



ALUMNI

Crowell Connect

2025 Summer Issue

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Welcome to our Summer Issue!

Hope your summers are off to a great start!

In this issue, we share some exciting news about our combination with Faber Daeufer & Itrato and our expansion into Boston. We also have some great alumni Q&As, new resources and service information, and information about our next alumni event.

We hope you enjoy this issue. Should you have any suggestions for future content or ideas for engaging with our alumni network please don't hesitate to drop us a line at alumni@crowell.com.



Phil Inglima
Chair, Management Board



Chahira Solh
Chair, Executive Committee

FIRM HIGHLIGHTS

Crowell & Moring and Faber Daeufer & Itrato Combine

The combination will provide sophisticated cross-border counsel to life sciences clients

We are excited to announce that we recently combined with Faber Daeufer & Itrato.

By bringing together Faber’s leading life sciences-focused venture finance and R&D transactional practice and Crowell’s strengths in health care regulatory, government contracting, export controls, data privacy, patent prosecution, health care and IP litigation, we will provide clients with solution-oriented guidance and inside perspective in a dynamic business environment.

The Faber team is uniquely comprised of former in-house lawyers and business executives in biopharma, private fund professionals, and contract specialists from pharmaceutical companies and contract research organizations. Drawing on their front-line industry knowledge, they deliver pragmatic corporate and transactional counsel to life sciences companies from start-up through commercialization, to investment firms, to academic research institutions, and to NGOs involved in the discovery, development, manufacture, and commercialization of novel therapeutics, devices, and research tools aided by emerging AI and in silico technologies. They have provided legal and business counsel to over 2,500 clients on a wide range of transactions—from M&A, product and platform licensing, and other strategic collaborations, to the high-volume day-to-day contracts that accelerate value creation by engaging business and scientific partners globally.



Crowell & Moring chair Phil Inglima and Faber Daeufer & Itrato founder and managing principal Joe Faber

“Companies and investors across the life sciences ecosystem confront both significant opportunities to pursue business growth, and the challenges of a rapidly changing regulatory and economic environment, including the potential impact of new tariff regimes, disruption of supply chains, and an expanding array of complex business compliance considerations. The combination of Crowell and Faber will provide clients the experienced, industry-focused counsel they need to achieve their business objectives.”

—Philip Inglima

Approximately 50 Faber lawyers and professional staff have joined Crowell in Boston, New York, San Francisco, and London. We are also proud to announce the opening of a Boston office, building on Faber’s strong presence in the life sciences community over the past 20 years.

For more information about the combination, click [here](#).

FIRM HIGHLIGHTS

New Consultancy Offering: Crowell GovCon Strategies



GCS President Kate Robb

In March, we were excited to launch **Crowell GovCon Strategies**, a new consultancy providing integrated business and legal solutions to guide companies through the strategy, pursuit, and execution of federal procurements.

Crowell GovCon Strategies provides end-to-end acquisition support to help contractors compete and

grow in the government market. The new consultancy includes former U.S. government contracting officers, government contracts lawyers, and industry-savvy business analysts who work as an integrated team. The group draws from the deep experience of our renowned Government Contracts Group, which is recognized as a leader amongst U.S. law firms for representing the most prominent defense, aerospace, and technology contractors in the world.

Crowell GovCon Strategies serves companies of all sizes doing business with the government in a number of industries, including defense, energy, IT, aerospace, and transportation. It collaborates seamlessly with our lawyers to advise clients on the full acquisition lifecycle, from strategic development to opportunity pursuit and contract execution.

The GCS team is led by president Kate Robb, a former career contracting officer and leader in the defense acquisition community with more than \$30 billion total in contract awards over nearly two decades at the federal government's largest buying commands. Kate has deep experience in shipbuilding, negotiation, procurement strategies, major systems acquisition, regulatory compliance, and business operations. She most recently founded and served as president of Crown Spire, a boutique defense acquisition consulting firm, where she guided firms of all sizes through the defense acquisition landscape.

To learn more about Crowell GovCon Strategies, click [here](#).

Welcome 2025 Summer Associates



We are thrilled to introduce our 2025 Summer Associate class! This year, we have the pleasure of welcoming 28 outstanding students from 16 U.S. law schools. These talented individuals bring unique and diverse perspectives to our firm, enriching our community.

Throughout the next several weeks, they will engage in substantive work on client matters, participate in live events including hearings and arguments, and benefit from mentorship provided by experienced attorneys.

We are excited to collaborate with this group of future legal professionals and look forward to the contributions they will make during their time with us.

