CONFERENCE on LAW & LEADERSHIP

ELON UNIVERSITY SCHOOL of LAW

Center for Creative Leadership
Welcome
Mona Edwards
Vice President and Chief of Staff
Center for Creative Leadership

Opening Remarks
George R. Johnson, Jr.
Dean and Professor of Law
Elon University School of Law

Session I
The Role that Lawyers Should Play in Times of Uncertainty, Complexity and Ambiguity
Panelists
Raymond Burse, Vice President and General Counsel, GE Consumer & Industrial
Candace S. Cummings, Vice President - Administration, General Counsel and Secretary, VF Corporation
Martin Eakes, Chief Executive Officer, Self-Help/Center for Responsible Lending
Thomas Ross, President, University of North Carolina
Keith W. Vaughan, Chairman, Womble Carlyle Sandridge & Rice, LLP
David Gergen (Moderator), Chair, Elon University Law School Advisory Board; Senior Political Analyst, CNN; Professor of Public Service and Director, Center for Public Leadership, Harvard Kennedy School

Session II: Part A
Perspectives: The Role of Lawyers as Boundary Spanners and Navigators of Change
Speakers
Robert Cullen, Vice President and General Counsel, JSI Logistics, Adjunct Professor, Santa Clara University School of Law
Judith Wegner, Burton Craig Professor of Law, University of North Carolina School of Law
Edward C. Winslow III, Managing Partner, Brooks, Pierce, McLendon, Humphrey & Leonard, LLP
Roland Smith (Moderator), Senior Faculty, Center for Creative Leadership, Skeens Watson Visiting Professor of Leadership, Elon University School of Law

Session II: Part B
Discussion: The Role of Lawyers as Boundary Spanners and Navigators of Change
Participants will form discussion groups, facilitated by speakers from Session II, faculty members of the Center for Creative Leadership, and:
John Alexander, former President, Center for Creative Leadership; Distinguished Leadership Coach in Residence, Elon University School of Law
Steve Friedland, Professor of Law and Senior Scholar, Elon University School of Law

Reflection & Commentary
A CEO’s Perspective on Navigating Change and Complexity
Dennis R. Glass
President and CEO
Lincoln Financial Group

Closing Remarks
George R. Johnson, Jr.
RECEPTION & DINNER
6:30 p.m.
O.Henry Hotel
624 Green Valley Road, Greensboro, NC

Introduction of Keynote Speaker
Leo M. Lambert
President
Elon University

Keynote Address
Lawyers as Leaders
David Gergen

APRIL 14, 2012
H. Michael Weaver Building of Elon University School of Law
201 N. Greene Street, Greensboro, NC

Continental breakfast at 8:30 a.m.
Program at 9:00 a.m.

Welcome
George R. Johnson, Jr.

Reflections on Day One
David Gergen

Session III
Cultivating Leaders: What Role Should Law Schools Play in Preparing Effective Lawyer-Leaders?
Panelists
Louis Bilionis, Dean and Nippert Professor of Law, University of Cincinnati College of Law
Marina Hsieh, Senior Fellow, Santa Clara University School of Law
Judith Wegner, Burton Craig Professor of Law, University of North Carolina School of Law
George R. Johnson, Jr. (Moderator)

Session IV
The Next Generation Lawyer-Leader – A Glimpse into the Future
Panelists
Tiffany D. Atkins, Staff Attorney, Legal Aid of North Carolina
M. Alexandra Hazel, Attorney, Jud A. Fischel, P.C.
Lora Howard, Counsel, Younce & Moore, LLP
W. Craig Turner, Attorney, Smith Moore Leatherwood LLP
Faith Rivers James (Moderator), Associate Professor of Law and Director of the Leadership Program, Elon University School of Law

Introduction of the Keynote Speaker
Ellen M. Gregg
Partner, Womble Carlyle Sandridge & Rice, LLP
Member, Elon University Law School Advisory Board

Keynote Address
The Honorable Sandra Day O’Connor
Associate Justice (ret.)
United States Supreme Court

Closing Remarks
George R. Johnson, Jr.

