



In This Issue

Promoting
Women

JW Elects Six
New Women Partners

jw² Connects:
Clients & Community

JW Wins
Lambda Legal Award

Suzan Kedron:
Determination on Display

Susan Halsey:
Sealing the Deal

Awards & Honors

Latest Additions
to Our Talent Pool

Check out [jw.com](http://www.jw.com)

The latest publications from
JW attorneys can be found at
www.jw.com/publications.

Jackson Walker: A Law Firm Committed to Promoting Women

Jackson Walker's continual efforts to promote women are showing results in many ways.

- In 2011 and 2010, Jackson Walker voted more women to partner than any other firm in the state (as reported by *Texas Lawyer*). Sixty percent of the new partners in 2010 and 2011 were women.
- In 2010, the firm named Susan Halsey Managing Partner of the Fort Worth office. Susan and Retta Miller also serve on the firmwide Management Committee.
- Currently, there are three women partners heading practice groups within the firm. Retta Miller heads the Litigation practice group, which is the firm's largest practice group. Susan Halsey heads the firm's Real Estate practice group, and Susan Mead co-chairs the Land Use practice group.
- In a continuing trend, women represented approximately 40 percent of new associate hires in 2010 and 2011.
- Two women attorneys since 2010 have advanced to partnership while on alternative work schedules. Jackson Walker formally revised its firm policies to expressly recognize the ability of attorneys on alternative work schedules to be considered eligible for partnership.
- Jackson Walker launched and implemented a maternity leave mentoring program. A major goal of the program is to facilitate a smooth return to practice following the attorney's maternity leave.

Jackson Walker Elects Six New Women Partners



Virginia Alverson



Amanda Bush



Heather Forrest



Danielle Needham



Amy Roberts



Debbie Robinowitz

Jackson Walker is proud to announce the election of six women to partner in 2011. From the Dallas office, Virginia Alverson, Heather Forrest, Amy Roberts and Debbie Robinowitz were named partners. From the Fort Worth office, Amanda Bush and Danielle Needham were named partners.

Virginia Alverson is a member of the Health Care practice group. She focuses her practice on providing legal services to the health care industry. Ms. Alverson received her B.S. degree from Vanderbilt University and her J.D. degree from the University of Texas School of Law.

Amanda Bush is a member of the Litigation practice group. She represents clients in a variety of matters including complex commercial litigation and intellectual property litigation. Ms. Bush received her B.A. degree from The University of Texas and her J.D. degree from The University of Texas School of Law.

Heather Forrest is a member of the Bankruptcy practice group. Her practice is concentrated in representing secured and unsecured creditors. Ms. Forrest received her B.S. degree in paralegal studies from Minnesota State University at Moorhead in 1995, and both a bachelor of Civil Law degree and a J.D. degree from Louisiana State University in 2003.

Danielle Needham is a member of the Labor practice group. Her practice primarily consists of representing employers in a wide variety of state and federal labor and employment law matters. Ms. Needham received her B.A. degree and her J.D. degree from Texas Tech University.

Amy Roberts is a member of the Litigation practice group. She represents clients in a variety of matters including complex commercial litigation and intellectual property litigation. Ms. Roberts received her B.A. degree from the University of Nebraska-Lincoln. She received her J.D. degree from the University of Nebraska College of Law.

Debbie Robinowitz is a member of the Finance practice group. Her practice primarily consists of structuring, documenting, and negotiating finance transactions. She received her B.A. degree from the University of Pennsylvania and her J.D. degree from Southern Methodist University.

jw² Connects with Clients and the Community

Jackson Walker Women (jw²) continues its mission of building strong networks for women professionals, including Jackson Walker attorneys, as well as firm clients and friends. To bring women together, jw² has hosted and participated in several events around the state over the past year.