FIRM HIGHLIGHTS

New Space for Our London Office

Our London office recently moved to new space at 199 Bishopsgate, near the historic and bustling Shoreditch neighborhood. Much like our New York office, which moved into new space last year, this modern and innovative space is designed to support collaboration and teamwork and is enhanced by state-of-the-art technology solutions and sustainable building practices.

The Bishopsgate office more than doubles our previous space to meet the needs of our rapidly growing London team. Since the start of 2019, our London lawyer and professional staff headcount has more than quadrupled, while our practice capabilities have diversified to effectively serve the expanding needs of our clients in today's evolving global business environment. The growth of our London office and this fabulous new space are a testament to the outstanding work done by this team on significant matters for clients throughout Europe, the Middle East, and the U.S. If you are local to London or your business travels take you there, we hope you can stop by to check out the new space.



Run For a Cause

In May, members of our Brussels team hit the streets for the 2025 20km Legal Run to support the incredible work of Villa Rozerood—a facility in De Panne offering families with seriously ill children a respite and relaxation stay, with tailored care to help them catch their breath and recharge their batteries.

In Washington, D.C., a Crowell team participated in the American Heart Association's 2025 Lawyers Have Heart 10K, 5K & Fun Walk. The event raised almost \$1 million for a great cause.

Thank you to our Crowell runners and walkers who participated and to the race organizers for putting on such important events.



ALUMNI SPOTLIGHT

Van Nguyen

Van Nguyen practiced in the litigation department in Crowell's Orange County office from 2003-2017. She is currently Deputy Attorney General in the Civil/Business Unit of the Office of the California Attorney General. She received her B.A. from University of California, Irvine and her J.D. from University of Southern California, Gould School of Law. Get to know Van below!



Tell us about your time at Crowell, and what you have been up to since.

I began my legal career at Crowell as a 1L summer associate in the Orange County office. I still remember my on-campus interview at USC with Deb Arbabi. She was sharp, poised, and direct—an intimidating presence for any lawyer, let alone a law student. I told her how much I wanted to be a corporate lawyer and focus on transactional work, and she responded—without missing a beat, with a straight face and serious tone—that the Orange County office handles only litigation.

Mortified, I rushed out, certain I wouldn't get a callback. To my surprise, I later received an offer to join the summer program. In hindsight, I'm grateful Deb saw that I was a litigator at heart and gave me a chance, even though I'd completely missed the mark in the interview.

That summer, I was part of one of the first groups of summer associates in the Orange County office. With no prior legal experience, I didn't know what to expect, but the program gave me my first real understanding of what it meant to practice law—and it left a lasting impression.

The following summer, I split my time between Crowell and another big law firm. After graduating from USC Law School, still set on a career in corporate law, I joined the other firm. But it didn't take long for me to realize that litigation and Crowell & Moring was where I belonged. I returned to Crowell to focus on becoming a litigator, knowing that the firm would offer meaningful, hands-on experience and real opportunities to a young lawyer.

At Crowell, I had the opportunity to grow my career—from associate to counsel to partner—while working on complex litigations involving antitrust, healthcare and insurance issues. Along the way, I became deeply involved in firm life, participating in the Summer Associates Program, the Lawyer Development Committee, the Recruiting Committee, and the Diversity Committee. The firm also supported my engagement in the broader legal community, where I served as president of both the Orange County Asian American Bar Association and the Federal Bar Association's Orange County chapter.

After 15 years, Crowell became more than just a workplace. I spent long hours working on complex matters with colleagues who became lifelong friends. Many of them were also there for important personal milestones—celebrating my wedding and later welcoming the arrival of my two children.

What attracted you to your role at the Office of the California Attorney General?

For a long time, I envisioned spending my entire career in big law. But Crowell's emphasis on pro bono work and community involvement led me to think more broadly about how I could make an impact—while also having more time with my two young boys. When a friend I'd met through a bar event encouraged me to apply to the Office of the California Attorney General under the Kamala Harris administration, it felt like the right opportunity at the right time.

ALUMNI SPOTLIGHT: VAN NGUYEN, CONTINUED

“After 15 years, Crowell became more than just a workplace. I spent long hours working on complex matters with colleagues who became lifelong friends. Many of them were also there for important personal milestones—celebrating my wedding and later welcoming the arrival of my two children.”

I joined the Business Litigation Section as a Deputy Attorney General, where I defended the state in civil matters involving novel and complex issues in areas such as tax, insurance, and real estate. It felt like a natural fit, though it was a significant shift—without associates or paralegals, I relied heavily on the skills I had developed in private practice to manage a demanding caseload. I became more efficient, more focused, and handled cases through every stage, including appeals. It was incredibly rewarding to see cases through from start to finish and to work on challenging legal issues that shaped public policy.