Lunch & Closing Reception
The Honorable Sandra Day O’Connor

Associate Justice (ret.) of the United States Supreme Court Sandra Day O’Connor served a distinguished 24-year term on the nation’s highest court. Her career has been shaped by extensive experience in the legal profession. She served as a partner in her own law firm and as a lawyer for local, state and federal governments. She has been a state trial and appellate court judge, a state legislator and a committed civic volunteer and leader.

Justice O’Connor served on the Arizona Court of Appeals and as a superior court judge in Maricopa County, AZ, before her nomination to the Supreme Court by President Ronald Reagan in 1981. She served as a state senator in the Arizona legislature from 1969 to 1975 and was the first woman to serve as majority leader of a state Senate. She also served as assistant attorney general of Arizona and in private law practice in Phoenix. Justice O’Connor’s career began in 1952 as deputy county attorney in San Mateo County, CA.

She earned an undergraduate degree and law degree from Stanford University. In retirement, Justice O’Connor has led a national discussion on the future of the judiciary. She maintains law chambers at the Supreme Court, where retired justices are provided space to write and study, and to serve at times with the lower federal courts.

Justice O’Connor dedicated Elon University School of Law on September 19, 2006. She returned to Elon Law in March of 2010, delivering remarks before the student body, faculty and staff of the law school on leadership and issues facing the judicial branch in federal and state government. She delivered the Convocation Address at Elon University in 2006.

David Gergen

David Gergen is the chair of the Elon University Law School Advisory Board, former adviser to four United States presidents, and professor of public service and director of the Center for Public Leadership at the Harvard Kennedy School.

As a commentator, editor, teacher, public servant, bestselling author and presidential adviser, Gergen has been an active participant in American national life for 40 years. He held positions in the administrations of Presidents Reagan, Nixon, Ford and Clinton. Currently, Gergen is editor-at-large for U.S. News & World Report, a senior political analyst for CNN, and a frequent lecturer at venues around the world. A native of Durham, NC, Gergen is an honors graduate of Yale University and Harvard Law School, and is a member of the Washington, D.C. bar.
**PARTICIPANTS**

**Louis Bilionis**  
Dean and Nippert Professor of Law  
University of Cincinnati College of Law  

Louis Bilionis is a nationally recognized scholar in the areas of constitutional law and criminal law and procedure. A member of the University of North Carolina-Chapel Hill law faculty from 1988 to 2005, he was appointed the UNC’s first Samuel Ashe Distinguished Professor of Constitutional Law in 1999.

Bilionis has served in private practice, representing major national and multinational corporations in litigation, and in public practice, as an assistant appellate defender representing indigent criminal defendants. He served as a law clerk for the Honorable Francis D. Murnaghan, Jr., of the U.S. Court of Appeals for the Fourth Circuit. He is a Phi Beta Kappa graduate of UNC-Chapel Hill and a magna cum laude graduate of Harvard Law School.

**Raymond Burse**  
Vice President and General Counsel  
GE Consumer & Industrial  
General Electric Co.

Raymond M. Burse has been Vice President and General Counsel of GE Consumer & Industrial, a subsidiary of General Electric Co., since 2005. He served as General Counsel for GE Consumer Products from 2002-2005. He joined GE in 1995 as Senior Counsel. Before joining GE, Burse was a partner at Wyatt, Tarrant & Combs, in Louisville, Kentucky, from 1989-1995, and President of Kentucky State University from 1982-1989.

He serves as a member of the Board of Governors for the Center for Creative Leadership and as a Director of The Community Foundation for Louisville Inc. He received his J.D. from Harvard University and his B.S. from Centre College.

**Robert Cullen**  
Vice President and General Counsel, JSI Logistics  
Adjunct Professor, Santa Clara University School of Law

Robert Cullen is the author of *The Leading Lawyer, A Guide to Practicing Law and Leadership* (Thompson West, 2009). He is the Manager of the LinkedIn group ‘Leadership for Lawyers’ which has over 12,000 members. He teaches Leadership and Negotiations at Santa Clara University School of Law, where he has taught for 10 years.

