



PENNSYLVANIA
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SCHOOL
SUMMER
2021

UNIVERSITY OF PENNSYLVANIA
CAREY LAW SCHOOL
SUMMER 2021

The Future of Medicine

Five alumni working on the frontiers of healthcare prove the breadth and benefits of legal training.



PennLawJournal



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KEEP IN TOUCH

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CORRECTIONS

Every effort has been made to ensure accuracy. We offer our sincere apologies for any typographical errors or omissions. Please forward any corrections to the attention of:

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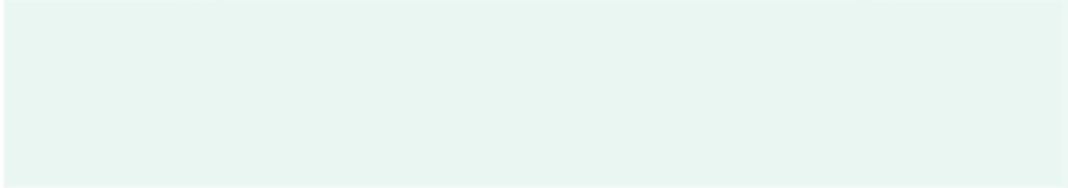
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COVER: ILLUSTRATION BY CHRIS GASH

ON DOCKET









José Cil L'94 worked his way up to lead Restaurant Brands International, the parent company of Burger King, Popeyes, and Tim Hortons.



PHOTO: SONYA REVELL





The Future of Medicine

Five alumni, five astounding efforts to change healthcare. Goes to show the benefits of legal training, applied to pressing problems for the good of humanity.

46

Vietnam Revisited

Like the pandemic, the Vietnam War caused disruptions including the suspension of regular exams. History does repeat, if imperfectly.

The Burger King

José Cil L'94 exudes joy as the CEO of one of the largest fast-food operations in the world. And he's got reason to smile, with an uptick in quarterly results.

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SPAC Master

Betsy Cohen L'66 knows opportunity when she sees it. A banking pioneer, she's banking on her acumen to help companies go public in a new way.

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FROM THE DEAN

PHOTO: SAMEER KHAN / FOTOBUDDY



AS SOMEONE WHO HAS BEEN TEACHING HEALTH law for a long time, I appreciate the complexities of medical regulation and how hard it is to innovate — although some of the obstacles have been cleared in recent years. Note to lawyers.

In the Journal cover story titled “The Future of Medicine” we detail the remarkable efforts of five alumni who, armed with their legal educations, have been thinking about and putting into action new paradigms for healthcare.

Aretha Delight Davis L’97, CGS’05 created a comprehensive and collaborative model for end-of-life decision-making; Marie Hurabiell L’96 helped devise a transformative new method for mental health treatment using artificial intelligence and the power of speech; Anthony Mazzarelli L’03, GR’03 imagined a more efficient and cost-effective way to deliver hospital services; Kiran Musunuru ML’19 developed a potential magic bullet for heart disease; and Adam Vandervoort L’99 helped pave the way for the rapid growth of telemedicine.

Over the last year we have seen how crucial it is to have a well-functioning, creative healthcare system. The pandemic stretched resources to the limit. The Law School was not immune. Our students, faculty, and staff were tested as we scrambled to put in place a reliable infrastructure that would allow the Law School to continue to provide a world-class legal education. (See [page 6](#) for a recap of some of our efforts.)



#PENNLAW





Prof. @COFinkelstein explains how the Biden Administration is defending Trump's sweeping view of executive power. pennlaw.news/3fG9xu2



Prof. Feldman: HIPAA doesn't prevent businesses and employers from requesting vaccination status. Find out why: fxn.ws/3A9netU





On May 15, 1927, Dr. Sadie T.M. Alexander became the first Black woman to graduate from the Law School. To pay tribute to her legacy, this year the Law School launched three new full-tuition scholarships created in her honor.

pennlaw.news/3d4x1bm

Prof. Christopher Yoo speaks about the multilayered challenges of #broadband expansion: pennlaw.news/3vXq5CJ

U.S. Chief District Judge Juan Sánchez L'81 and other federal judges highlight the critical role of citizens in maintaining public trust in the justice system. go.usa.gov/xHsjg



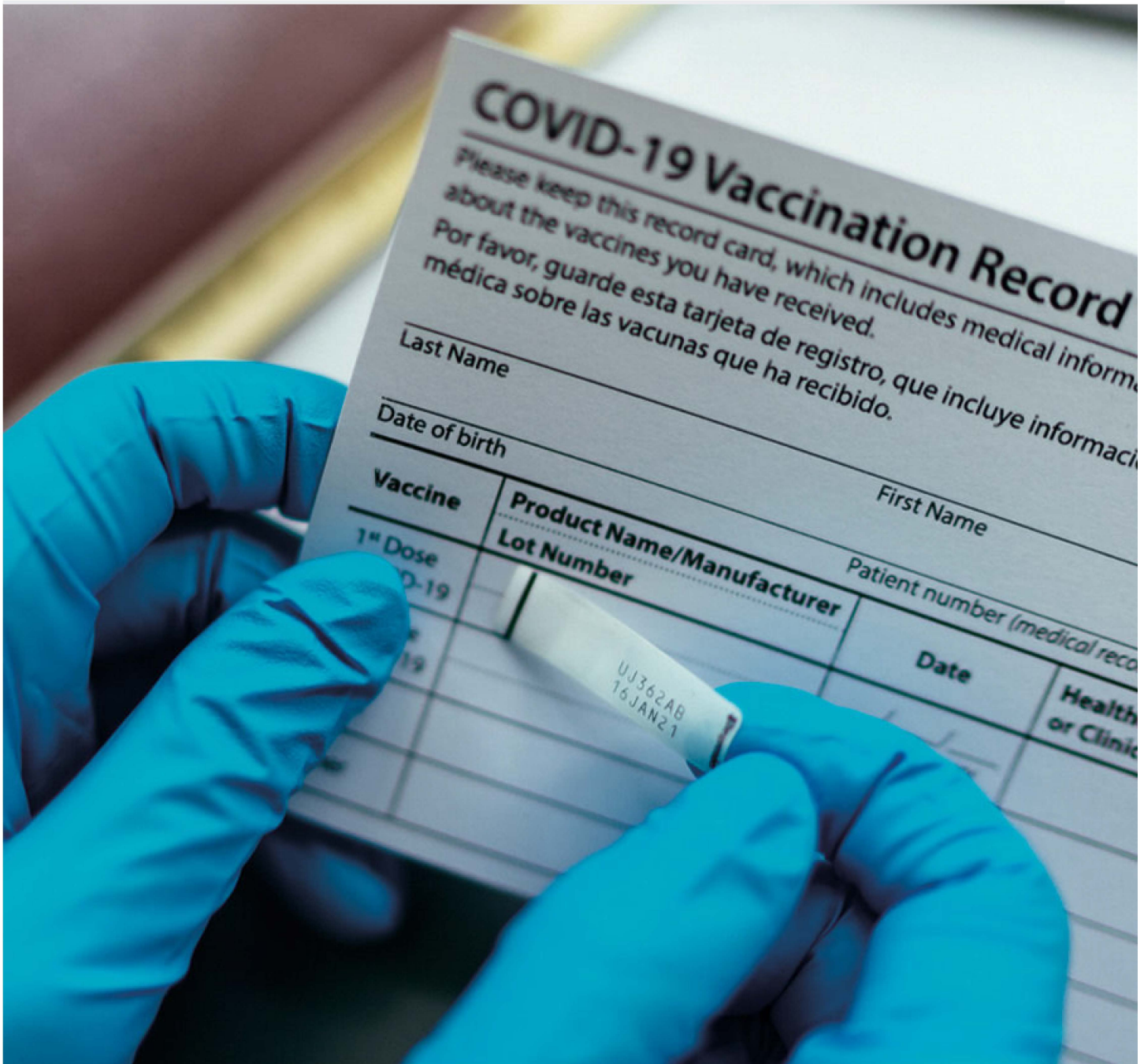
“Broadband has created what has long been known as the ‘homework gap,’ and with the shift to virtual education, the gap became a chasm. The ability to access broadband became an outright barrier, and not just a matter of lower quality.”

CHRISTOPHER YOO

John H. Chestnut Professor of Law, Communication, and Computer & Information Science

#PENNLAW





Prof. Feldman: HIPAA doesn't prevent businesses and employers from requesting vaccination status. Find out why: fxn.ws/3A9netU





The @RegReview commemorates Pride Month with a series of essays on how regulation affects LGBTQ+ communities: bit.ly/3AaevHI

Prof. @COFinkelstein explains how the Biden Administration is defending Trump's sweeping view of executive privilege: pennlaw.news/3fG9xu2





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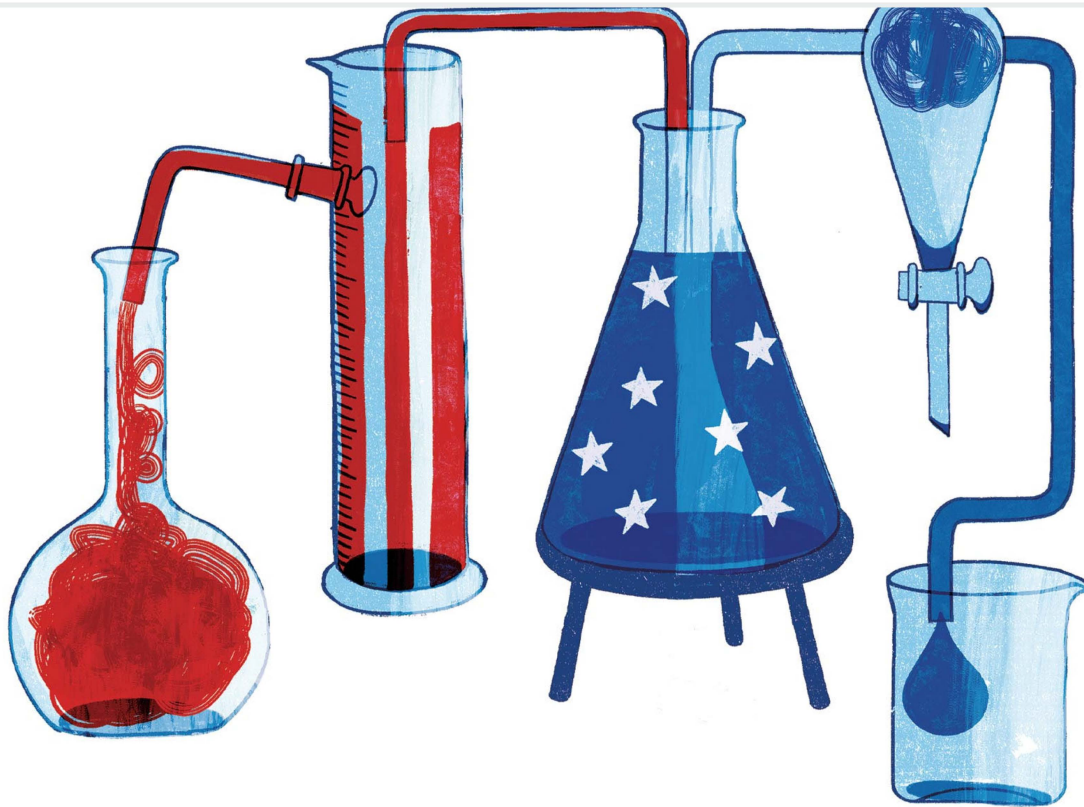
U.S. Chief District Judge Juan Sánchez L’81 and other federal judges highlight the critical role of citizens in maintaining public trust in the justice system. go.usa.gov/xHsJg

AT ISSUE

AT ISSUE

ILLUSTRATION: DAVID POHL





Federalism, Now More Than Ever

By **Kaytlin Roholt Lane L'14, GR'14**

AS IDEOLOGICAL POLARIZATION DEEPENS AND CIVIC DISCOURSE continues to degrade, there is a growing sense in America today that something in our political system is broken. Theories about the cause are manifold: a biased media, politicians who have lost touch with their constituents, systemic flaws in our constitutional structure. But a return to normalcy — and perhaps more importantly, civility—might be as simple as embracing one of the chief principles upon which the American political system was founded — federalism.

