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(Pictured from left: C&M Alumni Beth Nolan of George Washington University, Ramona Romero of Princeton University, Karen Jensen Petrulakis of University of California, and David Florin of Yale University.)

A Learned Career

Crowell & Moring Alumni at Universities

At universities across America, more than 30 Crowell & Moring alumni make their careers as in-house counsel or faculty. Among them are **Beth Nolan**, senior vice president and general counsel at **George Washington University**, **Karen Petrulakis**, chief deputy general counsel at **University of California**, and **David Florin**, deputy general counsel for health affairs at **Yale University**. And just this December, alumna **Ramona Romero** assumed the role of **Princeton University**'s general counsel. All serve in key leadership positions and help their universities tackle issues ranging from cutting-edge research and intellectual property licensing to Title IX concerns and academic freedom.

Crowell alumni also can be found serving as faculty at schools including **Duke University School of Law**, **Georgetown University**, and **Chapman University School of Law**, where they leverage their private practice experience to help students prepare for future careers.

Our alumni describe days in the office that are fast-paced and often unpredictable. They manage dockets of more than 600 cases at a time, lead Supreme Court amicus briefs, oversee patents for cutting edge research, and negotiate health policy with the federal government. And those were just the examples we heard when we asked about a typical day on the job.

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While the career paths that brought them to university positions vary greatly, these alumni share two unmistakable things in common: a passion for the mission of higher education, and fond memories of their days at Crowell.

Beth Nolan (C&M 2002-2007)

Senior Vice President and General Counsel, George Washington University

Former Crowell partner **Beth Nolan** (C&M 2002-2007) has served as White House Counsel for President Bill Clinton, held various White House and U.S. Department of Justice positions, taught law, and represented some of Crowell's top clients in litigation matters. For the past seven years, Nolan has served as **George Washington University's** senior vice president and general counsel, overseeing all of the university's legal matters.



"Life at GW is great," Nolan said. "It's busy and always interesting. There are a variety of challenging assignments and for such a great purpose—the education of our future citizen leaders."

At GW, Nolan oversees a staff of 22, which includes 14 lawyers. The team handles matters involving contracts and transactions, governance, real estate and zoning, compliance and conflicts of interest, faculty and staff employment issues, student issues, and compliance with laws in various countries where GW has international programs.

"When you have a staff that size, everybody has to be both an expert and a utility player," Nolan said.

"I love being part of a team," Nolan added. "Many of the lawyers have been here longer than I have been here. That is true across the university. People are really devoted to the university. It's great to be part of that community."

The GW community is one that is certainly on the move and always thinking about enhancing the experience of its students. The school continues to attract high-profile faculty members, such as Christopher Kojm, former chairman of the U.S. National Intelligence Council, and Allison Macfarlane, chairman of the U.S. Nuclear Regulatory Commission. And it is also working to contribute to the broader Washington community.

For example, Nolan recently worked on the widely-reported collaboration between GW, the National Gallery of Art, and the Corcoran Gallery of Art and Corcoran College of Art + Design. Without the arrangement, as reported by Washington Post, Corcoran executives feared that the institution was on the brink of having to close altogether.

And in November, the GW Global Women's Institute partnered with the Malala Fund and Little, Brown and Company to produce a free, online resource guide for university classrooms that will accompany the memoir, "I Am Malala," which chronicles Nobel Prize winner Malala Yousafzai's efforts to promote girls' education.

"GW has ambition. Ambition for itself, its students, and for its alumni," Nolan said. "It's great to be part of a team that is working so hard to always reach higher. That is one of the things that really drew me to not just being a university general counsel, but a GC at

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George Washington University, in the city I love and have worked in for so long.”

Nolan says that GW is in a \$1 billion comprehensive campaign now and will soon open its science and engineering hall. The school has greatly expanded its career services to students and is expanding rapidly on the research front, which has opened new potential opportunities for various kinds of licensing agreements.

In December 2014, GW announced with La Jolla Pharmaceutical Company that they have entered into an exclusive worldwide license agreement for GW IP rights covering the use of a therapeutic treatment for patients with hypotension and shock. Like all of our university alumni, Nolan reports that the job is a busy one.