Cullen practiced law for 20 years and was a shareholder and managing partner of Hoge, Fenton, Jones & Appel, Inc., a San Jose based law firm. He is a mediator and arbitrator. He teaches and gives continuing education seminars on strategic negotiation and leadership for lawyers.
Candace S. Cummings  
Vice President - Administration, General Counsel and Secretary  
VF Corporation  

Candace Cummings directs VF Corporation’s legal matters, including securities law, mergers and acquisitions, general corporate law and corporate governance, intellectual property law and litigation, as well as Human Resources. She joined VF in 1995. Previously, she was a senior partner at the international law firm of Dechert Price & Rhoads, headquartered in Philadelphia. Her principal concentrations at the firm were corporate and securities law. Cummings serves on the board of directors of WRAP (Worldwide Responsible Accredited Production), an independent, non-profit organization dedicated to the certification of ethical manufacturing throughout the world. She received her B.A. from Middlebury College and J.D. from the University of Virginia.

Martin Eakes  
CEO  
Self-Help/Center for Responsible Lending  

In 1980, Martin Eakes co-founded Self-Help, a community development lender that has provided almost $6 billion in financing to more than 60,000 homebuyers, small businesses and nonprofits. Self-Help reaches people who are underserved by conventional financial institutions—particularly persons of color, women, rural residents and low-wealth families.

In 1998, Eakes helped formulate the Coalition for Responsible Lending, a coalition of 120 financial institution CEOs and 86 organizations representing 3 million North Carolina citizens to stop predatory lending practices in North Carolina and nationally. The work of the Coalition resulted in the nation’s first anti-predatory mortgage lending law being enacted in the state of North Carolina in 1999. In 2002, Self-Help created a research and policy affiliate, the Center for Responsible Lending to protect home ownership and family wealth.

A nationally recognized expert on development finance, Eakes has been honored by the John D. and Catherine T. MacArthur Foundation as a MacArthur Fellow for his work. Eakes holds a law degree from Yale, a Master's from the Woodrow Wilson School of Public Affairs at Princeton and a B.A. from Davidson College.

Mona Edwards  
Vice President and Chief of Staff  
Center for Creative Leadership  

Before joining the Center for Creative Leadership, Edwards served as the Deputy/Assistant City Manager for the City of Greensboro. In that capacity, she was second in command for the City and was responsible for over 1,100 employees. Previously, Edwards practiced law in Virginia for five years, initially with The Legal Aid Society and thereafter in private practice.

Edwards serves on the Boards of the United Way of Greensboro, the Community Foundation of Greater Greensboro, Action Greensboro Core Committee, and Communities-in-Schools of Greater Greensboro. She holds a J.D. degree from Washington and Lee University School of Law and a B.A. degree from the University of Virginia.
Dennis R. Glass
President and CEO
Lincoln Financial Group

Dennis R. Glass serves as a director on the Board of Directors for Lincoln National Corporation. He is also president and serves on the Board of the principal insurance subsidiaries of Lincoln Financial Group. Glass was president and chief operating officer of Lincoln Financial Group from 2006-2007. Previously, he served as president and chief executive officer of Jefferson Pilot Corporation, which merged with Lincoln Financial in 2006. Prior to joining Jefferson Pilot in 1993, Glass held executive-level finance and investment positions in the insurance and investment industries.

Glass has served as chairman of the Board of the American Council of Life Insurers (ACLI), and currently co-chairs ACLI’s Committee on Principal-Based Reserving. He has been active in numerous charitable and civic activities. Glass is an alumnus of the University of Wisconsin-Milwaukee, where he received a B.A. and a Master’s in business administration.

Marina Hsieh
Senior Fellow
Santa Clara University School of Law

Marina Hsieh has been a Senior Fellow at Santa Clara University School of Law since 2004, where she also served as Assistant Dean for Academic & Professional Development from 2005-2011. She has taught at UC Berkeley, UC Davis, the University of Maryland, Columbia, and New York University law schools. She is Vice President of the National ACLU Board, a member of several accreditation teams for the Western Association of Schools & Colleges, and was an inaugural member of the California State Bar Council on Access & Fairness.

