Her practice focuses on complex business claims, environmental tort claims and litigation risk from regulatory investigations. Some of the nation's largest public and private companies turn to her to guide them through enterprise risk litigation, frequently raising novel issues.

**MICHELE MULROONEY**

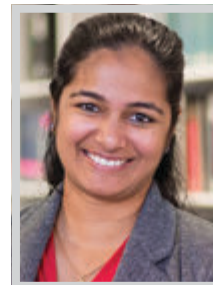
Chair, West Coast Tax and
Wealth Planning Practice
USC Gould School of Law

Michele Mulrooney is recognized as one of the top tax and wealth planning lawyers in the entertainment industry. She provides estate planning and family law counsel to some of the most recognized names in the industry, and her work includes sophisticated multi-million-dollar estate and dynasty matters. Her astute insights into the distinctive legal needs of individuals in the entertainment industry have allowed her to develop a broader service offering than most estate planning attorneys. She is uniquely experienced to handle a wide range of matters, from a prenuptial agreement to the sale of a majority stake in a professional sports franchise, and international tax and estate issues. Her reputation as a trusted confidant and exceptional lawyer is based on her ability to balance the legal and personal complexities that exist at the intersection of family and corporate law for high-profile individuals.

**ERIN MURPHY**

Allen Matkins
Loyola Law School

Erin Murphy is a partner at Allen Matkins where she leads the 15-person Leasing Department in the firm's Los Angeles office. In this role, Murphy provides mentorship and career guidance opportunities for associates, while developing client growth and business development strategies for her team. Her practice involves real estate transactions, with an emphasis on commercial lease transactions, including leases, broker listing agreements, renewals, and sublease and assignment transactions. Clients rely on Murphy to represent their interests, as landlords, on office projects throughout California, Washington, Colorado, Arizona and various other states totaling more than 4.8 million square feet. In addition to commercial lease transactions, she has extensive experience in the acquisition and disposition of individual properties and portfolios in connection with commercial, industrial, retail, and mixed-use projects. She represented the joint venture between Kennedy Wilson and Takenaka Corporation in its 251,722 square foot lease to WeWork.

**POOJA NAIR**

TroyGould
Harvard Law School

Pooja Nair is a seasoned business litigator and litigation member at TroyGould PC. In the two years since Nair joined the firm, she co-founded the firm's burgeoning food and beverage practice, assisting clients with brand protection, trade secrets, and employment issues. Nair specializes in working with clients in the food and beverage industry and with start-ups in the technology and innovation space. She writes a monthly column for Modern Restaurant Management on the legal developments affecting the restaurant industry. In November 2018, she second chaired a four-week financial fraud jury trial, which resulted in a \$20 million plaintiffs' verdict. In 2018 and 2019, she represented numerous restaurants in partnership and leasing disputes, employment issues, and ADA compliance counseling. She also published articles on food and beverage law topics for top media outlets. She also serves as the chair of the Young Professionals Advisory Board of the Los Angeles Music and Arts School.

Most Influential Women Lawyers In Los Angeles



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DEBORAH J. FOX

and her team of trial, litigation and First Amendment attorneys for their outstanding results, exemplary client service and highly ranked legal expertise.

Principal and Executive Committee Member
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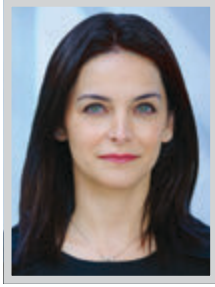
MOST INFLUENTIAL WOMEN LAWYERS

**SONIA NAYAK**

Nixon Peabody LLP

University of the Pacific, McGeorge School of Law

Nixon Peabody Counsel Sonia Nayak's practice centers on real estate development and financing, including new markets tax credits, affordable housing and commercial lending. Much of her work involves bringing private capital to community and affordable housing development projects in Los Angeles, throughout California and nationwide. For example, she helps investors – large financial institutions, regional banks and funds – leverage unique financing structures and tools to infuse development projects with the capital needed to bring critical services to underserved neighborhoods and communities. Some of the projects she has led in the past year include Jordan Downs Plaza – she led the representation of Genesis LA Economic Growth Corporation, Los Angeles Development Fund, and California Statewide Communities Development Corporation in financing to facilitate the redevelopment of Jordan Downs Plaza, part of one of the largest urban redevelopment projects in the United States.

**ARAMEH ZARGHAM O'BOYLE**

Mintz, Levin, Cohn, Ferris, Glovsky and Popeo, P.C.

Pepperdine University School of Law

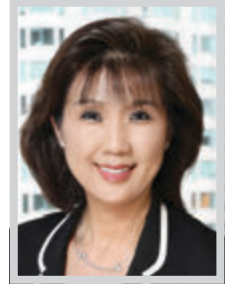
In her 13 years of practice, Arameh Zargham O'Boyle has become one of the most sought-after attorneys that product innovators and manufacturers in the pharmaceutical, medical device, personal care and cosmetic sectors rely upon when faced with potential or actual litigation. O'Boyle concentrates her practice on defending companies in product liability litigation. She counsels manufacturers and distributors on various issues arising throughout a product's life cycle, including product development, market launch, regulatory compliance, and document retention/management issues. Clients also rely on her to assess litigation risks and implement effective prevention strategies. In addition, O'Boyle represents life sciences companies in complex mass tort litigation and has extensive experience managing and coordinating class action and multidistrict litigation. O'Boyle has also been very active in Mintz LA's diversity and community initiatives.