More recently, after more than 20 years in litigation, I transitioned to a non-litigation role and now serve as a Settlement Officer for the California Department of Tax and Fee Administration. This position allows me to apply my litigation background in a new context—resolving complex tax-related cases that contribute to funding essential public services across the state. At the same time, it provides the balance for me to be a PTA and basketball mom to my two active tween boys.

Looking back, my 1L interview with Deb wasn't just a foot in the door—it was the beginning of a career that has taken me through private practice, public service, and now a new chapter in government work.

What is your most rewarding professional achievement?

One professional milestone I'm especially proud of was becoming the first female and diverse partner promoted from the associate ranks in a branch office of the firm. Early in my career, that didn't seem possible—particularly in litigation, where there were so few women. I was fortunate to have mentors like Randy Erickson, Steve Rice, Dan Sasse, and Michael Cypers who helped guide me through that journey. As a partner, I had the opportunity to lead recruiting efforts, mentor and train junior lawyers, and strengthen the firm's relationships with organizations such as the Orange County Bar Association, the Orange County Asian American Bar Association, and the National Asian Pacific American Bar Association (NAPABA). In 2016, I was honored as one of 18 recipients of NAPABA's Best Lawyers Under 40, recognized for my professional accomplishments and strong commitment to the Asian American legal community and civic engagement. I hope the contributions I made while at Crowell were meaningful and lasting.

Do you have a favorite Crowell memory you would like to share?

One of my favorite professional memories was working with Dan Sasse and Chahira Solh on a major recovery litigation. The case spanned several years and took us across the country. Dan taught me how to be a real lawyer. He was both practical and cerebral and gave me the space to lead. His trust in me early in my career had a lasting impact. Chahira was the most hardworking, loyal, and motivated associate I've ever worked with—someone who would go the extra mile at any hour. (Even back then, it was clear she was destined for leadership—I wasn't surprised when she later became Chair of the Executive Committee.) We worked closely with leading econometrics experts and lawyers across multiple offices. The case was complex and high-stakes and ultimately landed on the list of top plaintiff recoveries in an arbitration that year. That experience—and the people I worked with—shaped not just my legal skills, but also my views on collaboration and leadership.

ALUMNI SPOTLIGHT: VAN NGUYEN, CONTINUED

“Don’t worry about having every step mapped out. Try different things. Make the most of the experiences in front of you, and take the time to build relationships. When you look back, it’s the people and opportunities along the way—not just the work—that shape your path.”

Another early professional memory that stands out was traveling with Randy Erickson, then managing partner of the Orange County office, to Bowling Green, Kentucky, for several depositions over a few days. As a new associate who had never taken a deposition, I was excited just to observe. But after the first one, Randy turned to me and, in his unmistakable commanding voice, said, “Kid, you take the rest.” My jaw dropped. Somehow, I pushed through—and by the end, I had earned my place on the trial team. (Of course, Randy sat right next to me to keep opposing counsel and other parties in check.) Randy was a fierce litigator who taught me how to prepare thoroughly and approach each case like a battle. That experience reflected the essence of Crowell & Moring: giving young lawyers real opportunities to rise to the occasion. The skills I developed through that experience—and others like it—laid the foundation for every opportunity that followed.

Advice for law students?

Don’t worry about having every step mapped out. Try different things. Make the most of the experiences in front of you, and take the time to build relationships. When you look back, it’s the people and opportunities along the way—not just the work—that shape your path.

NEW FACES Recent Lateral Partners



In April, **Emma Wright** joined Crowell & Moring U.K. LLP as a partner in our Privacy and Cybersecurity Group in London. Emma is a market-leading lawyer representing prominent

technology companies and governments on artificial intelligence and emerging technologies.

Emma provides strategic counsel to navigate intricate government and regulatory issues and complex commercial transactions and investments. With a background as a policy advisor in the UK government and extensive private practice experience on both sides of the Atlantic, she offers unparalleled insights and solutions to clients.



This month, **Sharmi Das** rejoined Crowell as a partner in our Government Contracts Group in Washington. Sharmi returns to the firm from the Department of Homeland Security, where she

served as deputy chief of staff and deputy general counsel. Sharmi also will play a leading role in our National Security practice, drawing on her experience at DHS working on highly sensitive intelligence matters.

Sharmi brings both executive and legislative branch experience in cybersecurity, congressional investigations, and contracts and grantmaking. Prior to her role at DHS, she served as associate counsel to the Vice President of the United States and as senior counsel in the office of Sen. Kamala D. Harris.