San Antonio clients and attorneys spent an evening at a local spa enjoying wine and pedicures. Attendees included counsel and executives from Valero, HEB, Zachry, E&Y, Rackspace, United Healthcare and numerous other clients and friends. The event provided an opportunity to cross-sell and reinforce existing relationships.

The **Austin** office celebrated “Fat Tuesday” with its third annual JW Women’s Mardi Gras Fête. The party is designed to offer Austin women professionals the opportunity to network. This year, we hosted more than 100 JW attorneys, clients and friends who came together to celebrate the end of the Mardi Gras season. The festivities were held at Chez Zee restaurant.

In **Houston**, women clients and attorneys gathered for a jw²-sponsored sommelier’s wine tasting. The event gave attendees the chance to network while sampling and learning about new wines.

In **Dallas**, jw² sponsored an evening of wine and pampering at a local salon. JW attorneys were joined by women from some of the area’s top companies including Bank of America, American Airlines and Texas Instruments.



Jackson Walker Wins Lambda Legal Law Firm Award



Lauren Mutti

Jackson Walker recently received the Lambda Legal Law Firm Equality Award, an honor that recognizes a law firm for its continued support of Lambda Legal and workplace equality.

Jackson Walker attorney Lauren Mutti accepted the award on behalf of the firm at the Lambda Legal Landmark Dinner, an event that celebrates recent landmark victories in the fight for marriage equality for everyone, including the lesbian, gay, bisexual and transgender community.

Jackson Walker partner Tracey Wallace also participated in the event as a part of the fashion show held during the dinner.

Jackson Walker is proud to be a sponsor of the Lambda Legal Landmark Dinner, which raises money for Lambda Legal’s South Central Regional office (SCRO). The SCRO opened in Dallas in 2002. Since then, Lambda Legal’s SCRO has made a special commitment to education throughout its eight-state region.



Susan Kedron

Suzan Kedron: Determination on display

For Suzan Kedron, tenacity is the key to success as a land use lawyer. It's the quality that defines her career and distinguishes her to clients, who know they can count on Suzan to see a project through to completion no matter what obstacles may arise.

And plenty of obstacles can arise when it comes to land use and zoning rules, which are complicated, vary by municipality, and have the potential to make or break a project. Suzan helps her clients negotiate these complexities and develop smart strategies for commercial and residential development. In addition to all matters related to planning and zoning, the members of the Land Use group at Jackson Walker have

expertise in economic development incentives, tax increment financing and affordable housing initiatives. Suzan's comprehensive experience enables her to guide clients through every step of the development process.

"We take their ideas and provide the legal framework that will enable their development to succeed," she says. "Sometimes, the design needs to fit the existing ordinances, and sometimes we may need to seek a code change or zoning change; it's just a matter of what's most efficient for the client."

Suzan's background in architecture provides an added advantage to clients. After receiving her B.A. in architecture from Columbia University, she worked at an architectural firm for two years. There she realized that she was drawn to the legal side of the profession. Suzan took night classes at South Texas College of Law while working at a Houston law firm and raising her young son as a single parent; yet she still managed to finish the program in three years. She subsequently passed both the Texas and New York bar exams concurrently, attaining a score high enough to be admitted by waiver to D.C. as well.

Today, Suzan brings the same level of commitment that she demonstrated in law school to her clients' projects. And because successful planning often involves design choices, Suzan's architectural savvy enables her to anticipate issues that may arise and provide practical, effective solutions that remain true to the client's vision.

While understanding the technical elements of a real estate project is crucial, the ability to forge strong relationships with key decision-makers is also important, especially in Texas, where most planning and zoning decisions are made at the local level. Suzan addresses this challenge by taking time to build relationships with staff members at the agencies with which her clients do business. Her persistence keeps her clients' projects on track even amid the turnover of councils, boards and commissions that often comes with municipal elections.