**ANA G. O'BRIEN**

Latham & Watkins LLP

Columbia University School of Law


Ana G. O'Brien is a partner in the Tax Department at Latham & Watkins LLP. She regularly advises on a broad range of transactions for real estate investment trusts (REITs), partnerships, and corporations, including mergers and acquisitions, joint ventures, financing transactions, and spin-offs. She serves as outside counsel to a number of REITs. O'Brien serves as Latham & Watkins' Global Co-Chair of the REIT Industry Group and Chair of the Los Angeles office's Tax Department. She is recognized as a thought leader in the REIT field, offering strategic and technical expertise on key market developments to a number of California-based and global companies, including Digital Realty Trust, Inc.; Hudson Pacific Properties, Inc.; Kilroy Realty Corporation; Essex Property Trust; Realty Income Corporation; Redwood Trust; American Assets Trust; Kimco Realty Corporation; Ventas; and Spirit Realty Capital, among others.

**JACKIE PARK**

DLA Piper

Northwestern

Jackie Park is an important leader within DLA Piper, in California Real Estate law and in the community. She has handled some of the most complicated leasing transactions in California and is currently advising Walt Disney Company as the lead partner with respect to the real estate portion of their \$71 billion transaction acquisition of 21st Century Fox, including 350 properties within the US and internationally. She is extremely active within DLA Piper, where she is the Co-Managing Partner of the Los Angeles offices. She is also a representative to DLA Piper's Leadership Alliance for Women (LAW). DLA Piper's LAW launched in 2006 to support the firm's women lawyers in developing leadership skills and creating business development opportunities. At the global, national and local levels, LAW also facilitates internal networking and the flow of information among women lawyers, and supports them in successfully managing their practices in a large law firm environment.




**ALSTON
& BIRD**

congratulates our colleague

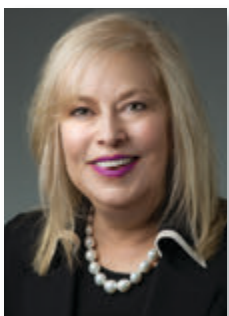
DEBBIE YOON JONES

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**JAMS congratulates
Joan B. Kessler, Esq., Ph.D.**

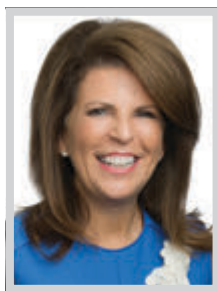


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Influential Women
Attorneys list

JAMS is committed to bringing more diversity to ADR.
We encourage law firms, corporations and legal organizations to partner with us in our efforts by considering women and ethnically diverse neutrals when evaluating and selecting an ADR professional. Visit jamsadr.com/diversity to learn more.

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MOST INFLUENTIAL WOMEN LAWYERS

**STACY D. PHILLIPS**

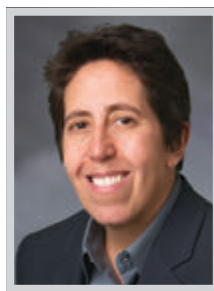
Blank Rome LLP
Columbia University School of Law

Stacy Phillips is one of the country's most well known and respected primarily high net worth and high profile divorce case attorneys. She has guided the transition of her clients' lives for more than 30 years. Phillips is known for her skilled persuasion, adept negotiation and aggressive representation of her clients. She is a Family Law Specialist by the State Bar of California and has in-depth experience in every facet of family law, including: complex divorce actions; high-conflict custody cases; domestic violence cases; same-sex divorce/dissolution matters; paternity cases; and pre-nuptial and post-nuptial agreements. Phillips is also a contributing writer, editorial consultant, or commentator for select legal and consumer publications; and is a sought-after commentator on matrimonial issues in the news, having appeared on numerous local and national radio and television shows.

**ROBYN POLASHUK**

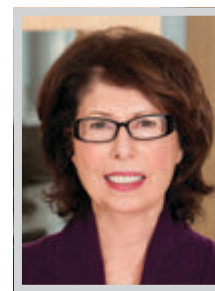
Covington & Burling LLP
UCLA School of Law

Robyn Polashuk serves as co-chair of Covington's Communications and Media Industry Group and managing partner of the firm's Los Angeles office. She focuses her practice on the licensing and distribution of television networks and programming content across a variety of traditional and emerging platforms, including cable and satellite, IPTV, mobile, and Internet. These transactions span multiple business models available to consumers, such as subscription linear, ad-supported, subscription and transactional video-on-demand, electronic sell-through, and interactive applications. As part of this work, she also negotiates retransmission consent agreements on behalf of broadcast stations. She has extensive experience in digital distribution in the rapidly evolving areas of "over the top" (OTT), TV Everywhere (TVE), and direct-to-consumer (DTC) structures. She handles a variety of agreements in this space, including traditional network and program distribution, premium subscription content licenses, app placement and revenue sharing.

**JENNIFER POST**

Thompson Coburn
Suffolk University Law School

As a partner in the Thompson Coburn's Corporate and Securities practice, Jennifer Post serves as primary outside counsel to a variety of individuals, institutions and companies, including entrepreneurs, startups and investors, as well as domestic and international public companies. She serves on Thompson Coburn's Management Committee and is the founder of the firm's Blockchain and Digital Currency practice. Dedicated to helping other LGBTQ professionals succeed, Post founded FSIX Advisors Circle, a networking and resource group for LGBTQ professionals in the financial industry. She also founded the West Hollywood Chapter of Provisors. Additionally, she serves as a member of the Steering Committee of StartOut LA, an organization that provides resources and mentorship to LGBTQ. Post also serves as Thompson Coburn's ambassador to Gaingels Syndicate, a national angel investment syndicate focused on providing early stage capital to growth companies that have LGBTQ leadership.