Hsieh is a former Assistant Counsel of the NAACP Legal Defense & Educational Fund, Inc. and law clerk to Associate Justice John Paul Stevens on the U.S. Supreme Court and Hon. Louis H. Pollak of the Eastern District of Pennsylvania. Hsieh earned a J.D. at Boalt Hall School of Law, University of California, Berkeley, and an A.B. at Harvard University.

Faith Rivers James
Associate Professor of Law and Director of the Leadership Program
Elon University School of Law

Faith Rivers James researches the challenges of preserving property ownership for African Americans – especially in poor coastal communities in the Carolinas. Rivers James’ scholarship proposes property law and tax policy solutions to the conundrum of heirs’ property. Rivers James teaches Legislation, Nonprofit Organizations, Property, and Public Law & Leadership, a course she created at Elon. She has taught at Vermont Law School, where she was a member of the environmental faculty, and at the University of South Carolina School of Law.

Rivers James began practicing as a legislative attorney in the Washington, DC office of Akin Gump Strauss, Hauer & Feld, LLP. She then served as Counsel and Senior Policy Advisor to the Majority Leader of the U.S. Congress and later served as Executive Director of the South Carolina Bar Foundation. Rivers James received a bachelor’s degree in government and sociology from Dartmouth College and a Juris Doctorate from Harvard Law School.
George R. Johnson, Jr.
Dean and Professor of Law
Elon University School of Law

George R. Johnson, Jr., was named dean of Elon Law in 2009. He joined Elon in 2006 as part of the law school’s founding faculty. He also served as the school’s associate dean for academic affairs. As dean, Johnson was instrumental in the process that achieved full accreditation by the American Bar Association in June 2011.

Johnson began his public service career as assistant counsel for the U.S. House of Representatives Committee on Banking, Finance and Urban Affairs. He joined the Carter administration in 1979 in the Executive Office of the President, serving as Assistant General Counsel for the White House Council on Wage and Price Stability. Johnson has worked in the private practice of law and has served on the faculty of George Mason University School of Law and Howard University School of Law, where he also served as associate dean for academic affairs. From 1996 to 2002, Johnson served as president of LeMoyne-Owen College. He has served on the boards of trustees/directors of Amherst College, the United Negro College Fund, the Council of Independent Colleges, the Economic Club of Memphis, and Universal Life Insurance Company. Johnson received his baccalaureate degree, *cum laude*, from Amherst College, and his law degree from Columbia University.

Thomas W. Ross
President
University of North Carolina

Thomas W. Ross became President of the 17-campus University of North Carolina in 2011. He has served in the private practice of law, as chief of staff for a Member of Congress, as a professor in UNC-Chapel Hill’s School of Government, as a judge for 17 years on the North Carolina Superior Court, as director of the state’s Administrative Office of the Courts, as executive director of the Z. Smith Reynolds Foundation and as President of Davidson College beginning in 2007. He served in that role until he assumed leadership of UNC. In 1990, he led a N.C. Sentencing and Policy Advisory Committee whose recommendations became law and a model for similar programs nationwide.

Ross serves on the Board of Governors of the Center for Creative Leadership, advisory boards for the NC Humanities Council and the NC State University Institute for Emerging Issues, and the honorary Board of Directors of the Conservation Trust of North Carolina. His contributions to the judicial system have been recognized through the William H. Rehnquist Award for Judicial Excellence and Governing Magazine’s National Public Official of the Year Award. He holds a bachelor’s degree in political science from Davidson College and graduated with honors from the UNC-Chapel Hill School of Law.

Roland Smith
Senior Faculty
Center for Creative Leadership
Skeens Watson Visiting Professor of Leadership
Elon University School of Law

Roland Smith leads CCL’s legal sector practice group, having published “The Changing Nature of Leadership in Law Firms” in 2009. He is experienced in working with in-house counsel, executive committees, practice groups and regional law offices. He has served on the faculty of Elon University School of Law since 2009.