In crafting our constitutional arrangement, the Framers chose a political union that divides power between a central government and member sovereigns. Federalism, they believed, was the best way to ensure a harmonious union between separate states with distinct cultures and political preferences. Yet over the past century, our political system has become increasingly centralized, with the federal government prescribing one-size-



country is politically fractured, with diverse sectors of society straining under the weight of policy dictated by distant lawmakers unacquainted with the needs of their constituents. By returning power to the states — those same powers expressly reserved to them under the Tenth Amendment — we can hope for some semblance of harmony.

While the Constitution clearly envisions a federal system, American federalism is, in part, the result of historical happenstance. Our democratic republic took form from thirteen colonies that came together as thirteen independent states. But the Framers were intentional in their decision to preserve the arrangement, believing that government that is closer to the people it serves is more effective.

[READ FULL ARTICLE](#)

NEWS & EVENTS

IN SESSION



With high expectations, the Law School prepares for full in-person program in the Fall.

State of the Law School: 'Flexible and Nimble' During Pandemic

Dean Ted Ruger told a group of alumni attending a virtual gathering during



faculty, students, and staff.

About sixty percent of students chose the in-person option. Ruger said he expects most JD students back on campus in the Fall as the Law School returns to near-normal operations.

“We don’t know exactly how Fall 2021 is going to look,” Ruger said in a State of the Law School presentation, acknowledging the uncertainties of the pandemic. “We certainly hope that it’s going to be better than Fall 2020 or Spring 2021.”

The Law School — which has had no in-building person COVID transmission — is certainly well-prepared for the return of most staff, students, and faculty given the resilience and adaptability on display during the past year of the pandemic, with Dean of Students Felicia Lin characterizing Law School leadership, students, and the faculty as “flexible and nimble.”

[READ FULL ARTICLE](#)

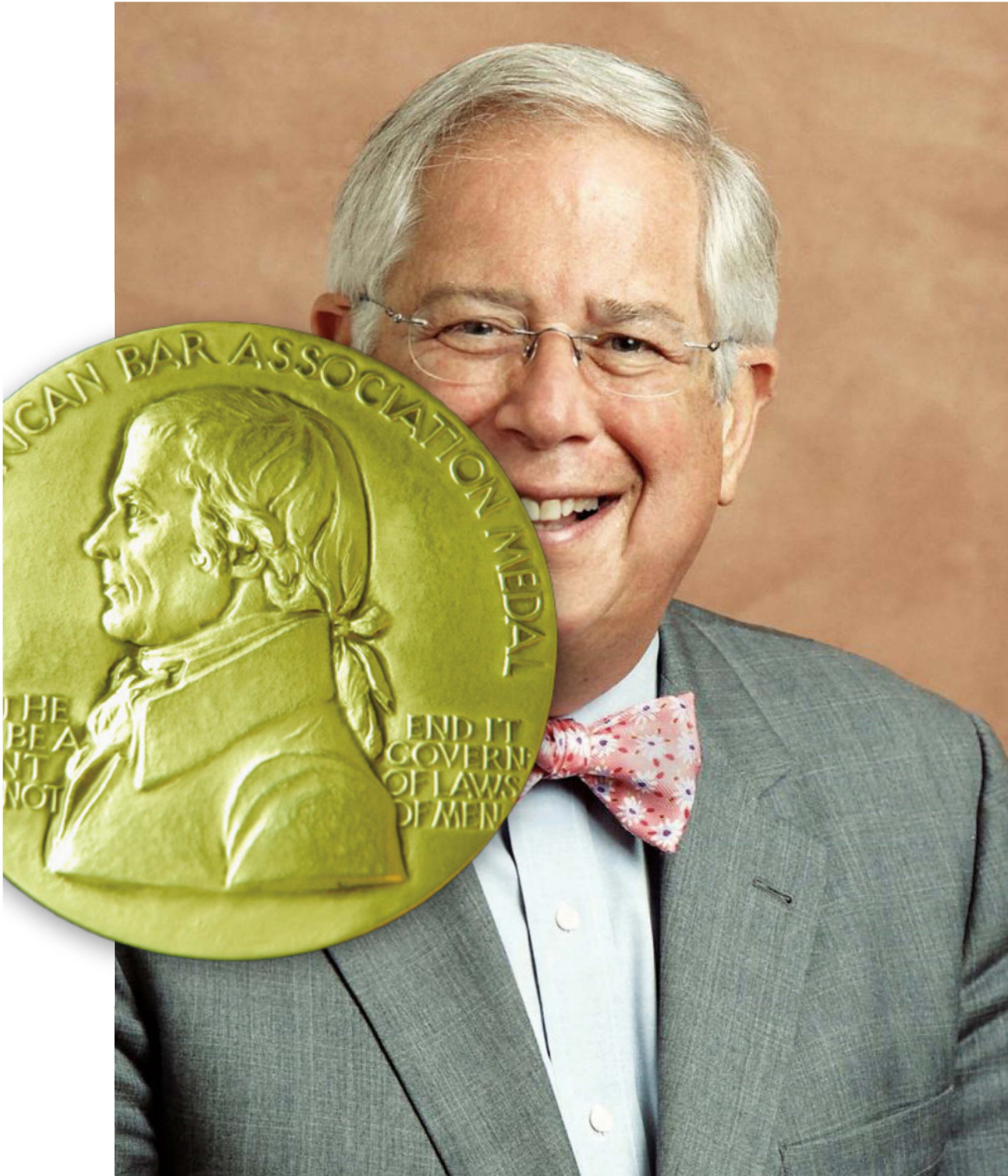
The Quattrone Center Launches Website to Help Prosecutors Set Up Conviction Review Units

The Quattrone Center for the Fair Administration of Justice at the University of Pennsylvania Carey Law School has launched a new website, www.convictionreview.net, to help prosecutors in conviction review units, as well as innocence organization lawyers, navigate the issues involved in investigating and resolving wrongful convictions.

“Conviction review units help promote the highest ideals of our criminal justice system, and jurisdictions across the country want to know how to create them and make them effective,” said Marissa Bluestine, Assistant Director at the Quattrone Center.

“[Convictionreview.net](http://www.convictionreview.net) fills the need for a single, comprehensive resource where prosecutors can go to learn about best practices to implement, find templates they can use to develop strong policies, or even just to help them think through the difficult issues that exist in this space.”

The site is a one-stop-shop for materials and templates, a wide variety of information regarding best practices, and guidance for working with victims and surviving victims’ families. All resources and materials available on the website are free to anyone interested in reviewing best practices, although particularly aimed at prosecutors who need them.





Lawrence Fox C'65, L'68 recognized for his dedication to legal ethics and professional responsibility and his service to the ABA.

Lawrence Fox Receives the ABA Medal, the American Bar Association's Highest Honor

In recognition of over 50 years as a champion of legal ethics, professional responsibility, and pro bono work, the American Bar Association awarded Lawrence J. Fox C'65, L'68 the ABA Medal, the professional organization's highest honor.

Fox received the ABA Medal at the virtual General Assembly on August 4, the opening day of the ABA 2021 Hybrid Annual Meeting.

The ABA Medal recognizes exceptionally distinguished service by a lawyer or lawyers to American jurisprudence and is given only in years when the ABA Board of Governors determines a nominee has provided extraordinary service to the legal profession.

"As a practitioner, pro bono volunteer, law professor and national bar leader, Larry Fox has distinguished himself as one of the giants of the legal profession," ABA President Patricia Lee Refo said. "In addition to his decades of service to the American Bar Association, Larry has been a leading voice on legal ethics and professional responsibility, has taught and mentored countless law students, and consistently done impactful pro bono work, particularly in the area of death-penalty representation. In more than a half century of legal work, Larry has exemplified the highest standards and ideals of the legal profession."

The ABA also recognized Fox's distinguished record of service to the association, which includes longtime membership in the House of Delegates and helping to launch the forerunner to ABA Day in D.C., the association's annual grassroots lobbying event on Capitol Hill. Fox also has held top leadership posts of the Standing Committee on Ethics and Professional Responsibility, the Commission on the Evaluation of the Rules of Professional Conduct, the ABA Death Penalty Representation Project and the Section of Litigation.

Fox is recognized nationally as one of the most active ABA participants in contributing to issues relating to lawyer and judicial conduct and has taught professional responsibility for three decades, lectured at more than 35 law schools on the same topic and written or co-written eight books on professional responsibility with Professor Susan Martyn. He is a longtime veteran of securities regulation and litigation matters and former partner at Drinker Biddle & Reath LLP before joining Schoeman Updike Kaufman & Gerber LLP in New York. He is also a Fellow of the American College of Trial Lawyers and the American Bar Foundation and serves on multiple corporate boards of both for profit and not-for-profit entities.





The Story of the Trailblazing Defender Association of Philadelphia Runs Through Penn Law

When Mike Schaffer met Ned Madeira C'49, L'52, he was immediately charmed and intrigued by Madeira's enthusiasm to chronicle the story of the Defender Association of Philadelphia.

The veteran *Philadelphia Inquirer* journalist, however, had limited knowledge of the city's legal affairs. "When I was at the *Inquirer*, I did a lot of things, but never courts and never government," Schaffer said.