**BARBARA M. RUBIN**

Glaser Weil
Loyola Law School

Glaser Weil Partner and Entertainment Department Chair Barbara M. Rubin is a veteran entertainment attorney who puts her extensive in-house studio business and legal affairs experience to work for writers, producers, actors, directors and small production companies in both reality and scripted television and film. She was dubbed a "top industry negotiator" by Emmy Magazine, named a "Top Dealmaker" by Broadcasting & Cable magazine and is included on both the Best Lawyers in America and Southern California Super Lawyers list. Variety has recognized Ms. Rubin in its "Legal Impact Report" for each of the last four years and has quoted her numerous times as an expert in her field. She is hailed for her work as an educator, including her role as Assistant Visiting Professor and Executive Director of the Entertainment Law Practicum at Loyola Law School. She has twice been elected to the Board of Governors of the Academy of Television Arts and Sciences.



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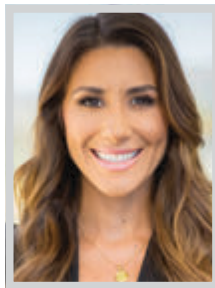
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**BLAKE RUMMEL**

Weinstock Manion
Southwestern Law School

Blake Rummel chairs the Litigation Department of Weinstock Manion, a leading standalone estate planning law firm. She regularly resolves a variety of complex estate litigation matters, from disputes over conservatorships to estates and trusts. She is well known for being aggressive in representing the best interests of her clients, while treating them with compassion and discretion, sensitive to the emotions that often cloud the parties' ability to amicably reach an agreement. A frequent speaker, Rummel often presents on a variety of subjects for Continuing Education of the Bar, the State Bar of California, the USC Trusts and Estates Conference, the Los Angeles County Superior Court's Probate Volunteer Panel (PVP) training program and various others bar associations and organizations. She finds great fulfillment in educating others on the nuances of resolving trust and estate related disputes, and in volunteering for the PVP.

**CORTNEY SHEGERIAN**

Shegerian Conniff
Whittier Law School

Cortney Shegerian is a founding member of Shegerian Conniff LLP and lead trial lawyer. Her practice focuses on employment law and includes all aspects of case management from inception through trial, with particular emphasis in jury trials and case resolution. Shegerian has extensive experience and success in mediation, all aspects of litigation, trial preparation and jury trials. Throughout her career as an attorney, she has tried numerous cases in both State and Federal Court. She has argued in the California Court of Appeal and the Supreme Court of California. Shegerian places her focus on discovering each client's personal experience in order obtain the best possible outcome for their case. In 2017, she became one of the youngest attorneys in California to argue a case before the California Supreme Court. In addition, Shegerian is an active Board Member for the Peggy Albrecht Friendly House and a volunteer at the Sojourn Battered Women's Shelter in Santa Monica.

**CHRISTINE SHIN**

Russ August & Kabat
Yale Law School

Christine Shin is a partner in the corporate group at Russ August & Kabat and the chair of the mergers & acquisitions practice. Early on in her career she gained experience representing the world's largest conglomerates such as Nestle, Essar Shipping and Shinsegga International in their cross-border transactions, involving both US and foreign capital. In addition to cross-border mergers & acquisitions experience, Shin has substantive experience leading investments into US energy projects. She has represented the world's largest energy funds and sovereign wealth funds in the acquisition of equity stakes in various energy projects during the course of her 12 year career. At the age of 37, Shin became the head of the mergers & acquisitions group at Russ August & Kabat and currently focuses on representing US private companies, private equity firms and emerging companies in their most important mergers & acquisitions and corporate transactions.

**SUSSAN SHORE**

Weinstock Manion
Loyola Law School

Sussan Shore is Managing Shareholder of Weinstock Manion, one of the nation's top standalone estate planning law firms. Shore continues to lead the firm to new heights. She and her partners represent scores of notable celebrities, executives, other high net worth individuals and reputable corporations, and she designs and implements multi-generational estate plans for a list of clients anyone would recognize. She continues to grow with clients, preserving and transitioning wealth with overall objectives in mind, for individuals and corporations that have been with her for over three decades. She is regularly recognized by top tier publications and organizations as a preeminent practitioner in her field. Shore's practice is differentiated by her non-judgmental and creative approach, which resolves the unique needs of clients in complex alternative and blended family structures as readily as those in traditional families. She frequently lectures at estate planning institutes, and has authored technical publications on estate planning strategies.