“It’s an intense schedule, which is probably not how people imagine being a university general counsel because they often think about the last time they were in school as a student. But, our busy schedules are certainly consistent with those of our students. They have their classes, their internships, and their activities. They’re unbelievable,” Nolan said.

Crowell often works with Nolan’s in-house team on matters for the university. Recently, the firm helped GW, as part of the Capital Partners Solar Project, procure a long-term solar power supply from Duke Energy by negotiating a power purchase agreement with a 20 year term. The project involved the largest purchase of solar energy by a non-utility in the U.S. when it was done in June 2014. The deal not only secured renewable and more affordable energy for GW, but it also helped pave the way for a new set of solar generating facilities to be built in North Carolina, which will put more renewable energy into the nation’s electrical system overall.

Crowell has also seconded attorneys within the GW legal department. IP counsel **Mary Anne Schofield** worked at the university to assist with biotechnology licenses and provide other support. Schofield said the secondment gave her a better perspective of the internal pressures that university in-house teams are under.

“They have someone on their end who is expecting the answer yesterday,” Schofield said. “They have daily challenges because they’re working with such high caliber professionals with high expectations, and the Office of General Counsel meets them. It’s extremely fast-paced.”

Nolan said, “Crowell has been very helpful to us on a range of matters such as employment counseling and litigation, government contracts issues, and intellectual property matters, including sending us Mary Anne for a time.”

Speaking of her days at the firm, Nolan said, “I am happy to be at GW, but I miss the lawyers and the staff with whom I worked at Crowell.”

Ramona Romero (C&M 1988-1998)

General Counsel, Princeton University

For Crowell alumna **Ramona Romero** (C&M 1988-1998), the role of general counsel at **Princeton University** was, perhaps, one of few that could have interested her after holding what she calls one of the best legal jobs in any setting.



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Nominated by President Barack Obama to serve as the general counsel of the U.S. Department of Agriculture (USDA), and unanimously confirmed by the U.S. Senate, Romero led a team of between 250 and 300 legal professionals. The team in the Office of the General Counsel (OGC) advised on a broad range of programs, including the Supplemental Nutrition Assistance Program and the School Lunch Program—which help protect tens of millions of Americans from hunger—rural economic development, and natural resources management and conservation. There, Romero collaborated with the White House, the Department of Justice, and other federal agencies. Starting in 2012, she also led the USDA Office of Ethics.

“I had the privilege of working on really important matters—by important I mean legal issues that could have a huge impact on the basic needs of tens of thousands and even millions of Americans. Being USDA's GC is a great role. It's also an exhausting role because the department is huge and requires attention 24/7; you are going all the time. As a political appointee, the question for me wasn't, 'Are you going to leave?' It was, 'When, and what are you going to do after you go?’” Romero said.

Romero began her career at Crowell in 1988, where she worked primarily with the Government Contracts Group and with what is now called the White Collar & Regulatory Enforcement Group. Romero says her first three years at Crowell, where she split her time between the White Collar and Corporate groups, were particularly useful.

“I was able to get experience in both areas—litigation and corporate transactions—that gave me a very broad perspective of what lawyers can do. It gave me a great grounding that has come in handy as I have progressed,” Romero said.

After working on an antitrust litigation matter for firm client E.I. du Pont de Nemours & Co., Romero accepted a job in their in-house department in 1998. She worked there until 2011 in a series of roles of increasing responsibility. When Romero left DuPont, she was corporate counsel for logistics and energy, and general counsel for Sentinel Transportation, a DuPont joint venture.

For decades, Romero has been a leader in numerous bar and civic organizations. Notably, for a year starting in September 2008, Romero served as National President of the Hispanic National Bar Association. As HNBA president, Romero testified on behalf of the Honorable Sonia Sotomayor at her Senate confirmation hearing, following her nomination as an associate justice of the U.S. Supreme Court.