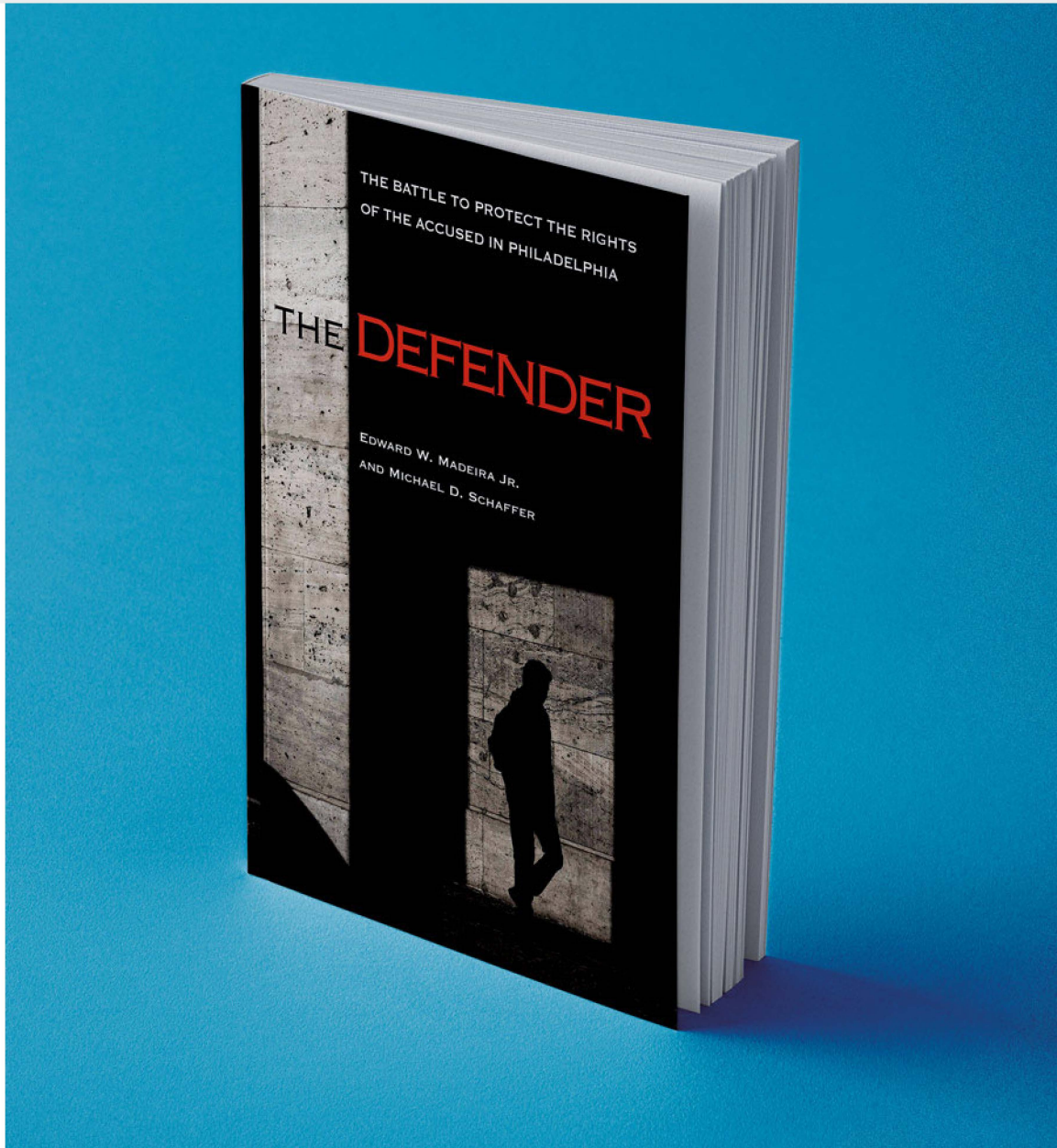
That quickly changed as the two collaborated on *The Defender: The Battle to Protect the Rights of the Accused in Philadelphia*, recently published by Temple University Press. Although Madeira, longtime Chairman of the Association's board died in May 2020 at the age of 92, he was pleased with the final manuscript of the book, Schaffer said.

Telling the Defender's story, Schaffer discovered, not only put the spotlight on the organization that today operates as Philadelphia's public defender office, but also on the Law School.

"One of the most fascinating things was that Penn Law School had a very important role," he said. "In the early days in the '60s, Penn Law School had a lot to do with the direction the Defender took."

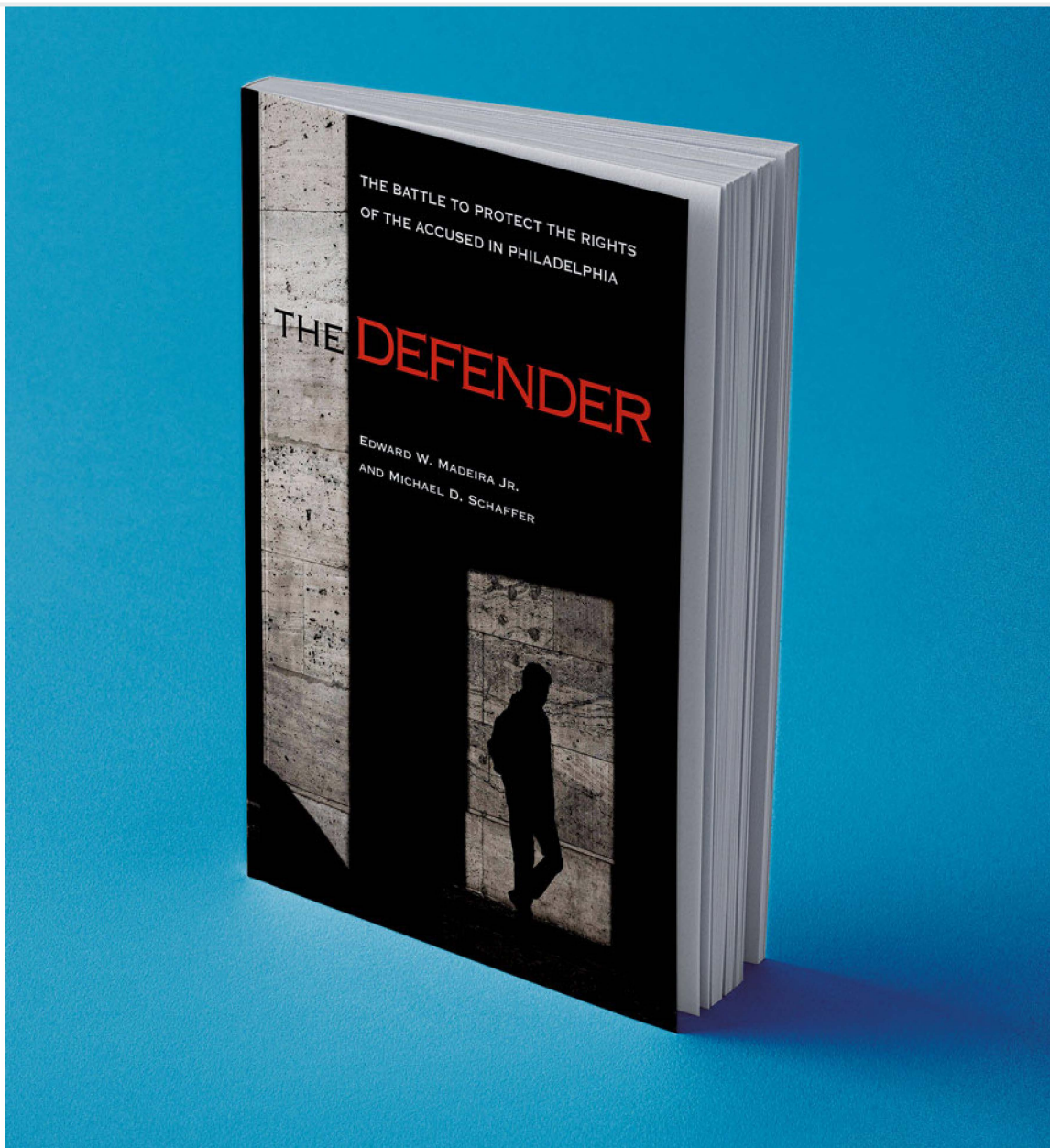
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New book details the rich history of the Defender Association of Philadelphia and its enduring connection to the Law School.





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[READ FULL ARTICLE](#)



NEWS & EVENTS



SERVICE

 **Staniunas is**



Queen Bee of Bee Project in Uganda

Six years ago, **Marianne Staniunas L'04**, a lawyer-turned-honey buyer-turned-lawyer again, took a summer sabbatical in Uganda to prop up a new apiary in the heart of the rain forest in the western part of the country.

Little did she know that this would become, as she describes it, like a second job, from which she derives unending satisfaction and fulfillment. “I love every aspect of it ... I fell in love with the community as soon as I visited. I love Uganda.”

As a volunteer for the Kasiisi Project, a nonprofit organization whose mission is to preserve Kibale National Park through the education of schoolchildren and other members of the community, Staniunas has been working with volunteers, staff and community partners to train staff, to raise money to support the purchase and upkeep of what is now 70 to 80 hives, and to monitor ongoing climate-change-related research on bees.

As the remote manager of the bee project, which entails daily contact with staff, she also coordinated the development of a bee curriculum for grade school children in Uganda that teaches young students, as part of conservation education, the role of bees as pollinators, the function of hives, and the medicinal qualities of honey.

[READ FULL ARTICLE](#)

Panelists Decry Continued Lack of Diversity in Legal Profession

Panelists, including Melanie Breaux L'07 and Rufus Caine III L'10, expressed dissatisfaction with the rate of progress on racial equity in the legal profession during a webinar hosted by the Law School's Future of the Profession Initiative. They pointed to powerless diversity officers, the lack of compensation and opportunity to book business, and a shortage of minority partners as symptomatic of the problems.



to general counsels, asking, “Will they again provide my people of color scraps and meaningless amounts of work or will they step up and offer real and lasting change? Do you hear the chimes of the changing times? Will you stop your complicity in the asphyxiation of black legal careers? Right now is the time for action. Please, no more shallow excuses.”

The letter was his attempt to convey his disappointment and anger at the profession, said Prophete, a partner at Constangy, Brooks, Smith & Prophete LLP. Breaux, Associate Counsel at Vanguard and Co-Lead of the firm’s Diversity Committee, moderated the panel discussion, which, in addition to Prophete and Caine, Vice President of Burford Capital, included journalist Vivia Chen and Ulrich Stacy, CEO of the Diversity Lab.

[READ FULL ARTICLE](#)





PHOTO: ERIC SUCAR





How a Birthday Party Shaped Benjamin Jealous' Fight for Civil Rights

Benjamin Jealous' epiphany came at a friend's 21st birthday party at Columbia University. First, the group toasted the friend. Next came what Jealous called "libations of memory" for friends who had been killed or imprisoned before they had the opportunity to go to college. They toasted because their friend had made it to 21.

