

# *from* LAWYERS...



Dean Heather Gerken in conversation with Justice Sonia Sotomayor '79 in Woolsey Hall

# *... to* LEADERS

**This year's reunion highlighted Yale Law School alumni who are not only esteemed in the legal world but have set themselves apart as leaders. The weekend included an appearance by U.S. Supreme Court Justice Sonia Sotomayor '79 and the presentation of the Award of Merit to Ben Heineman '71 and Linda Rottenberg '93.**

Returning to New Haven for her 40th reunion, Justice Sotomayor spoke to a packed house at Woolsey Hall on Saturday, October 19. In a conversation with Dean Heather Gerken, the Justice talked about her road to becoming a lawyer, her passion for inspiring young children, and how she views the Court and her role on it today.

The Justice also discussed her new children's book, *Just Ask*. A diabetic since childhood, Sotomayor described the impetus behind the book—to encourage children who have different life conditions to bring conversations with their peers instead of feeling ashamed.

She also related her path to becoming a leader for change in the legal world. "We as lawyers can work at reforming the things in law that we think are wrong. That's why I became a lawyer. To make those changes," she said.

Earlier on Saturday, Gerken presented the 2019 Award of Merit to Heineman and Rottenberg, praising their work as leaders in the legal profession.

"They have spent their careers focused on purpose over process and profits, both inside and outside of the legal profession," Dean Gerken said about the award recipients. "They don't just make us proud, they've inspired us to reimagine what a Yale Law School education should look like and where it can lead."

The Award of Merit recognizes alumni or longtime faculty of Yale Law School who have made a substantial contribution to public service or to the legal profession.

Heineman was GE's Senior Vice President-General Counsel from 1987-2003, and then Senior Vice President for Law and Public Affairs from 2004 until his retirement at the end of 2005.

Rottenberg is the cofounder and CEO of Endeavor and the author of *Crazy is a Compliment: The Power of Zigging When Everyone Else Zags*.

Throughout the weekend, there were also panels on economic inequality and voting rights as well as short, informative discussions led by faculty and alumni called "Amicus Brief" presentations. Other highlights included dinners and brunches for classes ending in 4s and 9s, a student/alumni breakfast, diversity events, class activities, and time to explore New Haven.



Alumni Weekend 2019 featured a series of short talks dubbed **Amicus Briefs**. Watch videos of some of these talks and other Alumni Weekend events at [vimeo.com/showcase/6516581](https://vimeo.com/showcase/6516581).



**Tracey Meares**, Walton Hale Hamilton Professor of Law and Founding Director of The Justice Collaboratory:

**"In the last ten years or so, Tom Tyler and I have translated this theory into practice. We've changed courtrooms. We've changed schools. We've changed prisons. And we've changed the conversation around policing in the United States."**

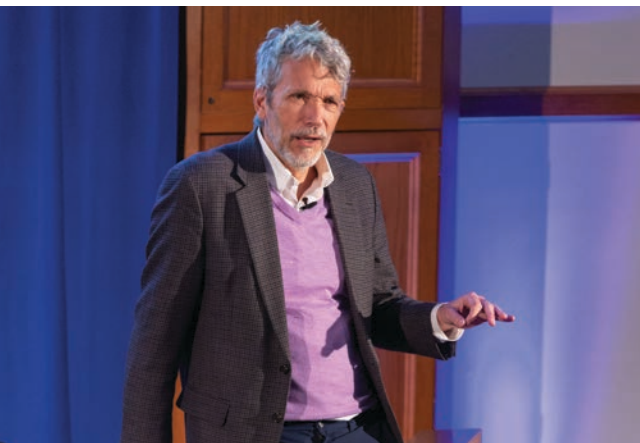


**Abbe R. Gluck '00**, Professor of Law and Faculty Director of the Solomon Center for Health Law and Policy:

**"The opioid crisis is the most challenging public health crisis in modern American history. It also happens to be the most exciting thing to happen to civil procedure in a long time. Civil Procedure professors are cool for the first time ever!"**

**Douglas A. Kysar**, Deputy Dean and Joseph M. Field '55 Professor of Law:

“Like the loss of carbon stores in the Amazon, the release of methane from a thawing Arctic is one of those tipping point systems that keep scientists awake at night. From the lawyer’s perspective, what keeps us up is that these tipping points represent sources of greenhouse gas emissions that cannot be regulated.”



**Ian Ayres** '86, William K. Townsend Professor of Law:

“We regulate your password choices much more than we regulate fund choices [for 401k plans]. When you choose a password you have to use an exclamation point or a number or upper case letters. That’s a kind of guardrail.... But we could use guardrails with regard to the fund choices you make.”