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**RANDYE B. SOREF**

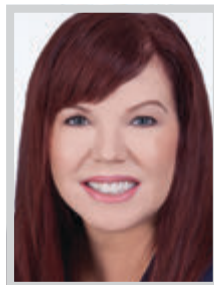
Polsinelli LLP
California Western School of Law

Randy Soref is a principal of Polsinelli, a law firm of over 850 attorneys with 22 offices across the country. She is a nationally recognized attorney who focuses her practice on bankruptcy, insolvency, creditors' rights, corporate workouts, reorganizations and restructurings. Soref represents all constituents in bankruptcy proceedings and out of court restructurings, including Assignments for the Benefit of Creditors throughout the United States. She routinely represents creditors, committees, debtors, liquidating trustees, sellers, buyers and advises on bankruptcy strategy, counseling, reorganization, enforcement of debt instruments and litigation in and related to bankruptcy proceedings. She advises clients nationally across industries including health care, retail, aviation, commercial real estate, entertainment, manufacturing and technology. She has also been the lead attorney in numerous distressed health care matters involving large U.S. based hospitals, health plans, health care providers, and skilled nursing facilities.

**JULIA B. STRICKLAND**

Stroock & Stroock & Lavan LLP
UCLA School of Law

As chair of Stroock's national Financial Services Litigation, Regulation and Enforcement Group, managing 36 attorneys, Julia Strickland is often the first attorney financial services companies call when they need anything from practical guidance to fierce defense of a contentious and high stakes litigation matter, as well as for counseling on federal or state regulatory compliance or matters arising from lending and servicing, retail banking, real estate, unfair and deceptive practices. In addition to managing Stroock's Los Angeles office and sitting on the firm's executive committee, she has amassed a client list that includes titans of their industries such as American Express, Citigroup, Discover, Goldman Sachs, JPMorgan Chase, HSBC, TransUnion, Synchrony and OneWest/CIT Bank. Strickland's recent accomplishments are particularly noteworthy and diverse, ranging from settlements on behalf of major financial institutions and aerospace financiers to trial and appellate victories for banks and real estate investment funds.

**JOANNE THOMAS**

Stander Reubens Thomas Kinsey (SRTK)
Whittier Law School

As Managing Shareholder, President and Chief Executive Officer, and active case handler at Stander Reubens Thomas Kinsey (SRTK), Joanne Thomas has over 26 years of experience in defending employers and insurers in all aspects of workers' compensation litigation from inception through Appeal, including 132a and Serious and Willful Misconduct Claims. Her clientele and experience also include highly specialized representation of employers in the Alternative Dispute Resolution process, public agencies and joint power authorities. She is often called upon for consultation on specific high exposure cases, and as a consultant in strategically managing her clients' overall workers' compensation litigation program. Her aggressive and enthusiastic approach is never overshadowed by her number one objective of bringing closure to cases for the highest satisfaction of her clients. Her mission is to deliver a superior standard of legal representation by placing the highest premium on experience, preparation and education of the firm's employees.

**ELLIA THOMPSON**

Ervin Cohen & Jessup LLP
George Washington University Law School

At the end of 2009, after developing expertise in land use and planning law, Ellia Thompson decided to open her own small firm dedicated to representing developers, business owners, and property owners in overcoming the regulatory, environmental, and political obstacles to property use and development. Unlike many other land use lawyers in Los Angeles, she does not represent anyone or any group who opposes development or other people's property rights. During the next six years, she honed her skills to handle every issue facing a property owner or developer in Los Angeles and throughout Southern California, including: entitlement approvals, housing issues, environmental concerns, litigation, and even defense of criminal prosecution related to property citations. In early 2016, Thompson moved her land use team to the firm of Ervin, Cohen and Jessup. Her ability to see realities and opportunities that other people in real estate have missed has significantly helped grow her Land Use practice.

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**CAROLYN TOTO**

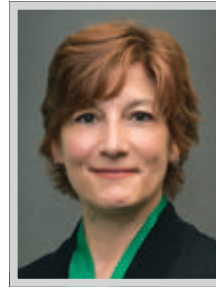
Pillsbury Winthrop Shaw Pittman
UC Hastings College of Law

Carolyn Toto, a Pillsbury Intellectual Property partner in Los Angeles, advises technology industry leaders on all aspects of IP litigation, strategic prosecution and portfolio management, and licensing. She has successfully resolved patent, trademark, trade secret and copyright infringement cases through jury trial, on appeal and by negotiated settlement. Toto has obtained patent and trademark protection for clients in various industries, including healthcare, robotics, consumer products, chemical manufacturing, and restaurant services, in jurisdictions worldwide. Well-versed in the legal issues involving social media, content distribution and advertising, Toto co-leads the firm's Internet and Social Media team and manages and writes for the firm's Social Media & Games Law Blog. Among her recent matters, Toto successfully led a Pillsbury team on behalf of In-N-Out Burgers against Smashburger. For patent and trademark prosecution work, she represents, among others, King Taco, Daiso California, Xerox Corp., Nando's, and Motorcar Parts of America, Inc.

**TANYA VINER**

Buchalter
Loyola Law School

Tanya Viner's practice focuses on mergers and acquisitions, representing both the buyer and seller in large complex transactions ranging from the sale of closely held family businesses to transactions in excess of a billion dollars. In addition to her mergers and acquisitions practice, Viner provides day-to-day counseling on a broad range of transactional and governance matters advising emerging growth companies on formation, venture capital financing, licensing, and employment issues, often acting as outside general counsel, and trusted advisor throughout every aspect of growth. Viner advises clients on matters in nearly every major business sector, including consumer product, apparel and textiles, food and beverage, technology, beauty, financial services, manufacturing, and retail. Currently, she is serving on the Board of The Professional Club and on the Board of the California Fashion Association. Viner's clients appreciate her practical approach in offering both legal and business advice to ensure their goals are met and the deal gets done.