FIRM HIGHLIGHTS

Firm Founders Annual Celebration



Left to right: Hal Heltzer, Tim Means, Kent Morrison, Terry Albertson, Graeme Bell, Brian Elmer, John Stewart, Marc Efron, Rick McMillan, Bruce Keiner, Stanfield Johnson, Joe Oliver, John Macleod

June 1 marked the 46th anniversary of Crowell's founding. A fantastic group of our founders gathered in our Washington, D.C. office for their annual celebration of Crowell & Moring's birth. They expressed their great pride in the firm that Crowell has grown to be, and our devotion to the principles, values, and mission statement upon which they created this enterprise. And we feel that same pride in what they created, what they bestowed to us, and what Crowell continues to become with every new step and each new member of our firmwide community.

Alumni on the Move

Below is a short collection of updates on some of our alumni, but we would love to include more! Have you recently changed jobs, started a business or been promoted? Drop us a line at alumni@crowell.com to let us know what you are up to, so that we can share with this community!

- **Chris Huber** (Washington, D.C., 1997–2002) recently opened his own firm, The Huber Law Firm LLC, in Atlanta after 16 years at the U.S. Attorney's Office for the Northern District of Georgia.
- **Rob McNary** (Los Angeles, 2009–2021) joined Latham & Watkins as Counsel.
- **Britton Davis** (Washington, D.C., 2010–2021) joined Willkie Farr & Gallagher as Counsel.
- **Amar Mann** (London, 2014–2020) joined AutogenAI as Senior Legal Counsel.
- **Lisa Qi** (San Francisco, 2015–2019) joined Harvey as Legal Product Specialist.
- **Paul Rosen** (Los Angeles, 2017–2022) marked the end of his time serving as the Assistant Secretary of the Treasury, Office of Investment Security at the U.S. Department of the Treasury overseeing investment security (CFIUS) and the development and implementation of the outbound investment security program. He joined Latham & Watkins as a Partner.
- **Byron Brown** (Washington, D.C., 2018–2023) has been named Chief Counsel for the House Subcommittee on Environment.
- **Jonathan Cardenas** (Washington, D.C., 2018–2020) joined BakerHostetler as an Associate.
- **Lily Ting Hsu** (Washington, D.C., 2020–2023) joined Latham & Watkins as an Associate.
- **Emma Cunningham** (Orange County, 2020–2024) joined Jackson Lewis as an Associate.

ALUMNI SPOTLIGHT

Mika Clark Tupy

Mika Clark Tupy, an associate in Crowell's Washington, D.C. office from 2011–2015, is currently the Managing Director—Alliances at United Airlines. Mika received her B.A. from Tufts University and her J.D. from University of Virginia School of Law.

Get to know Mika below!



Tell us about your time at Crowell, and what you have been up to since.

I joined Crowell as a mid-level associate after starting out at Federal Trade Commission in a merger shop. I wanted to experience cases across a myriad of industries and Crowell did not disappoint. I was able to work with clients in diverse industries (telecom, chemical, waste disposal, bread) with novel antitrust needs. The other thing that sticks out about my time at Crowell was the mentorship opportunities. Incredibly smart lawyers with open door policies really helped from a career development perspective.

I left Crowell about 10 years ago to join United Airlines. I'd never worked on an airline matter but the opportunity presented itself after a regulatory partner suggested I chat with them. I clicked immediately with the interview team, bought in on United's mission and was fortunate to be given the opportunity to join the team. I became United's global antitrust counsel, eventually the President's Chief of Staff and most recently switched over to the business side to co-lead our Alliances department.

You've had some interesting roles at United. What initially attracted you to work there?

United and Crowell actually share some similar cultural attributes. I think both attract conscientious, hard-working, intelligent, innovative people who work well on teams and want to do what's best for the customer (or client) without a lot of pomp and circumstance. I made the switch to United for the opportunity to lead. United had an immediate need for someone that would be able to counsel everyone—from the analyst to the CEO, provide input on cutting edge business ideas, and protect the company around the globe. I found this super exciting and too good an opportunity to pass up.

You have been involved in United's pro bono programs. What has that experience been like and what did you learn from it?

United is a huge proponent of giving back to the community. Our legal department has embedded this concept into the DNA of the group. There are numerous opportunities available and you're able to really hone in on an area of interest to you. Upon arriving in Chicago, I was struck by the very different socioeconomic worlds people may live in while living right next door to each other. One's neighborhood often influences their economic mobility. I heard about

“The other thing that sticks out about my time at Crowell was the mentorship opportunities. Incredibly smart lawyers with open door policies really helped from a career development perspective.”