**The Award of Merit recipients shared memories of their time in law school and gave advice for the next generation of lawyers in their speeches. Below are excerpts.**

### **Linda Rottenberg '93:**

In 1997, I cofounded Endeavor with Peter Kellner '03 to identify and support high-growth entrepreneurs in emerging and underserved markets. Because of my Yale experiences, we started in Chile and Argentina; Peter, then at YLS, took a semester off to get Endeavor going. Today, the notion that entrepreneurs exist everywhere seems obvious. But 22 years ago, the phrase “emerging-market entrepreneurs” sounded downright loony. For over a decade I was known throughout Latin America and the Middle East as “Chica Loca” — the crazy girl.

Today, Endeavor operates in 35 countries on five continents as well as eight underserved hubs in the U.S. Last year, Endeavor Entrepreneurs generated \$20 billion dollars in revenue and three million jobs.

Our core business — which Tom Friedman dubbed “mentor capital” — was founded as a nonprofit. But while technically a 501C3, Endeavor never fit the nonprofit mold.

Several years ago, a committee led by LinkedIn founder Reid Hoffman helped me design Endeavor Catalyst, a rules-based fund that co-invests in Endeavor companies raising Series A, B, or C rounds of equity capital. Endeavor Catalyst offers competitive returns for our investors while also generating profits to scale and deepen Endeavor’s impact. We’ve raised over \$200 million and invested in more than 100 Endeavor companies.

What’s not to love?

Well, as I began describing Endeavor as a hybrid organization, some board members objected: “You can’t use that word, ‘hybrid.’” I was urged to come up with a new word. When the board reconvened, I explained that while many people consider for-profit versus nonprofit to be a binary choice, I disagree. Hasn’t the world moved beyond the binary? Even Facebook, which my daughters call “Instagram for old people,” has 71 gender options.





So I said: “Let’s move profit beyond the binary. You wanted a new word, OK. Endeavor is the world’s first *transprofit*.” My board decided it liked hybrid after all.

Whenever I speak to MBAs, I’m always asked why I chose law school. I’ve realized that so much of what’s definitional to me can be traced back to Yale: My connection to Latin America and a love of travel more broadly. My confidence to forge a career others thought was crazy. And my belief in erasing hard lines between sectors to create unique institutions.

### **Ben Heineman ’71:**

Lawyers have three basic roles: technical experts, wise counselors and accountable leaders.

Lawyers should aspire to play these vital roles not just in the private sector but also in the public sector and the nonprofit sector, including the academy.

Lawyers as experts, counselors, and leaders should have as their north star the basic mission of public, private, and nonprofit institutions — high performance with high integrity and sound risk management, where integrity encompasses law, ethics, and values.

In the roles of wise counselors and accountable leaders, lawyers need better, broader education, training, and experience when facing the profound, multi-dimensional problems beleaguering our fast-changing world — problems that have significant elements which go far beyond the law. Such topics as immigration, refugees, climate change, corruption, inequality, health care, racial justice, relations with China, economic growth, trade, globalization, regulation of new tech.

Lawyers as counselors and leaders should aspire to be lawyer-statespersons — where the first question they ask about the actions of their institutions is “what is legal?” but the last question must always be: “what is right?” Lawyers should also aspire to be partners

to their legal and non-legal colleagues but ultimately they must aspire to be guardians of their institution. They must always resolve the powerful tension between being a partner and being a guardian in favor of the guardian role, even if that involves personal risk or even resignation.

Lawyers as professionals and citizens must keep constantly in view the ethical dimension of their organization’s integrity which might be summarized as the duty to the institution, the duty to its stakeholders/constituents, the duty to secure the public goods which the market cannot supply, and the special duty to the public good of the rule of law and the fair administration of justice.

Lawyers as technical experts must, of course, master the “core competencies” that law schools teach. But to become wise counselors and accountable leaders, we must also learn a host of “complementary competencies” not necessarily taught or taught well.

To integrate these core and complementary competencies, lawyers must have true interdisciplinary educations beyond 127 Wall Street. At a minimum, the integration of law, business, and public policy — with students majoring in one subject, say law, but minoring in the other two, business and public policy. And, of course, to make interdisciplinarity a reality, not just an endless talking point, acquiring scientific and social scientific literacy in fields ranging from anthropology to biology to engineering to sociology to physics that underly critical problems in law, ethics, policy, and risk.

Lawyers, ultimately, must transcend their specialized professional training and become true citizens of the world if they are to assume the roles, not just of technical experts, but of the wise counselors and accountable leaders which our society — and the global society — so desperately need. Law schools must embrace the paradox of being a professional school training lawyers — but also a leadership school inspiring and educating them to be broad-gauged citizens with capacious problem-solving abilities. 📍





**Conchita Cruz '16**, Co-Executive Director of the Asylum Seeker Advocacy Project:

“We represented every family that was forced to have their asylum trial while in detention at the Dilley Family Detention Facility. And we won every case. By the end of the summer... the government decided to stop detaining families through their asylum trials in Dilley. It was another critical moment where we could have stopped and instead, we thought... we have to keep going. What happens to all the other mothers?”



**Thomas Glocer '84**, Executive Chairman, BlueVoyant LLC:

“I believe there is another deeper or more subtle reason why Americans don't like lawyers. We ask the questions best left unsaid.”