**KIM WATTERSON**

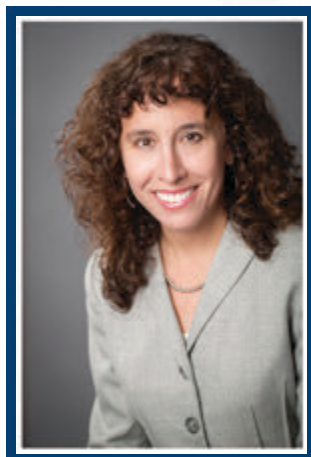
Reed Smith LLP
University of Pittsburgh School of Law

Kim M. Watterson is a partner in Reed Smith's Los Angeles office. She is the practice group leader of the firm's Appellate Group and a fellow in the American Academy of Appellate Lawyers. She is a thought leader with a national practice in both appellate and trial courts. As an appellate advocate, she handles appeals, writs, and post-trial motions in state and federal courts around the country in high stakes cases. But her practice is not limited to appeals – she continues to bring to bear years of experience as a trial lawyer (including in jury trials and preliminary injunction proceeding) when representing clients at the appellate level and also maintains an active trial court practice. Her partners and clients alike know she is there from the start of a case to take a lead role on strategy, dispositive motions and class certification oppositions.

**DONNA L. WILSON**

Manatt, Phelps & Phillips, LLP
University of Virginia

Donna Wilson is the leader of Manatt's privacy and data security practice and newly elected CEO and managing partner for the firm. Her new role is a testament to her proactive, creative and pragmatic leadership both inside and outside her practice. As 2018 opened with privacy, data security and other consumer issues at the top of everyone's agenda, Wilson continued to be the go-to litigator and counselor for companies in crisis situations. Wilson was highly sought after by nationally recognized corporations to help them navigate through major bet-the-company cyber incidents that, by her skillful handling, neither made the news nor resulted in litigation or enforcement, and to subdue a worst-case scenario that had already drawn widespread media attention and resulted in litigation and government investigations. Touching a variety of industries last year, she was also sought after for risk management strategies and counseling designed to help companies avoid headline-grabbing negative press.

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NANCY YAFFE
Fox Rothschild LLP
USC Gould School of Law

Nancy Yaffe is a go-to attorney for labor and employment compliance and training in California, critical in the #MeToo era. As a leading California labor and employment attorney, Yaffe not only defends clients against employee claims and lawsuits but also educates other attorneys through labor and employment training programs. She focuses her practice on counseling and litigation with a particular emphasis on problem prevention and resolution. She defends all types of businesses against employee claims and lawsuits involving discrimination, harassment, retaliation and wage-and-hour. She defends both single plaintiff and class or collective action matters. Her clients include prominent Southern California hotels, restaurants, retailers, as well as manufacturing, technology and all types of service providing companies. With the goal of helping her clients prevent employment issues, Yaffe provides pre-litigation counseling and advice to clients nationwide on employment-related issues.



DEBRA WONG YANG
Gibson, Dunn & Crutcher LLP
Boston College Law School

Few if any, can rival Debra Wong Yang's distinguished background - first Asian-American woman to serve as a U.S. Attorney, former California state judge, and now serves as Co-Chair of Gibson Dunn's firm-wide Crisis Management Practice Group. Given the depth of experience and record of success, Yang focuses part of her practice on strategic counseling. She leads critical representations, both high profile and highly confidential, involving a wide variety of industries, economic sectors, regulatory bodies, law enforcement agencies, global jurisdictions and all types of proceedings. Her clients are in the private and public sectors. She guides teams of attorneys and outside consultants in the development and implementation of strategies to achieve the most favorable outcomes, greatest protection of reputational interests and minimizing of harm to the business assets. She has a strong background in addressing and resolving problems across the white collar litigation spectrum.



EMILY YUKICH
Fox Rothschild LLP
USC Gould School of Law

Managing Partner of Fox Rothschild's Los Angeles office, Emily Yukich is a visionary voice for women in the region's startup ecosystem. Past President of the Los Angeles Venture Association board, and founder of Women in LAVA, Yukich is a go-to attorney for industry disruptors, and a force in the emerging companies/venture capital space. She is a highly respected attorney and industry leader working on behalf of clients in Los Angeles' emerging company and venture capital (EC/VC) ecosystem. Her clients trust her insights that come from the firsthand experience of co-founding and operating a business before launching her legal career. She applies that business-centered approach to advising companies in the tech, consumer products, manufacturing, food and beverage, construction and professional services sectors on complex transactions. She helps clients secure financing that achieves their strategic goals, handling early-stage funding for startups and growth and acquisition funding for mid-sized companies.

"If you just needed the skills to pass the bar, two years would be enough. But if you think of law as a learned profession, then a third year is an opportunity for, on the one hand, public service and practice experience, but on the other, also to take courses that round out the law that you didn't have time to do."

—Ruth Bader Ginsburg

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MOST INFLUENTIAL WOMEN LAWYERS

Los Angeles County Bar Association Offers 40-Hour Mediation Training Program

Participants who complete the program will have fulfilled the requirements to lead mediations throughout California

The Los Angeles County Bar Association (LACBA), one of the largest voluntary metropolitan bar associations in the country, late last year introduced a new 40-Hour Mediation Training program with a curriculum designed to fulfill the training requirements of the California Dispute Resolution Programs Act. Upon completion of the program, attendees will have met the mediator training and educational requirements to serve as panelists throughout California.