"I walked out of the party at that point. The notion that it was an accomplishment for a member of any group, let alone my own group, to simply breathe past their 21st birthday cut me like a knife," said Jealous, a 2021 Honorary Fellow in Residence at the University of Pennsylvania Carey Law School and President For The American Way.

That birthday party started Jealous, who in 2008 at age 35 was chosen as the youngest-ever president and CEO of the NAACP, on a lifetime of advocacy for the Black struggle for equality and freedom. He shared his story as a guest speaker during the Law School's Annual Public Interest Week, organized by the Toll Public Interest Center, the hub of public service at the Law School. Soon after the party Jealous met with his family's griot, his now 104-year-old grandmother, Mamie Todd SW'53, for counsel.

Why, he asked, after the promise of the Civil Rights movement, did his generation find themselves the most incarcerated people on the planet and the most murdered in the country.

She explained: "We got what we fought for but we lost what we had. We got the right to send our children to any school in town. We lost the right to assume that they would be loved or welcomed the way that I was welcomed at the one-room schoolhouse that [my] grandfather built for his children, and his grandchildren and those of other people who had been born into slavery."

She added Black people gained the right to work in law enforcement but lost the right to live in safe communities.

On the bus back to Columbia, Jealous determined to make his cause ending the injustice in the justice system. That's how he found himself in Mississippi at age 20 working as an organizer with Stacey Abrams and others.

(Abrams, former Georgia gubernatorial candidate, minority leader of the Georgia House of Representatives and activist against voter suppression, joined Jealous during the spring semester for a conversation sponsored by the Annenberg School for Communication, the Law School, the Stavros Niarchos Foundation Paideia Program, and the Penn Provost's Office. [See page 16.](#))





NEWS & EVENTS



“

DON'T EDIT YOUR AMBITIONS. GET REALLY COMFORTABLE WITH FEAR AND FAILURE. I DON'T THINK OF FAILURE AS PROOF THAT I'M NOT GOOD, I SEE IT AS AN OPPORTUNITY TO FIGURE OUT WHAT I CAN DO BETTER.”

STACEY ABRAMS



Democratic star and voting rights activist Stacey Abrams advocates bottom-up organizing to reform gerrymandering and redistricting if Washington doesn't act.

A Conversation with Stacey Abrams

The Georgia politician sat down with Ben Jealous, visiting scholar and former NAACP leader, to discuss topics from gerrymandering to romance novels in a virtual discussion. A longer version of this story appeared on Penn Today.

After Stacey Abrams lost the 2018 Georgia governor's race, she said she was “the saddest I've ever been and the most worthless I've ever felt.” She gave herself 10 days to grieve, watch TV, feel depressed and mad, and then she transformed those emotions into action.

“Ambition doesn't allow itself to be rewarded by not getting what you want. Sometimes it's an opportunity to expand how you think about it, or understand what you need to do differently,” she told the virtual audience in a conversation at Penn. “I got through those



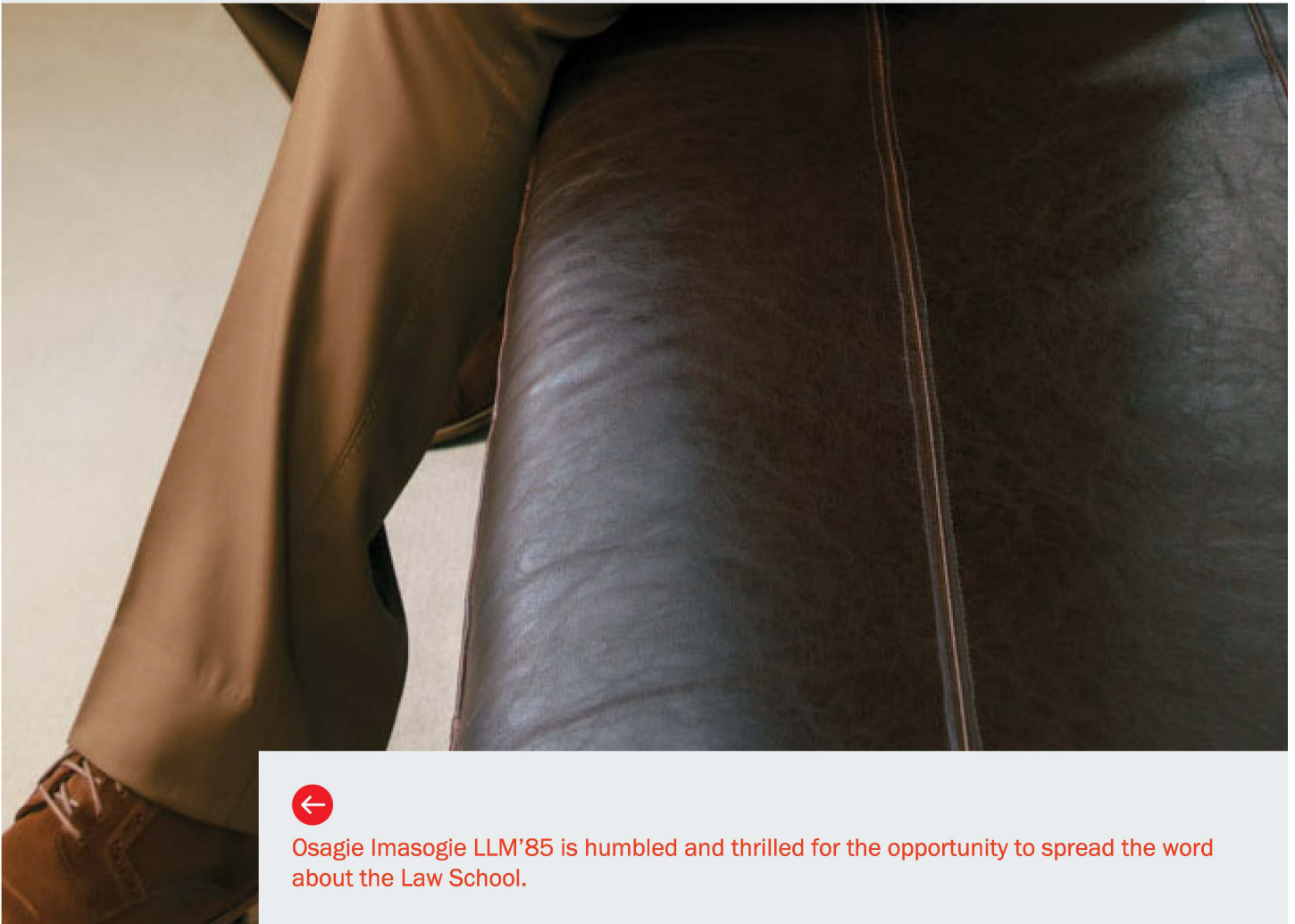
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STACEY ABRAMS

Abrams shared her thoughts on a wide range of topics during the hourlong conversation with Ben Jealous, the former (and youngest-ever) head of the NAACP and a visiting scholar at the Annenberg School for Communication, the University of Pennsylvania Carey School of Law, and School of Social Policy & Practice. The two have a friendship spanning nearly 30 years, and their discussion covered topics from gerrymandering and social media to Abrams' side gig as a romance novelist and how her political strategy can be compared to a game of spades.

[READ FULL ARTICLE](#)





Osagie Imasogie LLM'85 is humbled and thrilled for the opportunity to spread the word about the Law School.

PHOTO: COLIN LENTON

New Chair of Board of Advisors Seeks More Buzz About the Law School



Osagie Imasogie LLM'85 was appointed to a three-year term



Imasogie Professorship in Law & Technology. They also established the Imasogie Gateway which serves as the main entrance into Golkin Hall.

Imasogie is a leader in the pharmaceutical industry, having held positions at GSK, SmithKline, DuPont Merck, and Endo. He is Chairman and Founder of Zelira Therapeutics, Ilera Holdings and Ilera Holistic. In this interview, Imasogie, with his trademark ebullience, expresses unalloyed optimism about the future of the Law School.

What drew you to serve as the Chair of the Board of Advisors and what do you hope the Law School will accomplish during your tenure?

When I was approached, I was quite thrilled and humbled that I would be considered for the role. I am grateful that the Law School is in a very good place, in terms of infrastructure, faculty, and funding. We have done well in the (fundraising) campaign. However, we can always do better.

[READ FULL ARTICLE](#)

Four Distinguished Faculty Members Retired from the Law School in 2021

Four distinguished faculty members retired from the University of Pennsylvania Carey Law School at the end of the 2021 academic year: William A. Schnader Professor of Law Regina Austin L'73; David Berger Professor for the Administration of Justice Stephen B. Burbank; Charles A. Heimbald, Jr. Professor of Law Charles W. Mooney Jr.; and John J. O'Brien Professor of Law & Professor of Philosophy Stephen R. Perry.

Each of these professors has contributed immensely to the Law School community during their time; three have served for over 30 years. Their work embodies a wealth of scholarly and experiential expertise that has greatly enhanced the academic programming, education, and mentorship of our students, while their achievements in research and scholarship stand as valuable additions to the legal landscape.



Regina Austin L'73, William A. Schnader Professor of Law



Regina Austin L'73, William A. Schnader Professor of Law





Stephen B. Burbank, David Berger Professor for the Administration of Justice

Regina Austin L'73

William A. Schnader
Professor of Law





and class inequality, with much of it revolving around the critical analysis of ethnographies and law-genre documentary films and photography.

“To be an academic is to be a perpetual student,” said Austin. “Thus, I expect my education to continue in retirement. By both doing and writing, I hope to learn more about visual legal advocacy, critical participatory qualitative research in the law, and the ethical implications of both.”