In 2011, Smith was appointed special adviser by the North Carolina Bar Association to create a Leadership Academy for young lawyers for the organization’s Young Lawyer Initiatives Task Force.
In addition to his work with attorneys, Smith has provided leadership training for doctors, scientists, engineers, accountants and corporate executives. He received a B.A. and M.A. from Boise State University and a Ph.D. in Organizational Learning from the University of Idaho.

Keith W. Vaughan  
Chairman  
Womble Carlyle Sandridge & Rice, LLP

Keith Vaughan has been Chairman of Womble Carlyle since 2002. Over the past 30 years, he has tried numerous jury and bench trials, handled various administrative proceedings and argued a wide range of matters in appellate courts in matters involving business, product liability, toxic tort and environmental issues. Prior to assuming his current management role, Vaughan served for 10 years as the firm’s Litigation Practice Group Leader.

Vaughan serves as Chair of the Managing Partner’s Committee of Lex Mundi, the world’s leading association of independent law firms. His civic activities include service as Chairman of the North Carolina Partnership for Economic Development, Chairman of the Board of Directors of the Piedmont Triad Partnership and Chairman of the United Way of Forsyth County. Vaughan was recognized by the legal profession in a survey of large law firm managing partners as one of the 10 “most admired leaders.” He holds a B.A. from Wake Forest University, cum laude, and a J.D., University of Georgia, cum laude.

Judith Welch Wegner  
Burton Craige Professor of Law  
University of North Carolina School of Law

Judith Welch Wegner served as dean of the UNC School of Law from 1989 to 1999, after serving for eight years as a member of the faculty and for two years as associate dean. She recently completed a research leave as Senior Scholar at the Carnegie Foundation for the Advancement of Teaching and has been principal investigator on the Foundation’s major study on legal education, part of its “Program on Preparation for the Professions.”

Following graduation from law school, Wegner served as law clerk to U.S. District Judge Warren J. Ferguson. She then was an attorney-adviser in the Office of Legal Counsel and an appellate attorney in the Lands and Natural Resources Division of the U.S. Department of Justice. She also was special assistant to U.S. Secretary of Education Shirley M. Hufstedler.

Wegner visited at the College of Law, University of Iowa before joining the UNC-Chapel Hill law faculty in 1981. She has taught and written in the areas of legal education, land use, property law, state and local government law, and the rights of disabled persons. Wegner was president of the Association of American Law Schools in 1995 and served on the national executive committee of The Order of the Coif. She has served as chair of the faculty for UNC-Chapel Hill and as chair of the UNC (System) Faculty Assembly. She earned a J.D. (Order of the Coif) from the University of California at Los Angeles and a B.A. (Phi Beta Kappa) from the University of Wisconsin at Madison.

Edward C. Winslow III  
Managing Partner  
Brooks, Pierce, McLendon, Humphrey & Leonard, LLP

Ed Winslow represents business and corporate clients with an emphasis in the fields of banking and financial services. Principal clients include bankers associations, banks, savings banks, insurers, and other financial services firms within and outside North Carolina.
Winslow’s professional and community activities include: General Counsel, North Carolina Bankers Association; Member, North Carolina General Statutes Commission; President, Greensboro Bar Association, 2010–2011; Faculty, North Carolina Bank Directors College; Faculty, North Carolina School of Banking; Fellow, American College of Mortgage Attorneys; Board of Advisors, University of North Carolina Banking Institute; Member, Board of Directors, Greensboro Library Foundation; and Member, Operating Board of Directors, Greensboro Economic Development Partnership.

Winslow is listed in The Best Lawyers in America (Woodward/White) in Banking Law and in Chambers USA: America’s Leading Lawyers for Business in Corporate Law/Mergers & Acquisitions and Banking & Finance. Winslow earned a J.D. with high honors from University of North Carolina and an undergraduate degree from Davidson College. He also studied at University of Montpelier, Montpelier, France.