*"You can't wait for someone to call you back; you can't wait for someone to like your project," she says.
"You have to be proactive. Every project that comes in, you have to go after it as if it were your own.
That's how we create value for our clients."*

That sense of personal ownership in each project has earned Suzan the trust of clients in matters large and small. In one recent example, Suzan represented a financial company completing a major store rollout in Texas. Realizing that a proposed ordinance change in Dallas could hamper the project, Suzan advised the client to focus on getting plans for its Dallas locations approved before moving on to other cities. The strategy enabled the company to avoid costly delays. "For developers, time is money," Suzan says. "By being responsive and efficient, we can help them get through the process quickly and keep their projects moving forward."

In some cases, perseverance means helping clients find creative solutions to development challenges. For example, Suzan was part of a team that helped to identify alternative income streams for downtown Dallas properties. The outcome involved changing city ordinances to create a new value stream for the landlord, tenant and city.

Suzan's dedication extends to her community involvement as well. She is heavily involved with the Real Estate Council, and in particular, its Associate Leadership Council program. She also serves on the board of directors for the Dallas Area Habitat for Humanity, a cause that is close to her heart. "I support that organization personally and professionally because I think their mission is important," she says. "At the end of the day, we all care about our home. Whether it cost \$10,000 or \$10 million, for most of the population, it's their greatest asset."

Suzan is also active in jw², Jackson Walker's women's initiative, and serves on the firm's Diversity committee. Diversity is an asset to everyone, Suzan believes. "Being able to relate to different types of people makes me more effective at what I do," she says. "It enables me to say, 'I share your concerns, now let's see how I can help you achieve your goals.'"

Suzan's clients know that she won't rest until their goals have been attained. That's the power of persistence.



Susan Halsey

Susan Halsey: Sealing the deal

Susan Halsey knows that the biggest deals in commercial real estate are built on common ground.

An expert in real estate law, Susan has successfully negotiated billions of dollars in transactions during some of the best and worst times in the commercial market. But no matter how large the project, her strategy remains the same: Determine the client's needs and then build consensus to obtain the best possible deal for her client. "You do your client a big service by being perceived as a deal-maker, someone who is willing to do what it takes to get the deal done," she says.

Susan represents companies, partnerships, individuals and financial institutions in a variety of real estate transactions. She helps her clients buy, sell, lease, operate and manage properties that range from office towers to apartment complexes and from industrial parks to shopping centers. She also frequently advises landlords on property management issues and helps developers draft covenants and form homeowner associations. In addition to managing her own practice, Susan is chair of Jackson Walker's real estate practice group, which includes approximately 40 lawyers in six offices, and she is managing partner of the firm's Fort Worth office.

The ease with which Susan handles all these responsibilities attests to her skills in team-building and negotiation, which form the basis of a successful real estate practice. "There's an art to negotiation," she says. "It's important to develop rapport with the other side, so you can calmly and rationally convince them that they can both win."

"There's an art to negotiation," she says. "It's important to develop rapport with the other side, so you can calmly and rationally convince them that they can both win."

Unlike in some other areas of law, the parties in a real estate transaction both essentially want the same thing: to close the deal so that their businesses can move forward. By listening to her clients' needs, Susan is able to find the most efficient path toward that objective. "It's a building process," she says. "In the early stages, you have to really learn your client's business. It's important to spend that time upfront because you can be a much more effective advocate for them." Armed with her client's priorities, Susan starts negotiating. She begins by finding areas of agreement. "When you do that, you find people are more inclined to listen to your concerns and help you address them," she says. "If you come out swinging, they really don't care to help you."

Goodwill goes a long way, but Susan will go to the mat for her clients when needed. Illustrating this point, Susan shares an anecdote about her daughters. When asked whether they wanted to go into the legal profession, they would often reply that they might, but that they would want to be "real lawyers" unlike their mom – that is, until they heard her in action, negotiating a case over the phone. "I was debating with the person on the other side, using all the arguments a trial lawyer would in front of a jury," she says. "That's when they got it."