In 2011, Romero joined USDA. Arguably, USDA's OGC looks much different than it did when Romero arrived. In addition to handling notable legal challenges, Romero's top priorities during her tenure included modernizing OGC, reinvigorating the legal team's mission-mindedness, and implementing two controversial reorganizations designed to realigned resources in a way that facilitated her team's long-term job satisfaction. As part of the effort, Romero arranged for OGC to be included as a stand-alone agency in the 2012 Federal Employees Viewpoint Survey for the first time. The survey, commissioned by the U.S. Office of Personnel Management, measures how federal employees see their jobs. The first year, OGC ranked lower than many of its hundreds of fellow agencies. By the time Romero left, OGC's ranking vastly improved, and it became one of the highest ranking components within USDA. “When it was time (to leave), it was important for me to find a role that was not only going to use my talents but that would also satisfy my need to do work that is positive. I wanted to work with others who are mission-driven, and that perform a mission that I believed in,” Romero said.

At Princeton, which has a pure research and undergraduate focus, Romero found just that.

“I really fell in love with the people that I met during the interview process, and with the institution. The institution serves a very

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important mission. It plays a very strong role in terms of educating future leaders in the world.”

As general counsel, Romero reports directly to the president of the university and is an officer of the university's formal corporate entity (The Trustees of Princeton University). She oversees the university legal department, which consists of 11 employees, including six lawyers in addition to Romero. The Princeton in-house team handles matters that include IP and licensing, employment matters, misconduct issues, sponsored research agreements, construction projects, and issues of academic freedom. Romero also oversees legal matters involving the school's own police department, which also reports to county prosecutors.

“This job is a lot of fun. You see the issues people work on and you say, ‘Wow, that is fascinating,’” Romero said.

It is a sentiment heard throughout the interviews in this piece, pointing to a natural curiosity that seems to be a shared by many university lawyers. Romero can trace hers back to childhood. Born in the Dominican Republic, Romero is the only American lawyer in the family.

“My original aspiration was to become an astronaut,” she said. “I realized when I was in high school that I was not tall enough. It was either astronaut or lawyer.”

Former colleagues at the firm are glad it was the latter. Reflecting on her days at Crowell, Romero said, “I have a lot of good memories. I'm very grateful to Crowell because it is where I learned how to be a lawyer. Sometimes that learning process was difficult. I worked with some very demanding people—including **Brian Elmer**, and **Don Flexner**—and had a lot of mentoring from **Marc Efron**, **Laurel Malson**, **Karen Williams**, and **Ken Bruntel**, who has passed. I was fortunate to work with a lot of people who were very supportive of me, and I got the opportunity to develop leadership skills.”

“My fondest memory was the informality of the place,” Romero said. “The firm would have retreats that were always fun. I just remember it as a very collegial and fun place to be.”

Romero also reflected on being among the few minorities at the firm in the late eighties and nineties. “As a person of color, I would feel lonely, particularly in the beginning when trying to learn the ropes. Occasionally I felt like a flower trying to bloom in the desert, but that wasn't because of how the firm treated me. Rather, it was the nature of the beast. For a while there, I was one of one,” she said.

Romero was elected by her fellow associates to serve as a representative on the Associates Committee her first year at the firm, and she also served on the Summer Associates Committee and the Recruiting Committee. In the decades since, Crowell has worked to enhance its minority ranks, appointed a full-time diversity counsel, and created a first-of-its-kind law firm sponsorship initiative to help young attorneys achieve their career goals.

Crowell managing partner **Ellen Dwyer** said, “Ramona paved new ground at the firm and more broadly within the legal community through her bar involvement. Her successful career is an example for many lawyers today.”

“When I became engaged in the DC Bar and in the early nineties became president of the DC Hispanic Bar, the firm was enormously supportive of those efforts. The firm allowed me to be a lawyer and be a leader both internally and externally, and that has proven enormously useful as I developed professionally and as a person,” Romero said. “I am very grateful. I got excellent training that I still rely on and still cite.”

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Karen Jensen Petrulakis (Folger Levin & Kahn 1993 – C&M 2010)

Chief Deputy General Counsel, University of California

Former San Francisco partner **Karen Jensen Petrulakis** (Folger Levin Kahn 1993 – C&M 2010) is the chief deputy general counsel in the Office of General Counsel for **University of California**, where she oversees litigation system-wide. The scope of the Office of General Counsel is remarkable, and it places Petrulakis in the center of matters ranging from academic affairs litigation to counseling on critical compliance issues.

The office provides legal services to all 10 UC campuses, ranging from UC Berkeley to UC Los Angeles (UCLA), and five major medical centers, as well as the Lawrence Berkeley National Laboratory. UC has two other affiliated national laboratories. In all, there are over 235,000 students and more than 195,000 employees in the UC system.