ALUMNI SPOTLIGHT: MIKA CLARK TUPY, CONTINUED

“I wanted to help people who are already on the fringe of society and make a difference. What I didn’t count on was how this would help me from a career perspective. While I led trainings in front of hundreds of people and counseled executives in the boardroom, there is just something different about litigation – going up against a prosecutor and talking to a judge. I think it really helped to round out my public speaking skills and make me think better on my feet.”

civil asset forfeiture where hard working (typically financially struggling) people may lose their car or some other property if that asset was used in a crime even though the owner had committed no criminal offense. Often, having a car means you can get to your job and not having one may make the difference in your employment. I wanted to help people who are already on the fringe of society and make a difference. What I didn’t count on was how this would help me from a career perspective. While I led trainings in front of hundreds of people and counseled executives in the boardroom, there is just something different about litigation—going up against a prosecutor and talking to a judge. I think it really helped to round out my public speaking skills and make me think better on my feet.

What do you consider your most impactful accomplishment, and how did you achieve it?

I’ve been fortunate to work on so many cool projects while at United. But I think my most impactful accomplishment was not tied to my actual day job. Four years ago, a colleague and I formed a mentoring circle for Black employees at the company primarily as a primer on how to succeed in corporate life. The relationships I developed with the participants carry through to this day and were instrumental in my decision to lead BEACON, United’s Black Business Resource Group. I firmly believe that in a good mentoring relationship, both people are getting something out of it. I inadvertently fine tuned my corporate survival skills through having to teach it to others and made relationships with super smart people throughout the organization who I can call on should I have a question in their area.

What is the best advice you have received?

As an introvert, I’m innately more comfortable observing the scene than being the scene. While I was in my Chief of Staff role, and during a meeting at one of our hubs, my boss leaned over to me and said, “You don’t have to be perfect, they just want to hear your voice.” For me, that off-handed remark has been incredibly freeing.



CAREERS@CROWELL

We love introductions to great talent, and we love when alumni return to Crowell. Check out our latest job postings [here](#).

RESOURCES

Resources and Events

NEW Transportation Law Blog

We recently launched [Transportation Law: Moving Forward](#), a new blog focused on legal issues and industry insights for the transportation sector. The blog covers regulatory, litigation, and policy developments impacting the full range of the transportation industry, from air to land to sea.

The blog provides updates and practical insights for in-house counsel and transportation industry leaders authored by lawyers from our Transportation Group and other key practice areas, as well as guest contributors from the transportation sector.

Within the context of the transportation industry, the blog will address critical issues such as regulatory compliance and developments; AI and tech innovation; international trade and tariffs; supply chain, intelligent infrastructure, and warehousing; contract disputes;



labor and employment; product liability, regulatory, and consumer protection compliance, enforcement, and litigation; hazardous materials and environmental litigation; and congressional, White House, and executive agency action.

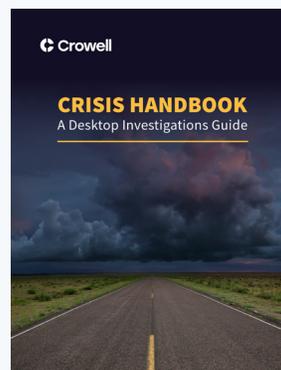
Subscribe to [Transportation Law: Moving Forward](#) to keep up to date on the latest insights from Crowell lawyers.

SAVE THE DATE: Chicago Alumni Cocktail Party

If you are in Chicago on **September 18, 2025**, join us at Porter Kitchen & Deck Punch Stand from 5:30–7:30 pm for a Crowell and Brinks, Gilson & Lione Alumni cocktail party. Space is limited, so please reach out to [Lisa Gistis](#) for more information or to confirm your spot. Hope to see you there!



Crisis Handbook: A Desktop Investigations Guide



We recently launched an updated, in-depth resource designed to help companies respond effectively and strategically in the face of a corporate crisis.

Developed by our globally recognized Investigations and White Collar and Regulatory Enforcement groups, the

handbook provides practical, actionable guidance for organizations navigating sudden or escalating crises—whether triggered by government investigations, internal reporting, regulatory inquiries, or external threats to operations and reputation.

Download the Crisis Handbook [here](#).



STAY CONNECTED

Join our alumni network as we celebrate achievements, reminisce about shared experiences, and forge new connections. If you have ideas about what you would like to see in future editions of this newsletter, please don't hesitate to get in touch at alumni@crowell.com.



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