**NEXT GENERATION LAWYER-LEADERS**

**Tiffany D. Atkins**
Staff Attorney
Legal Aid of North Carolina

Tiffany Atkins is a member of the Domestic Division of Legal Aid of North Carolina, where she provides representation to low-income clients in cases of child custody, divorce and domestic violence, and conducts clinics educating clients on legal matters related to child custody and divorce. Atkins is a 2011 graduate of Elon University School of Law. She is the recipient of The David Gergen Award for Leadership and Professionalism, given to one Elon Law student from each graduating class whose contributions to the law school and the community at large represent a commitment to Elon’s mission of service and leadership. She holds a B.A. from the University of North Carolina at Greensboro.

**M. Alexandra Hazel**
Attorney
Jud A. Fischel, P.C.

Alix Hazel practices Litigation with a specialization in Equine Law. She is a member of the Virginia State Bar, the D.C. Bar, the Virginia Trial Lawyers Association and the Fauquier County Bar Association. Hazel serves on the Boards of Directors of the Fauquier Free Clinic and Rappahannock Legal Services. She is a graduate of the Elon University School of Law and was the University’s representative for the American Bar Association and founding member of the Women’s Law Association. Hazel interned with the international firm Baker & McKenzie in its Real Estate Department in Paris, France. Hazel holds a B.A. from Harvard University.

**Lora Howard**
Counsel
Younce & Moore, LLP

Lora Howard is Counsel for Younce & Moore, LLP in Greensboro, North Carolina where she practices Civil Litigation. Howard is active in the Greensboro Bar Association and is a current member of the Colloquium Committee. In her previous thirteen year business career, she served as a Senior Business Analyst for The Timken Company and as Adjunct Professor of Information Technology at High Point University. Howard earned a B.S. from High Point University, an M.B.A. from the University of North Carolina-Chapel Hill, and a J.D. from Elon University School of Law where she currently serves as a Preceptor.
Howard holds professional certifications in Project Management and Supply Chain Management. She is a LEED certified Green Associate. She served as a Loaned Executive for the United Way in Randolph County and is the recipient of The Timken Company’s highest corporate distinction, The Dedication to Excellence Award.

W. Craig Turner
Attorney
Smith Moore Leatherwood LLP

Craig Turner is a member of Smith Moore Leatherwood’s Litigation group. He earned his law degree, summa cum laude, from Elon University, where he helped draft the school’s first honor code and was an active member of the Moot Court Board. Turner was a student representative to a Presidential Task Force to build Elon Law’s Leadership Curriculum. Prior to joining the firm, Turner clerked for the Honorable James L. Gale and the Honorable Ben F. Tennille of the North Carolina Business Court. He is a former naval officer and graduate of the United States Naval Academy.
ABOUT THE CENTER FOR CREATIVE LEADERSHIP

The Center for Creative Leadership (CCL®) is a top-ranked, global provider of executive education that accelerates strategy and business results by unlocking the leadership potential of individuals and organizations. Founded in 1970 as a nonprofit, educational institution and focused exclusively on leadership education and research, CCL helps clients worldwide cultivate creative leadership - the capacity to achieve more than imagined by thinking and acting beyond boundaries - through an array of programs, products and other services. Ranked among the world’s Top 10 providers of executive education by Bloomberg BusinessWeek and the Financial Times, CCL is headquartered in Greensboro, N.C., with offices in Colorado Springs, Colo.; San Diego, Calif.; Brussels; Moscow; Singapore; Delhi, India and Addis Ababa, Ethiopia. Its work is supported by 500 faculty members and staff.

www.ccl.org

ABOUT ELON UNIVERSITY SCHOOL OF LAW

Elon University School of Law, founded in 2006, prepares students to be exceptional lawyers through a rigorous core curriculum, including a leadership program that equips students to address regional, national and global challenges, in an environment that emphasizes innovative teaching and an array of field-based experiences.

Student learning is enriched through a close association with the faculty, who provide global perspectives and a commitment to innovative teaching, scholarship and service. Students benefit from regular interaction with leaders in law, business and civic life, including members of the law school’s advisory board, chaired by a former adviser to four U.S. presidents, and including two former North Carolina governors, three former Chief Justices of the North Carolina Supreme Court, and the Chair of the American Red Cross.

law.elon.edu