The legal department consists of 85 lawyers system-wide, including 55 lawyers in downtown Oakland and another Crowell alumna, **Trina Mastro** (C&M 2009-2011). Petrulakis manages a team of lawyers handling litigation system-wide and assists with oversight, strategic planning, and the budget for the department.

“We have all kinds of interesting cases,” Petrulakis said. “Our cases range from filing amicus briefs on affirmative action with the United States Supreme Court, to copyright cases about cutting edge issues related to streaming of content in courses to cases regarding the repatriation of Native American remains. We litigate constitutional issues, including student protest litigation raising First Amendment concerns.”

Given the size and breadth of UC, the docket includes a large portfolio of self-insured litigation such as medical malpractice, employment practices liability, and general liability, including police practices.

In one copyright case, **Authors Guild vs. HathiTrust**, UC and four other universities were sued by the Authors Guild for copyright infringement. The university libraries, together with other universities across the country, had digitized their works to preserve their collection and improve access to it. After a court battle, the U.S. Court of Appeals for the Second Circuit ruled in the universities' favor, affirming the efforts were fair use.

“It was an important case for us,” Petrulakis said. “Digitizing was important for preserving library holdings. It was also important for research and for providing accessibility to individuals with print disabilities.”

Petrulakis also coordinates with patent specialists in overseeing litigation that arises from UC's renowned research enterprise. The UC system produces some of the country's most promising and cutting-edge inventions, averaging five new inventions each day. In one matter handled by Crowell, the Regents of the University of California were sued by Medivation, Inc. for allegedly licensing cutting-edge drugs discovered by UCLA researchers that address castration-resistant prostate cancer that were covered in an earlier license to Medivation. The UC and Crowell teams not only fought back against Medivation, but reviewed The Regents' licensing contracts with Medivation and determined that Medivation was seeking to avoid paying money that could in the future become



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owed under its license. What started as a defense matter became a recovery opportunity.

In December 2012, Crowell obtained a key summary adjudication win in the case, eliminating Medivation's contract claims against The Regents. After the victory, Crowell obtained a bench trial victory on the cross-complaint in 2013, with The Regents as cross-plaintiff. The cases are currently on appeal, and the matter has led to a second Medivation case currently pending, in which UC is seeking further recoveries.

"That was a great win. The company sued us, and then we realized we had counterclaims against them potentially worth \$32 million. One of our objectives is to make sure that we are moving forward on opportunities to recover funds," Petrulakis said. Petrulakis points out that being in-house allows lawyers not only to handle a range of litigation but to look for positive reform that can avoid problems in the future. "In-house you also get to focus on the positive, what kind of policy reforms or other changes can we implement to avoid this in the future," she said.

The daughter of a lawyer, Petrulakis began her career as a paralegal at Folger Levin & Kahn, where she worked with Gregory Call, Douglas Sullivan, and Michael Kahn. She later returned as a summer associate, and then joined Folger Levin & Kahn as associate in 1993, staying on when it joined Crowell in December 2009. Crowell San Francisco recently celebrated its five-year anniversary. "I thought it was fantastic because Crowell really welcomed us, and I think Crowell's relationship model within the partnership was very embracing. It was a very positive transition. I got some really terrific opportunities in that year I was with Crowell & Moring," Petrulakis said.

At the firm, Petrulakis was part of a leadership development group of partners across the firm and worked on major litigation for key clients, including UC. Then, the opportunity to move in-house arose.

"This was a unique and special opportunity. . . University of California is a terrific institution, an important institution for the state of California," Petrulakis said. One of the things that Petrulakis credits for preparing for her in-house role was that she was not required to be "super-specialized" in terms of expertise.

"My experience at the firm was very broad-based. I think attorneys in Crowell's San Francisco office jump into a lot of different types of cases," Petrulakis said.

Petrulakis says that in-house life at university can be even more demanding than firm life. "Each of the attorneys in the General Counsel's office has a huge scope of responsibility. The biggest surprise was how hectic it is being in-house. But I'm able to manage it because I'm used to working hard and keeping a lot of balls in the air," she said.