[READ FULL ARTICLE](#)

NEWS & EVENTS





CITATION

The Jurisprudence of Sport: Sports and Games as Legal Systems

1st Edition

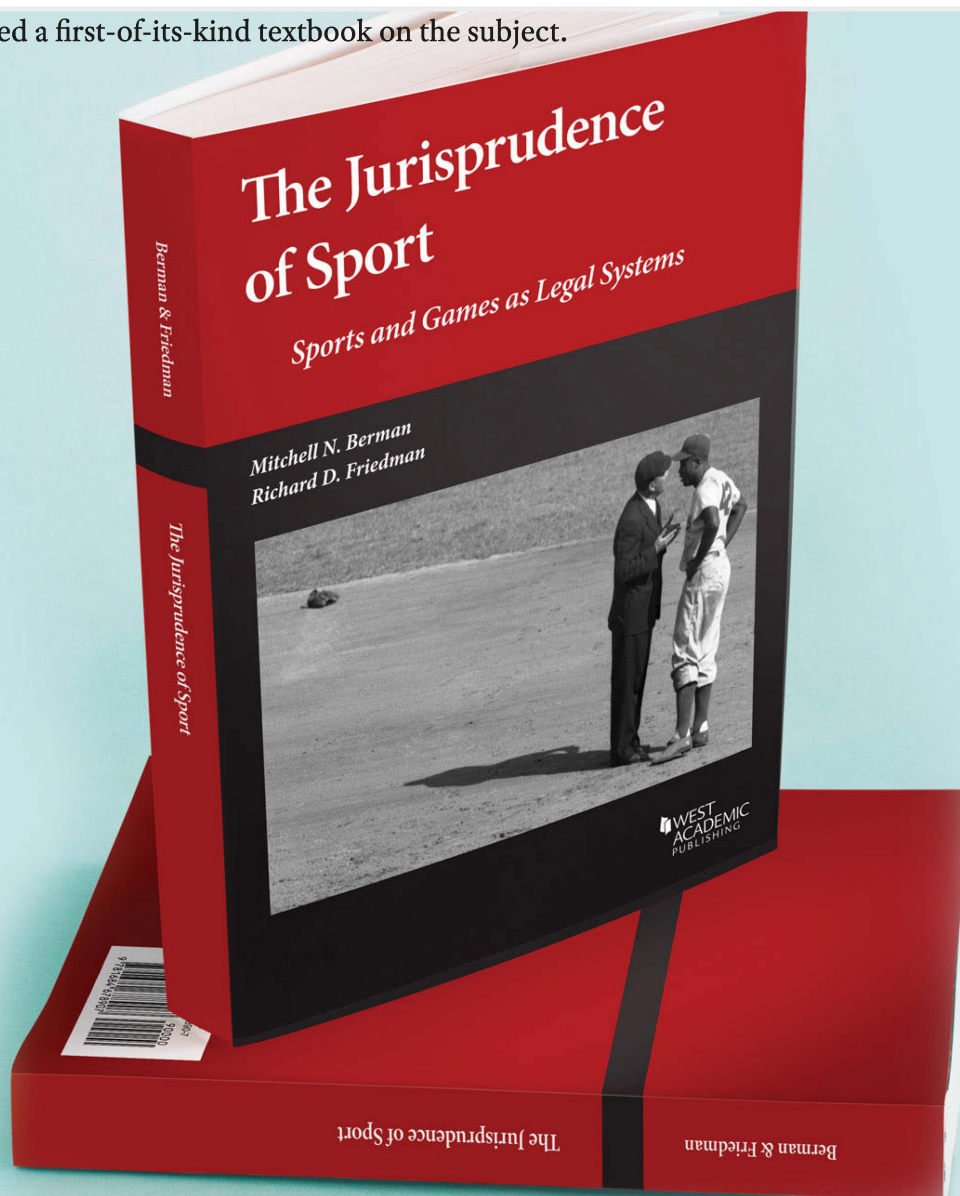
Mitchell N. Berman (Penn Law Leon Meltzer Professor of Law & Professor of Philosophy) and Richard D. Friedman

West Academic Publishing





authored a first-of-its-kind textbook on the subject.



The book treats sports as worthy of legal theoretical study not only for law students but also for undergraduates, offering an introduction to legal thinking that does not require a background in legal doctrine.

The text covers everything from baseball, football, soccer and boxing to eating competitions and cornhole in chapters on scoring systems, penalties, league structure, player eligibility, officiating, replay review, and cheating.

The book, which raises questions and contains a full range of exercises, is meant as a roadmap for professors on how to teach the jurisprudence of sports in a way that is both fun and rigorous, focusing on fundamental concepts and more technical areas of the law such as rules versus standards and prices versus sanctions. Students are also introduced to topics in more cognate disciplines. These include agency costs, the Coase Theorem and

[READ FULL ARTICLE](#)

Virtual Reunion Connects Classmates in Week-Long Series of Events

With pandemic safety precautions still in place preventing in-person events on the Law School campus, Reunion took place in a virtual setting, providing an opportunity to host events beyond the weekend timeframe as held in the past.

Milestone Reunion Classes included those who graduated from the Law School in 2016, 2011, 2006, 2001, 1996, 1991, 1986, 1981, 1976, and 1971. In addition to substantive virtual programs and individual class year events, digital viewbooks were made available for participants to share personal and career highlights with their classmates.

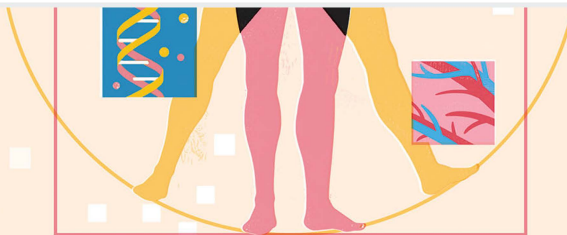
“It was great to connect with my classmates, even virtually,” said Sierra Shear L’16. “While nothing can replace seeing each other in person, it was so nice to be able to reminisce and catch up after five years.”

Those classes celebrating major milestone anniversaries displayed resilience in making the most out of virtual gatherings, with some excitement around the potential to combine the best elements of utilizing new technology to add new layers to future, in-person events.

[READ FULL ARTICLE](#)



Future of Medicine



If only our society could eliminate heart disease, simplify end-of-life care, modernize mental health treatment, streamline hospital operation and deliver on-the-spot care to patients with chronic conditions.

That's exactly what five Law School alumni are doing as they work on solutions to a strained health care system sorely in need of reforms — proving once again that if you want to get the job done with forward thinking, in any field, just turn to Penn Law graduates.

Illustrations by Chris Gash





THE FUTURE OF CARDIOLOGY

Musunuru Seeks the Holy Grail: A Cure for the World's Number One Killer

By Catharine Restrepo L'93

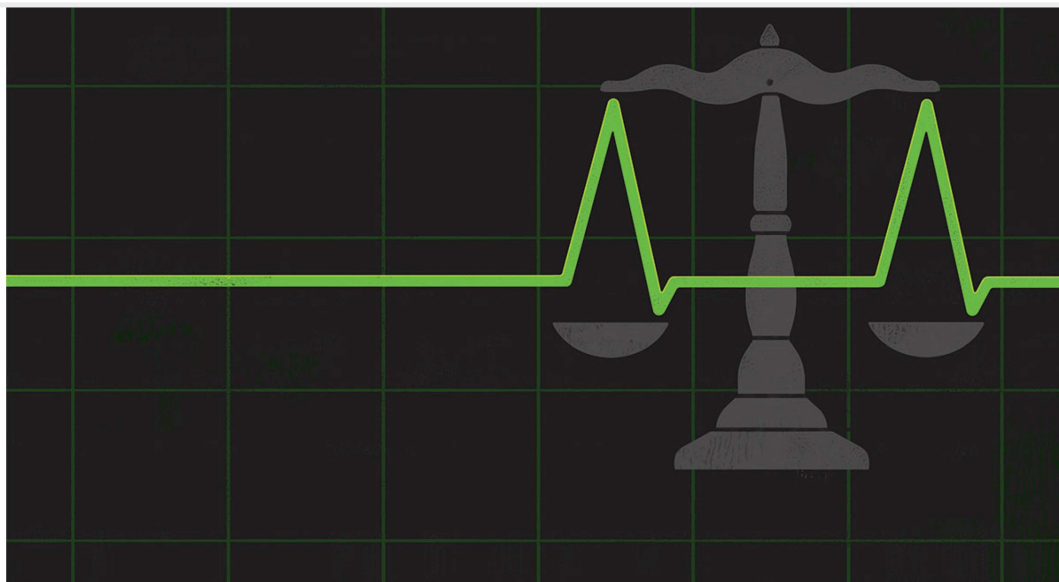
met Kiran Musunuru, ML'19 when he was a student in Penn Law's Master in Law program, a Penn Law degree launched in 2014 for non-lawyers, providing targeted legal education to industry leaders and accomplished academics, professionals and Penn students to enrich their important work by studying the law impacting their fields and enabling innovation. Musunuru's timing was excellent, coinciding with his efforts to launch and raise capital for Verve Therapeutics, which is developing a vaccine for heart disease.



this insidious disease, make it a true pandemic, the greatest global public health crisis of the twenty-first century, exceeding by multiples cancer (9 million deaths annually) and COVID-19 (2.5 million deaths in the first year). It is an indiscriminate killer, knowing no gender, racial, geographic, or socioeconomic boundaries. Worse still, it is rising again, ready to explode, Musunuru believes, with increased obesity, diabetes, pollution, and tobacco use abruptly reversing what had been a positive trend.

One-third of those who suffer heart attacks do not receive help in time and die. For the survivors, quality of life is diminished, requiring interventions or expensive medication, all with attendant challenges. Scientific advances help, but never make the victim whole again after suffering a heart attack. Lack of adherence to prescribed medication leads to future heart attacks. Inequity prevails as access and costs widen the gap in health outcomes between rich and poor.

[READ FULL ARTICLE](#)



THE FUTURE OF END OF LIFE CARE

Finding Justice at the End of Life

By Ian Mikrut

Bad news is never easy to hear. And when it comes in the form of a serious medical diagnosis, where those on the receiving end are tasked with making big decisions in a situation that can be frightening and confusing, the potential ripple effects can have far-reaching consequences.

For terminally ill patients and their families, or anyone navigating the often-complex nature of healthcare in general, the idea of making uninformed decisions about significant medical procedures or treatment plans for themselves or loved ones can be a harrowing experience. But it doesn't have to be.

“Shared decision making is a bi-directional conversation,” said Dr. Aretha Delight Davis L'97, CGS'05. “The clinician may be the expert when it comes to the science, but the patient is really the expert of the values that are important to them. And it's only when they come together, and they have this bi-directional conversation, that they can proceed forward. Appreciating a patient's autonomy and insights informs