The first installment of the 40-Hour Mediator Training program occurred in January. Registration for the training program is now open. Those interested in registering for the program can visit www.lacba.org/40-hour for more information.

“LACBA’s 40-Hour Training program is important because it helps attorneys interested in incorporating mediations into their practice obtain the necessary credentials to serve as effective mediators,” said Seth Chavez, director of LACBA’s Attorney-Client Mediation and Arbitration Service, which will oversee

the program. “The program has been designed to be inclusive and would be particularly relevant for business leaders and others in the community without law degrees who would like to acquire the skills and fundamentals of mediation so they can put them to practice in their businesses or communities.”

“The Los Angeles County Bar Association has been at the forefront of providing the preeminent mediation training programs for years,” said Jack Goetz, a lecturer in law at USC Gould School of Law specializing in mediation and academic director of LACBA’s 40-Hour Mediator Training program. “LACBA’s 40-Hour Training program is impactful and practical for today’s evolving field of mediation because it was developed to meet the California Dispute Resolution Programs Act requirements while incorporating real-world experience of mediation experts.”

The training program introduces those who are interested in mediation to the core principles and methods of alternative dispute resolution and provide a strong foundation in mediation skills through lecture, small group exercises, and role-playing.

Each attendee who successfully completes the training program will receive a certification reflecting this education and training. Lawyers attending the training program will receive 40 hours of Continuing Legal Education credit, including four hours of Ethics credit.



Rich in both theory and practice, the training will cover the nature of conflict, history of mediation, structure and management of the mediation process, intake and convening, mediation models, cultural awareness and diversity, legal requirements and ethics, maintaining neutrality, communication skills, negotiation, breaking impasse, closure and drafting agreements.

LACBA, under its then existing Dispute Resolution Services and Center for Civic

Mediation, had previously operated the region’s popular 30-Hour Mediator Training Program from the 1990’s through 2016.

The Los Angeles County Bar Association (LACBA) is one of the largest voluntary metropolitan bar associations in the nation and has nearly 20,000 members. LACBA is engaged in advancing the administration of justice and meeting the professional needs of lawyers. For more information on LACBA, visit lacba.org.

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**Donna Wilson and
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MOST INFLUENTIAL WOMEN LAWYERS

Business Development Study Reveals Gender Divide

Are there trending differences between women and men equity partners when it comes to trends in business development?

A white paper written by Carol Frohlinger, J.D., and posted to Thompson Reuters' Legal Executive Institute's website, provides statistical evidence that while male equity partners' business development success is tied strongly to their associations with their law firms, women equity partners must be self-reliant and focus on building strong personal relationships.

Frohlinger, president of Negotiating Women, Inc., a consulting firm that advises organizations on advancing women into leadership positions, said, "It is clear from these findings that female partners rely on their own efforts to generate origination rather than depending on their firms for help. That experience will serve them well in today's economy."

Frohlinger's paper, titled "Business Development in the 'New Normal,'" examined factors that correlated with business generation by law firm equity partners and analyzed how those findings can be applied given that since the Great Recession, companies have purchased legal services with greater sensitivity to containing costs.

"What is clear to me is that law firms must change the way they approach business development – doing the same things in the same ways doesn't work anymore," Frohlinger said.

The research focused on two questions:

- What activities, roles, resources and attitudes are successful to originate business in

the "New Normal?"

- Are there differences between these for male equity partners and female equity partners?

The data revealed a dramatic gender divide and provides insight to explain why the business origination numbers credited to women partners in law firms are decidedly lower than those of male partners.

"The first version of this paper focused on the overall finding that female partners don't receive the level of support for business development from their firms that their male partners do. But that conclusion was just more bad news for women," Frohlinger explained. "So I decided to look at the findings through a more optimistic lens and concentrate on what male and female partners can learn from one another regarding business development."

The study revealed that women equity partners asked clients for new matters and for introductions to potential clients at a much higher rate than male equity partners. It also showed that women partners used their interpersonal and persuasion skills to demonstrate understanding of their clients' needs as a way to win work.

"This paper is indispensable reading for all law firm management teams as well as anyone who develops business for a law firm or hopes to one day develop business for a law firm," Jenny Waters, the executive director of the National Association of Women Lawyers (NAWL), commented. "It reflects a clear distinction between what has worked for female business developers and what has worked for

male business developers with lessons to be learned from each other, but more so with lessons to be learned by law firm management. The study describes skills that can be added to every business developers' repertoire and it highlights the structural impediments that must be removed to allow every attorney to develop business to his or her highest potential. If law firms want to succeed in the new normal, they should support the firm-based

male business developers with lessons to be learned from each other, but more so with lessons to be learned by law firm management. The study describes skills that can be added to every business developers' repertoire and it highlights the structural impediments that must be removed to allow every attorney to develop business to his or her highest potential. If law firms want to succeed in the new normal, they should support the firm-based

The study revealed that women equity partners asked clients for new matters and for introductions to potential clients at a much higher rate than male equity partners.

business development activities of all of their business developers and train all of its lawyers on ways to enhance their self-generated business development skills."

"Carol Frohlinger's insightful and comprehensive analysis of the key factors that are correlated with successful business development is a valuable resource for law firms and individual lawyers, particularly women equity partners, whose law firms often do not provide them with the same amount of support for their business generation efforts as they provide to male partners," said Roberta D. Lieb-

lawyers and their law firms, and help women advance into positions of real power and influence in their firms."