Susan's success as a negotiator speaks for itself. She's represented some of the biggest players in the Dallas-Fort Worth commercial real estate market, including Crescent Real Estate Equities, which has grown from just seven properties when Susan began representing the company to over 17 million square feet today. She represented Chesapeake Energy in its \$100 million purchase of a 20-story office tower in downtown Fort Worth from Pier 1 Imports. She also helped facilitate Tenet Healthcare's move to downtown Dallas. Those two transactions were named among the "Best Real Estate Deals of the Year" by *The Dallas Business Journal*. Susan has also been recognized as a "Super Lawyer" by *Thomson Reuters*, consistently named a "Top Attorney" by *Fort Worth, Texas* magazine, and ranked a "2009 Power Attorney" by the *Fort Worth Business Press*.

One of Susan's enduring accomplishments is her role in founding the Fort Worth Real Estate Council. Six years ago, Susan brought together a small group of Fort Worth commercial real estate leaders to discuss forming an organization to provide a unified voice for the industry. The Council has since grown to include more than 200 members and has become a powerful force for positive change in Fort Worth. The success of that organization again attests to Susan's ability to bring together a diverse group for a common goal.

From her office in downtown Fort Worth, Susan can look out over projects she's helped facilitate. That's one of the things she enjoys about real estate law. "I have a visual representation of work that I've accomplished, and that's pretty satisfying," she says. Susan's clients, meanwhile, have the satisfaction of knowing that her negotiation skills have put their deals on a solid foundation.

Jackson Walker Awards & Honors

follow jackson walker
on twitter

www.jw.com/twitter

Virginia Alverson	<i>H, Texas</i> “Houston’s Top Lawyers” (2010)
Angela Bennett	<i>Thomson Reuters</i> “Rising Stars” (2010)
Ann Benolken	Best Lawyers in America (2010-2012)
Amanda Bush	<i>Thomson Reuters</i> “Rising Stars” (2007-2011)
Jan Chafin	<i>H, Texas</i> “Houston’s Top Lawyers” (2007-2010)
Stephanie Chandler	<i>Thomson Reuters</i> “Rising Stars” (2005-2011); “Young Professional Award for Community Service” by North San Antonio Chamber of Commerce (2010)
Lauren Ciminello	<i>Scene in S.A.</i> “Rising Stars” (2008-2010); <i>San Antonio Business Journal</i> “40 Under 40” (2010)
Priya Coffey	<i>H, Texas</i> “Houston’s Top Lawyers” (2010)
Paula Denney	<i>Thomson Reuters</i> “Texas Super Lawyers” (2005-2011); <i>H, Texas</i> “Houston’s Top Lawyers” (2010)
Alia Derrick	State Bar of Texas’ LeadershipSBOT Class (2010)
Robin Dodds	<i>Thomson Reuters</i> “Rising Stars” (2010)
Susan Halsey	<i>Thomson Reuters</i> “Texas Super Lawyers” (2009-2011); <i>Fort Worth, Texas</i> “Top Attorneys” (2002-2010)
Nancy Hamilton	Best Lawyers in America (2008-2011)
Suzan Kedron	<i>Thomson Reuters</i> “Rising Stars” (2006-2012)
Kathleen LaValle	Best Lawyers in America(2007-2012); Ranked in Chambers USA:America’s Leading Lawyers for Business; <i>Thomson Reuters</i> “Texas Super Lawyers” (2011)
Julia Mann	Leadership San Antonio (2011)
Susan Mead	Best Lawyers in America (2007-2012); <i>D Magazine</i> “Best Lawyers in Dallas” (2011); <i>D Magazine</i> “Best Women Lawyers in Dallas” (2010)
Nicole Ruble Metcalf	<i>Thomson Reuters</i> “Rising Stars” (2010-2011)
Retta Miller	Best Lawyers in America (2012) and <i>Thomson Reuters</i> “Texas Super Lawyers” (2010-2011); <i>D Magazine</i> “Best Women Lawyers in Dallas” (2010)
Karen Monsen	<i>Scene in S.A.</i> “Best Lawyers” (2011)
Marilyn Montano	<i>Thomson Reuters</i> “Rising Stars” (2010)
Danielle Needham	<i>Thomson Reuters</i> “Rising Stars” (2010-2011); <i>Fort Worth Business Press</i> “40 Under 40” (2010); <i>Fort Worth, Texas</i> “Top Attorneys” (2010)
Shannon Zmud Teicher	<i>Thomson Reuters</i> “Rising Stars” (2009-2011)
Patricia Tomasco	<i>Thomson Reuters</i> “Texas Super Lawyers” (2005-2011)
Erin Tuggle	<i>Thomson Reuters</i> “Rising Stars” (2010)
April Vasquez	<i>Thomson Reuters</i> “Rising Stars” (2010); <i>H, Texas</i> “Houston’s Top Lawyers” (2010)
Elena Villaseñor	<i>Thomson Reuters</i> “Rising Stars” (2010-2011); <i>Scene in S.A.</i> “Rising Stars” (2009-2011); Leadership Lab Class (2011)
Tracey Wallace	Fashion Cited “Lawyer of Style” (2011)