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THE FUTURE OF MENTAL HEALTH

The Future is Now for an App That Offers On-



the spot Mental Health Assessment

By **Andy Maynard**

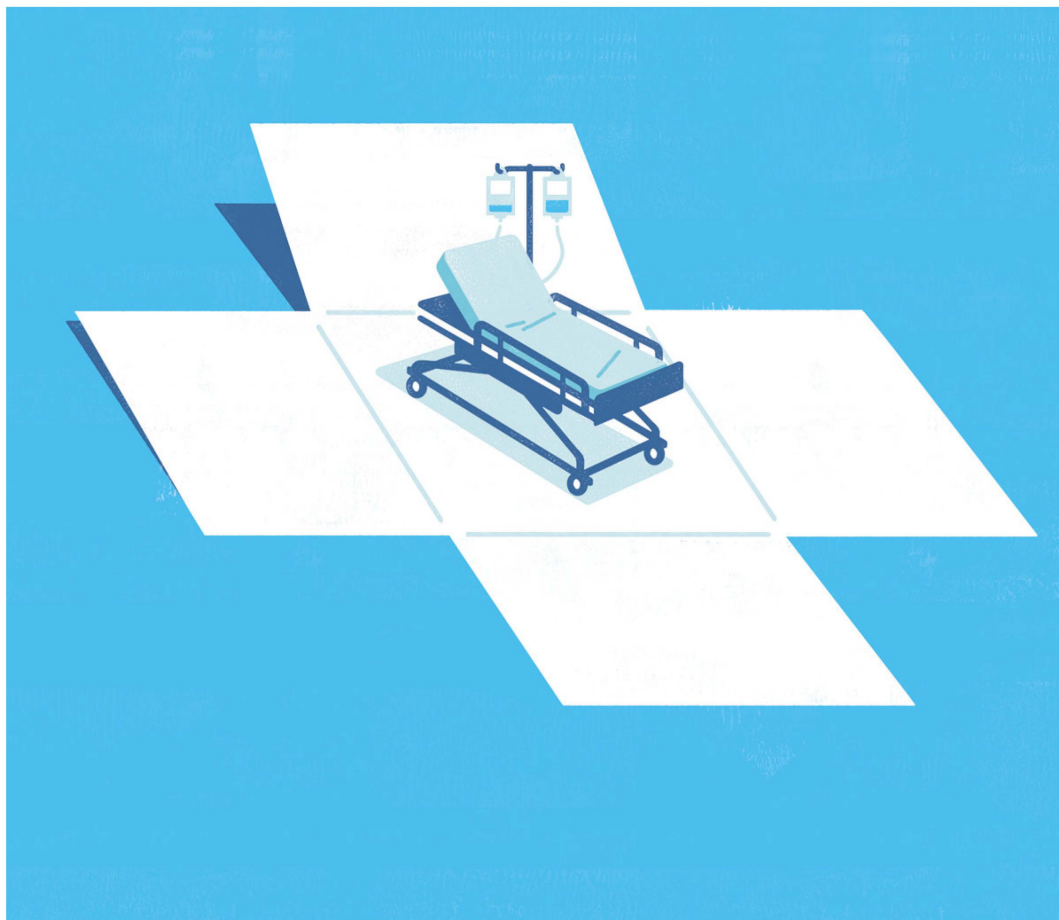
Ellipsis Health, which leverages your smartphone to help you understand your emotional health anytime, anywhere, might seem like something out of a TV show set in the distant future. However, no wires or sensors are required. The app uses the power of your voice to quantify depression and anxiety symptoms based on your answers to a few questions and provides recommendations for managing mental health conditions. For Marie Hurabiell L'96, an early investor and member of the founding team and the board of directors for Ellipsis Health, which was founded by her fiancé Mainul Mondal and Michael Aratow, MD, this technology is not out of another reality — it is happening right now.

Ellipsis Health began in 2017 with the idea of employing a new diabetes treatment. Soon after the company grew into something different altogether: a method to diagnose and treat mental illness through the use of artificial intelligence technology.

“The idea of the company is that we are the vital sign for mental health,” Hurabiell said. “A way to screen, measure, and monitor your mental health in a way that is analogous to how you would measure blood pressure or temperature.”

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THE FUTURE OF HOSPITALS

Driven by Pressure to Cut Costs, Hospitals Shift More Care to Satellite Sites

By Alexander Gelfand





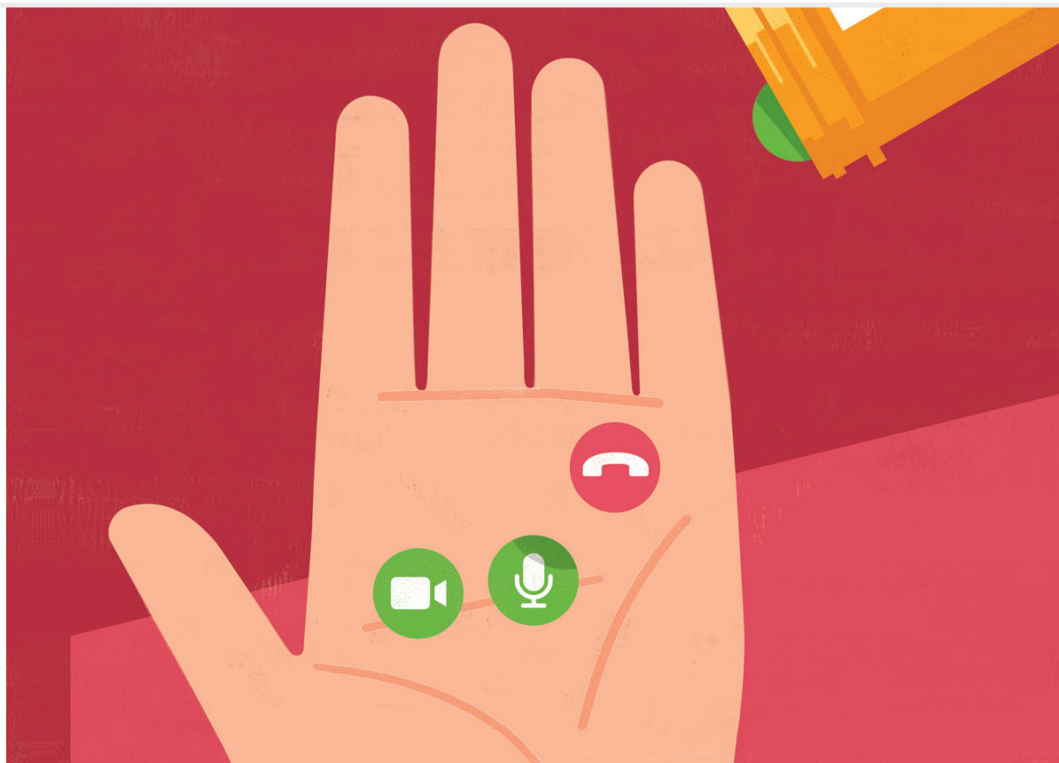
A

long-term outlook for hospital operation.

Mazzarelli practices emergency medicine in Camden, NJ. He is also Co-President/CEO of Cooper University Health Care (CUHC), a leading provider of health services across South Jersey and the Delaware Valley. As such, he helps lead the organization that runs Cooper University Hospital, where he practices; Children's Regional Hospital at Cooper; MD Anderson Cancer Center at Cooper; and the Cooper University Physicians faculty practice plan.

From his vantage point as both practitioner and administrator, Mazzarelli sees hospitals morphing gradually into more expansive organizations like CUHC, where more and more care is provided on an outpatient basis. It's a transformation that is being driven both by the high cost of inpatient hospital care and by changes to the reimbursement models that determine how hospitals get paid.

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THE FUTURE OF TELEMEDICINE

With Use of Technology, Teladoc Pioneers a New Kind of House Call

By Larry Teitelbaum

In the early years of the Internet start-up boom at the turn of the century, an engineer-physician in Texas saw a future for something called telemedicine, a foreign notion in the conservative world of healthcare, which is sometimes slow to embrace new technology.

It must have seemed crazy at the time, much in the way that selling books over the




to a new model of medicine: virtual doctor visits.

Aided by the pandemic, during which patients have been reluctant to visit doctors in person, Teladoc reported a 156 percent increase in total visits in 2020 over the previous year, translating to 10.6 million remote visits. And, according to McKinsey & Company, 76 percent of consumers are now interested in trying virtual care, as compared to 11 percent prior to COVID-19.

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 José Cil brings a collaborative touch to running a 27,000-restaurant empire.



José Cil L'94, who steered Restaurant Brands International through the pandemic, was recently named Restaurant Leader of the Year.
PHOTOS: SONYA REVELL

In 2003, José Cil L'94 was at a professional turning point. He had made a major career shift and was manning the Whopper[®] station at a Miami Burger King. As he struggled to master the intricacies of assembling the flame-grilled beef patties and their crucial toppings under the watchful eye of a trainer, he saw a vaguely familiar figure enter the restaurant.





On Oct. 15, 1969, students
watched an anti-war play
before marching in protest to
Center City Philadelphia.

VIETNAM REVISITED



Vietnam war. All felt a mark on the Law School.

The pandemic forced an immediate all-hands-on-deck conversion from in-person learning to virtual education. The terrorist attacks in 2001 fostered crisis counseling and a sustained discussion about the rule of law and civil liberties. The 2008 recession tested the Law School's model of preparing students to succeed beyond their first job in an ever-changing profession that proved susceptible to economic pressures.

In this issue, we revisit the Vietnam era a half-century later. It was a time when students re-examined their values as the draft loomed over them and the country came apart. **By Larry**

Teitelbaum

PHOTO: FRANK ROSS, FROM THE UNIVERSITY OF PENNSYLVANIA: UNIVERSITY ARCHIVES IMAGE COLLECTION



On Oct. 15, 1969, students watched an anti-war play before marching in protest to Center City Philadelphia.

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VIETNAM REVISITED



COVID-19. 9/11. The 2008 recession. The Vietnam



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Peter Marvin C'68, L'72 saw the writing on the wall when President Johnson eliminated the graduate school deferment. Indeed, Marvin received a notice from his draft board before he even completed his undergraduate studies at Penn informing him of his 1A status upon graduation. Until then, he had planned to enter Penn Law School in the Fall. Instead, he took what we would now call a gap year and joined the Army Reserve, committing himself to a six-year hitch. He would submit to six months of basic training, monthly meetings and two weeks of drills every summer. In his mind, a fair exchange if it kept him out of Vietnam.

He arrived on campus a year later as a "conscientious acceptor," a term of art coined in *The New York Times* to describe reservists who made their peace with part-time military service. In a matter of months, the war and accompanying protests turned deadlier with the invasion of Cambodia and the killing by the National Guard of four Kent State students who were protesting the war on campus.



The escalation and murders consumed the energies of many Penn Law students, to the point where they felt exams were an afterthought, especially with a huge protest planned in Washington around the same time.

“There was a significant feeling among a number of students that this was an important time to be demonstrating, to be lobbying our senators and representatives,” recalled Marvin, a longtime small firm and solo practitioner and former adjunct professor at the Law School who taught Common Law Contract for Civil Lawyers to LLM students. “There were more important things going on than taking law school exams.”

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FORMER ARMY ROTC CADET RECOUNTS CLASHING WITH FACULTY ON CAMPUS RECRUITMENT



By **Joseph H. Cooper W'69, L'72**



FLASHBACK TO SPRING 1970

Had a call to conscience been posted on the bulletin board by The Goat? Over the signatures of concerned students? Over the signature of Bernard Wolfman?

As to increased U. S. bombing of Cambodia, there may well have been discussions round and about The Goat.

Final exams were, I believe, just a few weeks away in our respective dreads.

My recollection, such as it is: Some students and Bernard Wolfman held the view that finals should be postponed to protest the Nixon administration's illegal and unconscionable actions. Postponement was to be an act of conscience.

I am told by a classmate that I spoke in opposition to the postponement, on the grounds that it would impose disruptions on the family commitments and travel plans of others; would disrupt the interview and job opportunities of others.

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\$PAC MASTER

There's a new way for companies to go public. It's taking Wall Street by storm, and Betsy Cohen is leading the parade.