The paper outlines steps that law firms can take to increase productivity and profitability by providing recommendations to mitigate barriers for female partners as well as offering guidance about ways male partners can benefit from adopting approaches that women partners tend to take. It also identifies systematic issues and barriers to individual success in the ways the law firms traditionally approach cross-selling and referrals.

Moving Forward Together

Sidley proudly congratulates our own Lisa Gilford and Jennifer Hagle, along with the other trailblazing women featured in the *Los Angeles Business Journal's* Most Influential Women Attorneys list.



Lisa M. Gilford
Partner, Commercial
Litigation and Disputes
Los Angeles



Jennifer C. Hagle
Partner, Restructuring
Los Angeles

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State Bar Board of Trustees Adopts Diversity Objectives

The State Bar Board of Trustees earlier this year adopted strategic plan objectives reflecting its mission to support greater access to, and inclusion in, the legal system.

“The commitments we have made today to advance diversity in the legal profession focus appropriately on the State Bar’s unique mission and strengths—standard-setting as a regulatory body, unique locus as a data collector and clearinghouse, as an incubator of innovation, and as a connector within the community of other organizations working toward this shared goal,” said Leah T. Wilson, Executive Director.

Objectives adopted in January of this year include:

Pipeline programs: The Bar will partner with California law schools to study attrition rates for law students of color and identify evidence-based solutions. In addition, the Bar will undertake Bar Exam initiatives, including a review of exam questions from a diversity and inclusion perspective, as well as additional grading analyses to identify potential disparate impacts of specific essay and performance test questions.

Retention and career advancement: The State Bar has begun to collect more complete data on attorney demographics, practice types, and career trajectories. The Bar will also begin surveying attorneys who voluntarily transfer to inactive status. Survey results will support analyses of diverse attorneys’ entry into, retention, and advancement in the legal profession, to inform future efforts.

Statewide leadership: The Bar will develop an annual report card on the state of diversity

in the profession and will explore ways that mandatory legal education requirements can be modified to expand and improve elimination of bias training.

Other actions taken by the Board of Trustees included:

2019 BUDGET FINALIZED

The Board of Trustees adopted a 2019 budget that projects \$168 million in revenues and \$189 million in expenses. The budget reflects the State Bar’s ongoing structural deficit, relying on reserve spending for the third year. The overall deficit in 2018 was \$22.5 million, less than originally projected because of efficiencies that saved millions of dollars, as well as a slight increase in projected revenues.

The Board adopted a 2019 budget with reduced capital spending in 2019 to minimize impact on the Bar’s significantly depleted General Fund reserve.

The Board acknowledged that budget projections for 2020 and beyond demonstrate the unsustainability of the current trajectory, absent an increase in the attorney license fee, the chief source of the State Bar’s General Fund revenue. The license fee of \$315 has remained unchanged for 20 years. Absent a fee increase in 2020, the Bar’s budget deficit is projected to rise to approximately \$31.9 million, a situation that will require drastic cutbacks in State Bar operations and programs.

“The Bar has undertaken numerous reengineering efforts well in advance of the pending crisis we find ourselves heading toward,” said Wilson. “Many of our efforts have increased

access and services to the public and made us more efficient. However, our ability to continue advancing our reform agenda, improving performance of our discipline system in keeping with our public protection mission, and investing in critical information technology and capital infrastructure, is becoming increasingly jeopardized by a static licensing fee that has not even kept up with inflation over the last 20 years.”

Without a fee increase, significant reductions in programs, staff, and capital/technology expense would be required no later than early 2021.

GOVERNANCE CHANGES

Actions taken in January by the Board on its committee structure and governance role reflect the continuation of the Bar’s reform agenda and its work to ensure that the organization’s structure best supports achievement of the State Bar’s mission. These actions are the natural next step continuing the governance reforms undertaken by the State Bar in the past several years, including the separation in January 2018 of trade association and regulatory functions.

The 2017 Governance in the Public Interest Task Force recommended that the State Bar evaluate many of its committees, commissions, and boards. Board and staff review of these bodies continued through 2018.

California Commission on Access to Justice - will separate as an independent body, with 2019 as the transition year.

Legal Services Trust Fund Commission -

The Board approved recommendations to clarify the roles and responsibilities of the Board, staff, and the Commission in policy development and grant administration.

Law school accreditation - The Board authorized the Committee of Bar Examiners and Bar staff to pursue an innovative package of improvements to law school accreditation. The accreditation reform package includes recognition of regional and national accreditors, updating rules and guidelines for California-accredited law schools, and allowing accreditation of online law schools. The reforms are designed to maintain a range of affordability options for California law students to pursue a quality legal education while ensuring that California accreditation standards adhere to best practices.

WAIVER OF LATE FEES FOR FEDERAL ATTORNEYS

The federal government shutdown, which ended late today, prompted an action item intended to provide relief for the estimated 4,000 active attorneys in California who work for the federal government. The Board delegated to staff the authority to waive penalties associated with late payments of licensing and other fees by federal government attorneys as needed.

The State Bar of California’s mission is to protect the public and includes the primary functions of licensing, regulation and discipline of attorneys; the advancement of the ethical and competent practice of law; and support of efforts for greater access to, and inclusion in, the legal system.



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New Data Reveals Changes in Student Performance on the California Bar Exam

Late last year the State Bar released the fourth report in a series of studies designed to examine the decline in pass rates on the California Bar Exam.