Petrulakis points out that Crowell's monthly retainer for advice is a unique way the firm helps support the busy docket efficiently. "It enables our in-house department to get quick advice from a senior level partner in a particular practice area. Even though we have 85 lawyers (at UC), we still come across questions that require specialized expertise that we lack in-house. It's really hard, for a one to two hour question, to set up a whole new engagement to retain outside counsel. Crowell has been a big asset through that retainer and has been generous with their time. Being able to access someone who just knows the answer off the top of their head is really helpful," she said.

"Sometimes we turn to Crowell for really difficult problems and strategic advice. If we've all come up with the same answer, we turn to people like Mike Kahn to get a new angle. We will call Crowell on the tough ones, not the easy ones that we can figure out ourselves, but on the hard, most difficult problems," Petrulakis said.

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David Florin (C&M 2000-2009)

Deputy General Counsel for Health Affairs, Yale University

If the future of medicine starts at our universities, alumnus **David Florin** (C&M 2000-2009), a former partner in Crowell's health care group, is at one of its epicenters.

As deputy general counsel for health affairs at **Yale University**, Florin is lead counsel with primary responsibility for management and resolution of the legal issues that impact the Yale School of Medicine, a \$1.5 billion research, education, and clinical operation with more than 2,100 full and part-time faculty members, and which includes the 1,600 physicians of the Yale Medical Group (the clinical faculty), as well as the School of Public Health. In addition, his internal clients also include Yale Health, a staff model HMO, and the School of Nursing.



"Yale's health care enterprise, both at the School of Medicine, School of Nursing and Yale Health, comprise close to 50 percent of the university's budget. As a result of the size and complexity of health care at Yale, the work flow is like a fire hose, a constant stream of new, unique challenges. Every day is different and making to-do lists is almost a waste of time as urgent requests continually bump matters down the queue. In addition, every day I am learning something new about academic medicine," Florin said.

Often logging 12-hour days and being available around the clock, Florin focuses on a wide range of traditional health care concerns, as well as matters involving antitrust, employment, Title IX, IP, research and technology issues. Within Yale's Office of the General Counsel, comprised of 19 lawyers and law fellows, Florin is well supported by both generalists and specialists (for example, labor and employment, IP and research, privacy, technology transfer, international and other areas of concern), who complement the intense effort. Florin said what is also quite gratifying is that many of his colleagues, all graduates of leading law schools and many with large firm experience, have been with Yale for a very long time and find great satisfaction in their work.

Florin works closely with the dean and leadership of the Medical School, which is almost 50 percent of the university and includes Nobel Laureates like Robert Schiller, Thomas Steitz, and James Rothman, and other internationally renowned researchers. And he also helps oversee the university's unique relationship with its stand-alone hospital system.

"Currently we are in the process of a large strategic undertaking, alongside our health system partners, to define our overall delivery structure to meet the demands of the future. At the end of the day, we are trying to find the best model to fulfill our joint goal of providing high quality affordable primary and specialty care for the people of Connecticut and beyond," Florin said.

Shortly after arriving at Yale, Florin negotiated an electronic medical record contract for the university and the health system valued at \$250 million. It involved more than six months of intense negotiations with Epic Systems, a leader in academic system EMR's. In the end, the Yale entities were able to achieve many of their objectives and implement an excellent system.

"Previously the university did not have an electronic medical record although the health system did have one that was being replaced. It was a huge deal," Florin said.

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He has also negotiated transactions involving a clinical trials management system, physician practice acquisitions, pharmacy management system, implementation of a mental health network with a large national network provider and various hospital affiliations. Two of the agreements he is most proud of involve the Yale Open Data Access (YODA) project and its partnering with different medical device and pharmaceutical companies to be the academic clearinghouse and platform to allow the international research community access to the companies' clinical studies supporting their FDA approved products. The data transparency movement is an important and highly controversial issue at the moment, and Yale's role in increasing transparency puts it in the vanguard of industry and research leaders.

Florin and the members of the general counsel's office assist researchers with FDA audits, technology transfer and patent issues, both with respect to pharmaceuticals and medical devices. "If it is something that can be commercialized, we often support their efforts with the patenting or licensing aspects," Florin said.

In addition, he and his colleagues have played a vital role in the increased development of Phase I, II, and III clinical trials, both those supported by Pharma as well as various governmental agencies. Florin has played a role in making those trials available to a larger patient population in Connecticut.