Latest Additions to Our Talent Pool

JW Locations



Fort Worth Carrie Miller, Senior Counsel

Houston Suhani Akhare, Associate
Amy Baird, Partner
Courtney Carlson, Associate
Lindsey Moorhead, Associate
Jamila Patten, Associate
Marlene Williams, Senior Counsel

Austin Sue Ayers, Senior Counsel
Deidra Garcia, Associate
Patty Tomasco, Partner
Erin Tuggle, Associate

Dallas Kristina Campbell, Associate
Kelly Cavazos, Associate
Claire Gallerano, Associate
Kelly Laukhuf, Associate
Minoo Sobhani, Associate
Amanda Thompson, Associate
Tracey Wallace, Partner

Austin 100 Congress Avenue
Suite 1100
Austin, Texas 78701
Tel : 512.236.2000

Dallas Bank of America Plaza
901 Main Street, Suite 6000
Dallas, TX 75202
Tel : 214.953.6000

Fort Worth 777 Main Street
Suite 2100
Fort Worth, Texas 76102
Tel : 817.334.7200

Houston 1401 McKinney Street
Suite 1900
Houston, Texas 77010
Tel : 713.752.4200

San Angelo 301 W. Beaugard Avenue
Suite 200
San Angelo, Texas 76903
Tel : 325.481.2550

San Antonio Weston Centre
112 E. Pecan Street, Suite 2400
San Antonio, Texas 78205
Tel : 210.978.7700

In This Issue

Promoting Women

JW Elects Six New Women Partners

jw² Connects: Clients & Community

JW Wins Lambda Legal Award

Suzan Kedron:
Determination on Display

Susan Halsey:
Sealing the Deal

Awards & Honors

Latest Additions to Our Talent Pool

Online

What's New

- Jackson Walker Helps World Cup Rugby Player Get Back in the Game
- Jackson Walker Secures Appellate Victory for Client in Investment Fraud Case
- Shawn O'Brien Quoted on Ponzi Schemes in the San Antonio Business Journal
- Craig Enochs and Kevin Page Issue Dodd-Frank Update
- Arcie Jordan Speaks on International Real Estate Legal Considerations Associated With Foreign Educational Programs

Publications and e-Alerts

- VIA Media Postcard - Website's Role in Anchoring Jurisdiction in Texas: A New (or Old) Standard?
- Dodd Frank Update: Impact on Gas & Power Transactions
- Dodd Frank Update: Impact on Gas & Power Transactions (PowerPoint)
- Real Estate Issues Related to Foreign Educational Programs
- The SEC Starts Talking About Cybersecurity



901 Main Street
Suite 6000
Dallas, TX 75202