By Lindsay Podraza

Unadulterated moment of sexism changed the trajectory of Betsy Cohen's L'66, PAR'92, PAR'96 career. Now, she's having the last laugh: Having already achieved a legendary legal



A pivotal moment of rejection in the summer of '66 would inspire her to trailblaze a path in business, finance and law. Cohen was concluding her term as a summer associate at a big law firm, where she had excelled. She remembers sitting in the hiring partner's office. "He looked three shades of green and said to me that ... our senior partner says he's not ready to have a woman work at the law firm as a professional," Cohen said. "I was simply astounded. It had never occurred to me that such a thing could happen to me, so I just looked at him and said, 'I think it's your loss.' And I walked out."

While it's not a particularly fond memory for Cohen, the experience taught her an invaluable lesson: "I really determined at that moment that ... I really would do better not working for somebody else that could make decisions on my behalf, so I didn't. And I never have."

[READ FULL ARTICLE](#)

PHOTOS: EVE EDELHEIT / WALL STREET JOURNAL





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An unadulterated moment of sexism changed the trajectory of Betsy Cohen's L'66, PAR'92, PAR'96 career. Now, she's having the last laugh: Having already achieved a legendary legal career in the finance world, she's been crowned the reigning queen of SPACs, an increasingly popular merger deal that brings companies to the public market.

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Advocates for a New Era



CAMPAIGN NEWS

The campaign closed on June 30, 2021. These gifts were made in the latter stages of the campaign to buttress the Law School's efforts to combat racism and support diversity.

COZEN FAMILY MAKES GIFT IN SUPPORT OF VOTING RIGHTS

With the support of a multi-year gift from Steve Cozen C'61, L'64 and his wife Sandy, the Law School has launched the Cozen Family Voting Rights Fellowship. The fellowship will provide two years of funding for a graduate working to advance and protect voting rights.

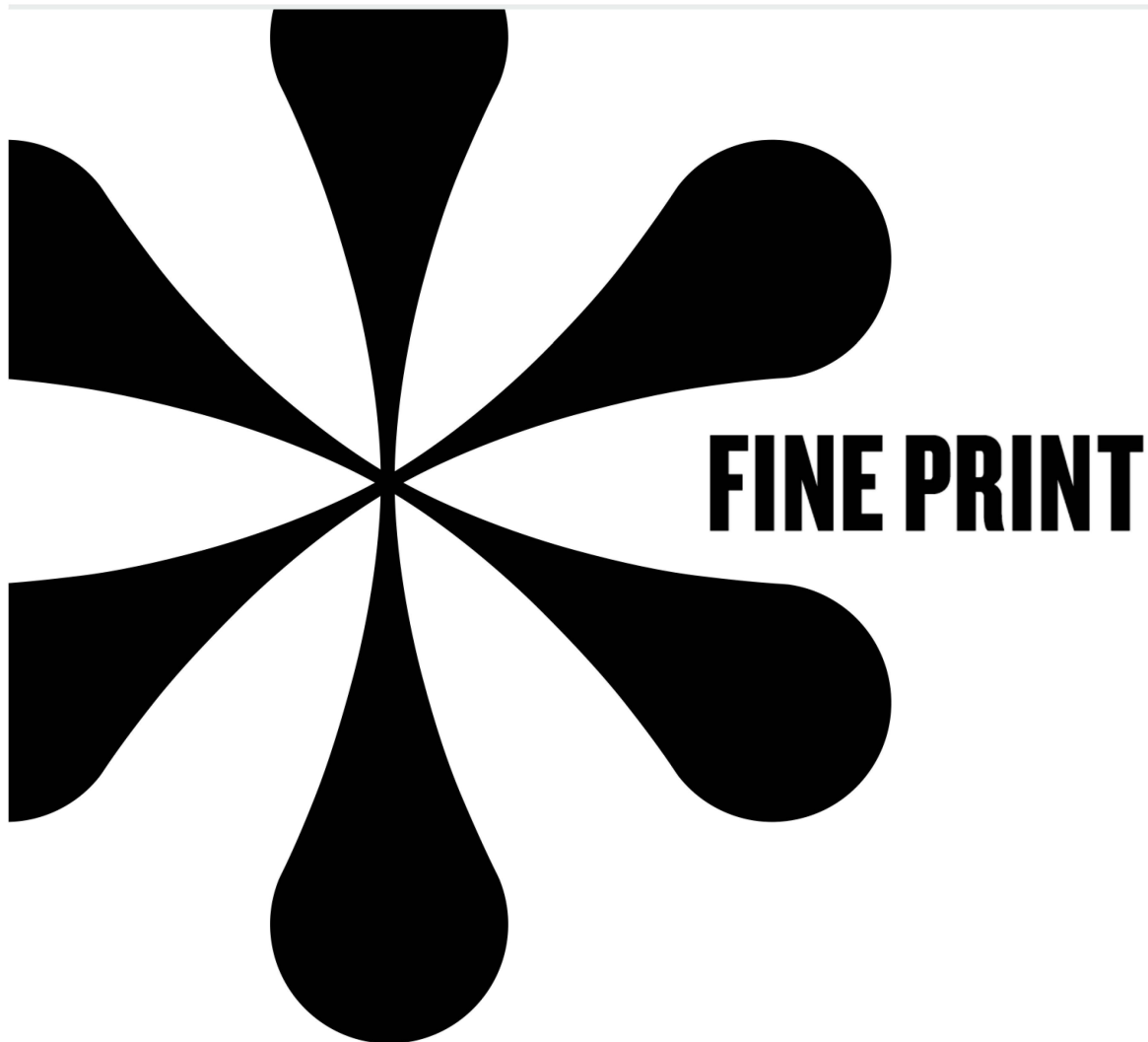
The timing of this fellowship is important as there is a growing need for advocacy to increase voter participation, access, and protection at the federal and state legislative levels, particularly as some states attempt to subvert voter protection mechanisms and Congress attempts to pass new and expansive federal voting legislation.

“Establishing this fellowship provides an important opportunity for our graduates to use their degrees to work in the critical areas of voter participation, access, and protection — in which there is currently much effort to restrict,” said Dean and Bernard G. Segal Professor of Law Ted Ruger. “The generosity and vision of the Cozens to help meet this moment ensures the Law School’s continued commitment to access to justice for all, including protecting the ability and right to vote.”

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CLASS NOTES



1950s

The Hon. Harold Berger EE'48, L'51, PAR'80 was honored by a Special Philadelphia City Council Resolution recognizing his public service and contribution to academia and the national legal community. At Penn, Judge Berger, a World War II Army veteran, serves on the Board of Advisors of the School of Engineering and Applied Science, as Chair of the Friends of Biddle Law Library, and as a member of the Executive Board of The Center of Ethics and The Rule of Law at the University of Pennsylvania Carey Law School. He was the recipient of the inaugural Lifetime Commitment Award of Penn Law.

Among items recognized were his service as Chair of the National Committee on the Federal and State Judiciary of the Federal Bar Association, his service as a Judge of the Common Pleas Court of Philadelphia and his receipt of the Special Service Award of the



Associations, chaired the International Conferences on Global Interdependence at Princeton University and was elected to the International Academy of Astronautics in Paris. A Co-Founder and Managing Partner Emeritus of Berger & Montague, Judge Berger is a recipient of a National Achievement Award from Marquis Who's Who in America and Marquis Who's Who in American Law. He is a lifetime Honorary Trustee of the Federation of Jewish Charities of Philadelphia and the recipient of the "Children of the American Dream" award of HIAS for leadership in the civic, legal, academic, and Jewish communities.

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Blind from Birth, Ray Hepper Believes the Law School and Employers Should Increase Focus ● on People with Disabilities in their



Penn Law was one of the only top law schools that granted admission to **Ray Hepper L'79**.

After earning his undergraduate degree in economics, it was natural, he said, to choose business or law school next. "I'll always be grateful to Penn for taking a chance on me and giving me the background for a successful legal career," Hepper said.

His law school experience was not the norm: Born blind, Hepper completed all of his reading by either procuring textbooks weeks in advance – which was sometimes a challenge with professors – so they could be recorded into audio books, or by finding someone to read aloud. He took notes on a Perkins Braille.

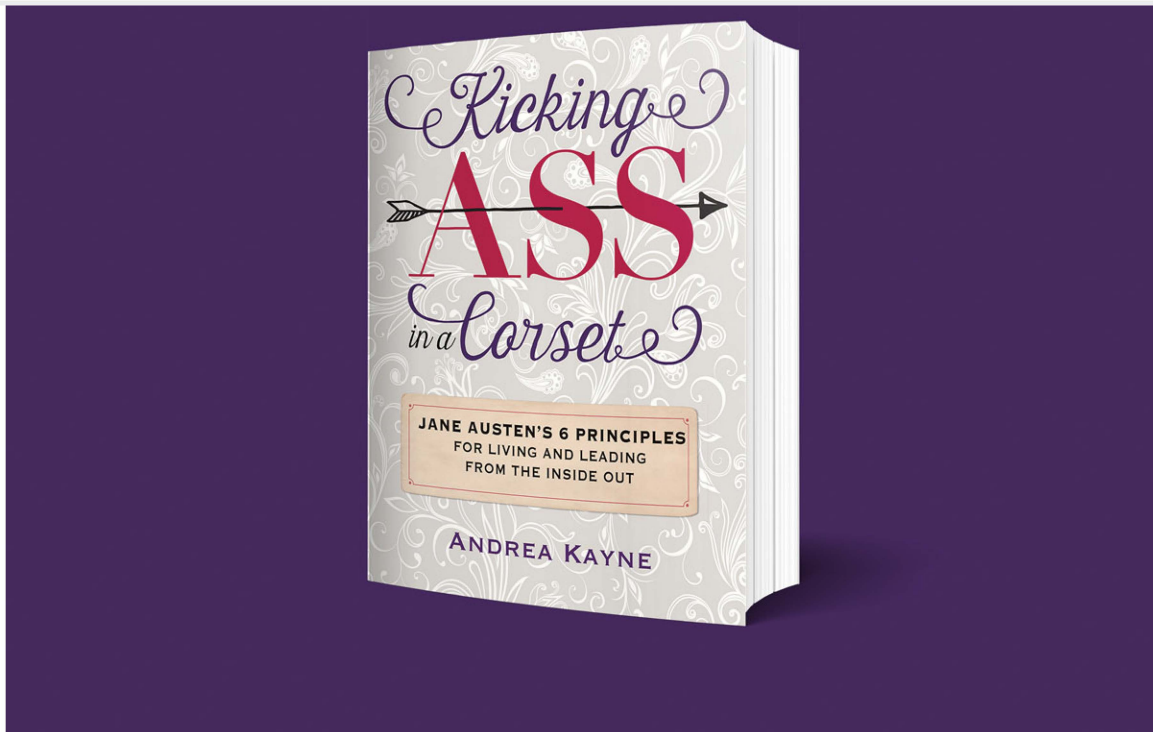
Fast forward to today – where he's three years into retirement from a lengthy career in the legal energy sector – and Hepper is an alumni advisory board member of the new Office of Inclusion and Engagement of the University of Pennsylvania Carey Law School.