The report, “Performance Changes on the California Bar Examination,” uses detailed data on over 7,000 students who took the Bar Exam in July 2013, 2016, and 2017. Between 2013 and 2016, the pass rate on the exam fell from 56 percent to 43 percent. In 2017, the pass rate rebounded slightly, to 50 percent; it declined again in July 2018 to 40.7 percent.

This report is unique in that it utilized individual data on student characteristics to explore the causes of, or contributors to, the decline in the pass rate on the California Bar Exam. Individual data included information on students’ undergraduate grade point average (GPA), undergraduate major, LSAT score, final law school GPA, course work in law school, and basic demographic information. The study examined these characteristics in relation to Bar Exam performance—both pass/fail outcomes and scores—and found that:

- Changes over time in the characteristics of exam takers accounted for only some of the decline in Bar Exam performance during the study period. The study found that these changes accounted for between 20 and 50 percent of the decline in Bar Exam performance during the study period, depending on the performance metric chosen and year compared;
- The two student characteristics that

most strongly predicted performance on the California Bar Exam were a student’s GPA in the final year of law school and a student’s LSAT scores;

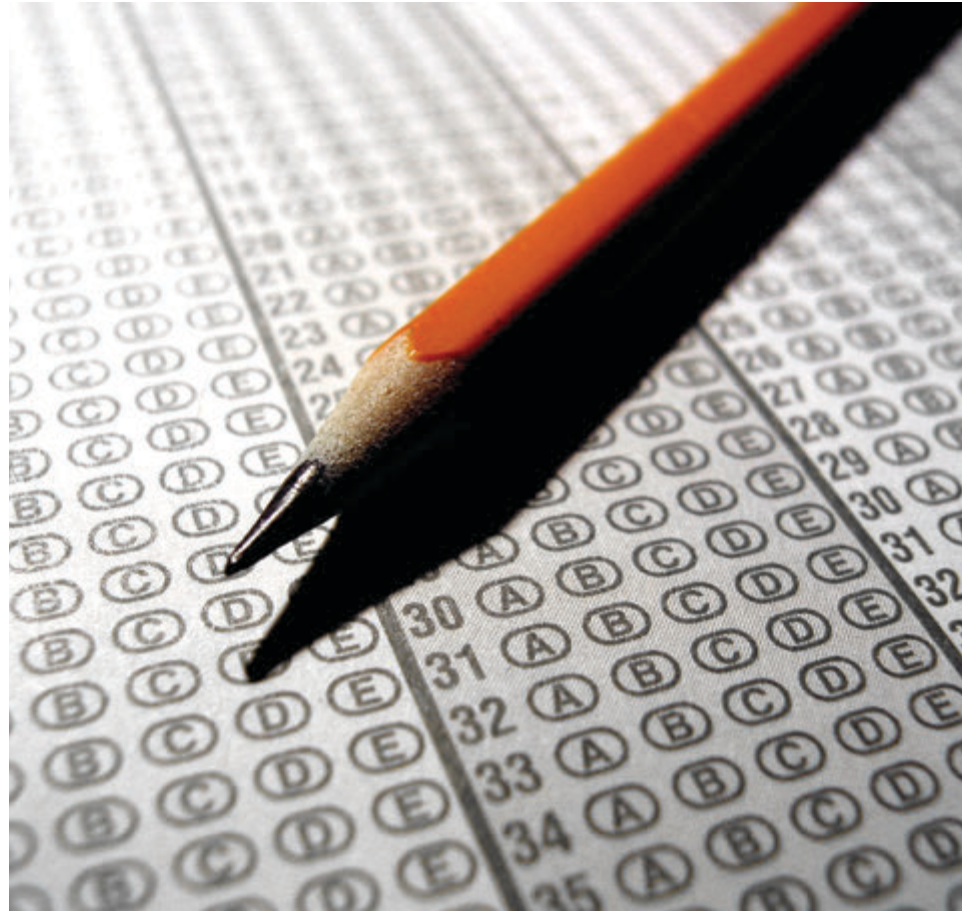
- Changes over time in entering credentials (undergraduate GPA and LSAT) and law school credentials (final law school cumulative GPA) contributed roughly equally to that portion of the decline in Bar Exam performance attributable to changes in student characteristics during the study period;

- The proportion of test takers who were ethnic minorities or female grew slightly over the study period, but the study found no correlation between these demographic characteristics and pass/fail outcomes, among students with similar abilities; and

- Ultimately, the study was unable to account for a substantial amount of the decline in pass rates, concluding that other unexamined factors have contributed to the decade-long decrease in Bar Exam performance.

The State Bar undertook this and the other studies in response to the California Supreme Court’s direction to conduct a “thorough and expedited” study of the California Bar Examination.

The State Bar also recently launched a year-long study of practicing attorneys to document the work that lawyers currently do and ensure that the Bar Exam aligns with the modern practice of law.



Congratulations to Karla MacCary, Co-Chair of Nossaman LLP’s Real Estate Practice Group, for her inclusion in the LABJ’s 2019 list of “Most Influential Women Lawyers!”



Karla MacCary
Partner | Nossaman LLP

Karla has been a leader at Nossaman for more than 25 years, closing deals and driving change. She embodies Nossaman’s commitment to excellence, integrity, client service, diversity, accountability and teamwork, bringing creative legal and business solutions to our clients and our community.



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