"On the advocacy front, right now we are writing comments to the National Institute of Health and to HHS concerning both changes on how clinical trials are managed and operated through multi-center institutional review boards, as well as the sharing and transparency of clinical trials data," Florin said.

Florin was also part of a small team, which included representatives from Princeton, UC, University of Minnesota, Harvard, and MIT, that went to HHS to address a loophole and to get their self-funded plans recognized as meeting the standards qualified for recognition or deemed status under the Affordable Care Act. The group was successful. Now, students can use their university plans and will not be forced to be covered under their parents' insurance or have to turn to insurance exchanges for coverage. In addition, at the state level, Florin is active in setting the university's legislative health care and research agenda and he testified in support of a bill allowing a university medical school to own a medical foundation for the delivery of care (it passed).

Florin said, "There are two parts of the job, both of equal importance, that are personally and professionally quite fulfilling. One is the strategic role I play, on behalf of the university, in helping to craft our future in a rapidly changing health care industry. In addition, working for a not for profit institution that is truly mission-driven really makes you work hard to find the right courses of action to take and puts real parameters on the choices that define those actions. Making all of this easier is the fact that I am working at a world class institution and with colleagues who are terrific, both as lawyers and in their focus on the mission."

Florin said the biggest surprises that have come from transitioning from law firm to in-house life is the incredible breadth of issues that he handles, the intensity of the work, the stress of the job, as well as the dedication of his colleagues in the general counsel's office in their continuing support of Yale's well-deserved reputation as one of the world's great academic and research institutions.

Faculty Positions

Several Crowell attorneys stay connected to the university mission while still in private practice as part-time faculty or leave practice to become full-time faculty. Crowell attorneys have served as adjunct professors at universities including, **Columbia University**

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School of Law, Berkeley Law, American University, and University of Virginia Law School.

At **Duke University School of Law**, alumna **Kim Bart Mullikin** (C&M 2002-2004) serves as assistant dean, public interest & pro bono and externships program director.

"Hands down, the best thing about working in a law school is the opportunity to work with students," Mullikin said. "The law students with whom I work every day at Duke are exceptionally smart and already very accomplished in life. They are enthusiastic and excited about learning, and passionate about dedicating a portion of their careers to service, which is inspiring to me."

Mullikin also remembers her days at Crowell fondly. "My best memories of Crowell are of working with incredible colleagues and partners who taught me, by way of example, how to be an effective and zealous advocate while upholding the highest standards of professionalism and ethics. And also, of course, the rubber ducks in the fountain," she said.

Donald Kochan (C&M 1999-2002) was an associate in the firm's Environment & Natural Resources Group. Now, he is associate dean for research & faculty development and a professor of law at **Chapman University Dale E. Fowler School of Law** in Orange, CA. He teaches courses on natural resources, property, administrative law, and other topics.

"I draw on my experiences at Crowell regularly in advising my students on substantive law, lawyering, and career paths. I would not be nearly as useful as a teacher or a scholar without the examples I observed at Crowell and especially the partner mentors that I was fortunate to have who taught and inspired me," he added.

At Georgetown **University**, Crowell alumni work in the Office of the General Counsel and serve as adjunct professors. **Philip Inglisma**, Crowell partner and member of the White Collar & Regulatory Enforcement Group, has served both as an adjunct professor of law at his alma mater, and as a member of Georgetown's board of directors.

"University boards have a unique and challenging mission. While they are non-profits and entrusted with precious public and private resources, they also are sophisticated business organizations, with large, complex cost-structures and a broad array of legal needs," said Inglisma.

Crowell partner **Laurel Pyke Malson**, co-chair of Crowell's **Education Practice**, said that it is a privilege to see so many firm alumni working in universities around the country and expects more will do so as universities continue to grow and drive new innovations. "One of the most rewarding aspects of working with universities is knowing the people involved and the mission of the institutions. Because of the breadth of their portfolios, university counsel and their colleagues in senior leadership positions tend to bring a broad-based and interdisciplinary focus to their approach to legal issues, which makes working with them challenging, fun, and never boring!" Malson said.

[Want to know more about what's facing America's universities? Read, "Extra Credit: What's Ahead for Universities?"](#)