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BOOKSHELF

BOOKSHELF





How Women Can Channel Their Inner Jane Austen to Overcome Leadership Constraints

It is a truth universally acknowledged that women in want of strong leadership skills often face difficulties in their endeavors.

Or so Jane Austen might say.

Thus, **Andrea Kayne L'93**, a self-described “complete Jane obsessive freak,” was delighted during a 2016 Jane Austen convention in Washington, D.C., when she had a revelation.

She was sitting in a restaurant with a fellow “Jane-ite” friend. “I told her Jane Austen just so crystallizes my interests in leadership and interests in women in corporate culture,” Kayne said of her “aha” moment. “Honestly, it was a back-of-the-napkin list.”

She’s referring to the list of Austen heroines she details in her book, *Kicking Ass in a Corset: Jane Austen’s 6 Principles for Living and Leading from the Inside Out*, to be published in September by The University of Iowa Press.



IN MEMORIAM

2021)

RICHARD SPRAGUE HAILED AS A FEARLESS COMPETITOR AND ‘ONE OF THE GREATEST COURTROOM LAWYERS IN AMERICA’

Richard Aurel Sprague L’53 had a middle name that paid homage to an ancient Roman emperor/philosopher, and a lifelong love affair with the law and his role in it.

He envisioned every jury trial as a work of stagecraft, playing his part with zest over the course of seven highly visible decades. “When I first got into the courtroom, I realized it was like producing a play – and I’m the producer, the actor, the composer,” Sprague said in a 2009 interview with the *Penn Law Journal*.

When Mr. Sprague died April 3, 2021 at age 95, the *Philadelphia Inquirer* described him as “a towering figure in Philadelphia’s legal community who ... established himself as one of the city’s, if not the nation’s, most preeminent attorneys.”

In a 1999 *Philadelphia Magazine* poll asking 1,000 members of the city’s Bar Association which attorneys they would seek out for legal help for various problems, Mr. Sprague outscored all competitors, garnering top honors in the greatest number of specialties.





PROFESSOR SHAKOW WAS A MAN OF FAITH AND A METICULOUS THINKER AND TEACHER

A

lthough friends and colleagues said he would be too humble to admit it, **Professor David Shakow** was an exceptional teacher. The beloved professor taught tax law for decades at Penn Law, and as a man dedicated to his Orthodox Jewish faith, he taught weekly classes on the Talmud and other Jewish legal texts at his synagogue for many years.

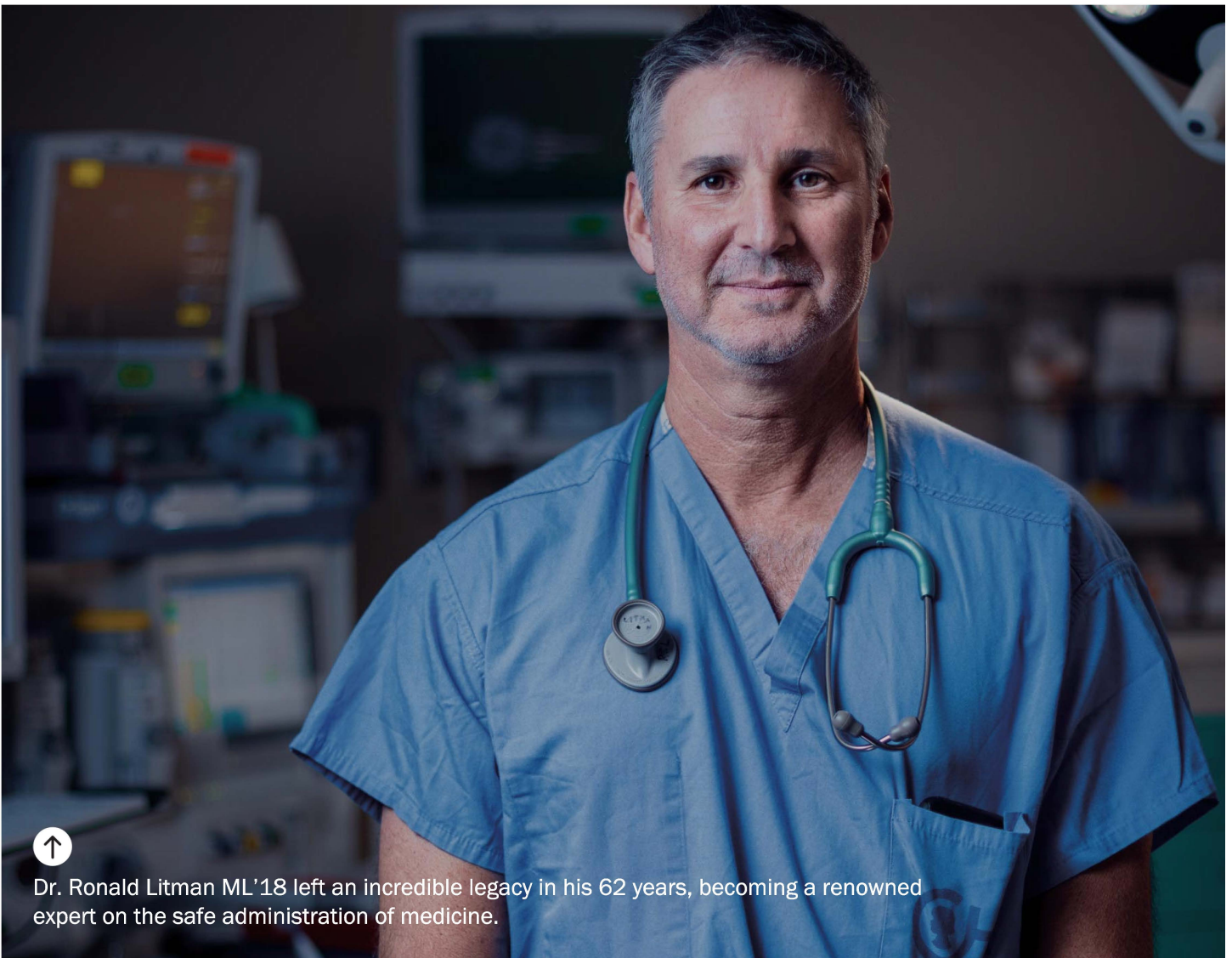
“He carried himself more as a student, but he definitely was a teacher,” said Josh Weinberger L’99, who was both a law student and later a mentee of the professor. “He was always interested in learning from other people, ... but at



Professor Shakow passed away in mid-January. He was 75.

Professor Shakow graduated from Harvard Law School in 1970 and took a clerkship with the Hon. William B. Hastie of the U.S. Court of Appeals for the Third Circuit. He then joined the New York law firm of Davis Polk and Wardwell, and in 1976, received an LLM in taxation from NYU Law School. Professor Shakow served in the Office of the Tax Legislative Counsel of the U.S. Department of Treasury before joining the Penn Law faculty in 1982.

[READ FULL ARTICLE](#)



Dr. Ronald Litman ML'18 left an incredible legacy in his 62 years, becoming a renowned expert on the safe administration of medicine.

PHOTO: CHARLES SHAN CERRONE



DR. RONALD S. LITMAN, GLOBALLY RECOGNIZED



OUR PAST LAW & MASTER IN LAW PROGRAM

Dr. **Ronald S. Litman ML'18**, an internationally recognized leader in pediatric anesthesiology at The Children's Hospital of Philadelphia (CHOP) and staunch supporter of the Law School's Master in Law program, passed away on April 21 after a short illness. He was 62.

A passionate advocate for the safe administration of medicine, Dr. Litman had been an attending anesthesiologist at The Children's Hospital of Philadelphia for twenty years and a Professor of Anesthesiology at the University of Pennsylvania Perelman School of Medicine for the last thirteen years.

Noting his loss to the medical community and to Penn, Dr. Charles Dean Kurth, Anesthesiologist-in-Chief at The Children's Hospital of Philadelphia, said in a statement: "We will miss Ron's quick wit, keen eye, willingness to help at any moment, incredible knowledge and skill in pediatric anesthesia ... Ron will be remembered as a giant in the field of pediatric anesthesia... . He had a gift for inquiry and scholarship and was amazingly productive. He used these gifts to positively influence the clinical care of children undergoing anesthesia, surgery, and pain management around the world."

Ever the seeker of knowledge, in 2009 Dr. Litman acted on his interest in the law and approached Ted Ruger, before he became Dean, about sitting in on his class in Health Law. Ruger told him to take it for credit in case he wanted to pursue more legal education in the future.

[READ FULL ARTICLE](#)

SHIRLEY SHILS, PENN LAW PHILANTHROPIST

Shirley Shils **PAR'77, CGS'84, CGS'90, G'93**, who was involved in several philanthropic endeavors at Penn with her late husband Dr. Edward Shils W'36, G'37, GR'40, PAR'77, L'86, GL'90, GRL'97, died Feb. 1. She was 100 years old.

Like her husband, Mrs. Shils embraced education at all stages of life and earned undergraduate and master's degrees at Penn in her 60s and 70s. She and Mr. Shils were deeply involved in many facets of the University of Pennsylvania. At the Law School, they established the annual Shils Lecture Series in Arbitration and Alternative Dispute Resolution in 1993. In 2001, they endowed the Edward B. Shils and Shirley R. Shils Term Professorship in Entrepreneurial Management at the University, following their establishment of the Edward B. and Shirley R. Shils Term Professorship in Arbitration and Alternative Dispute Resolution at the Law School.





Mrs. Shils served on the board and executive committee of the Madlyn and Leonard Abramson Center for Jewish Life, as Vice President of the Federation of Jewish Agencies of Greater Philadelphia, and as Chair of the Women's Division of Philadelphia Allied Jewish Appeal's Israeli Emergency Fund.

Mrs. Shils was preceded in death by her husband, Ed, who died in 2004. She is survived by children Ronnie Burak, Nancy Shils C'77, G'86, GED'98, GED'01, GRD'01, Edward Barry Shils; grandchildren Eli and Benjamin; and great-grandchildren Levon, Ani, Ariana and Eduardo.





A Promise for a Brighter Future.

Including the University of Pennsylvania Carey Law School as part of your estate and financial planning can be a statement about what matters most to you and can be extremely meaningful. Consider including the Law School in your will or living trust, or as a beneficiary of your retirement plan or life insurance policy.

These promises of support help in the advancement of knowledge, and advocate for the next generation of legal minds prepared to address society's challenges and help to create a just world.

Plan a gift today and make a promise for a brighter future.

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