The business law faculty includes some of the nation’s leading theorists and practitioners in law and economics, corporate law and bankruptcy law.

The business law program offers an impressive array of opportunities for students to integrate theory and practice while studying in the world’s financial hub.

“A good lawyer has to be able to see the strength of the other side’s position; to see ways a solution can be reached that benefits both sides. That is the spirit we try to maintain in the classroom, and the ethic I want my students to carry with them each and every day of their careers.”

Samuel Estreicher, Dwight D. Opperman Professor of Law and director of the Center for Labor and Employment Law
Corporate and business law has always played a central role in the identity of NYU. The Law School continues to lead the way in innovative courses and programs, particularly as globalization reshapes the way people think about the interaction of business and law.

NYU has the Center for Law & Business, run by Bill Allen. He’s a phenomenal resource who is tapped into what’s going on today in business and to a wonderful network of people. The Law School has a great base of alumni and infrastructure to support people who are really interested in business.

ANDY KLEIN ’08 (J.D./M.B.A.)
“Corporations comprise the dominant force in America in terms of impact on our physical safety, our health and our financial well-being,” explains Jennifer Arlen, the Norma Z. Paige Professor of Law. “All of us are hurt when corporations take excessive risks or wipe out the value of their stock. I consider how we can induce corporations to make investments in reducing risks in ways that improve the health of both individuals and the economy.” Arlen, who teaches Business Crime, Corporations and Torts, focuses most of her work at the intersection of corporate governance and torts. “I use economics to examine how to structure liability rules to induce corporations to invest in cost-effective measures to limit wrongdoing by their managers and employees, whether it be medical malpractice, torts or business crime.”

The author of prize-winning papers on corporate liability rules, business tax and takeovers, Arlen has also published research on why malpractice liability for physicians and managed care organizations means better care for patients.

Having earned both a J.D. and a Ph.D. in economics at NYU, Arlen is committed to helping students who want to pursue the academic life, too. “I like to work with students who are interested in going into academia, and get very involved in the research projects of students who want me to do so. I gear the advice I give to future academics to the requirements of scholarship. I push them to develop a strong theoretical argument and work with them on multiple drafts because I know what law schools will look for. I also bring students into the scholarship process by hiring them as research assistants. I’m currently coauthoring an article with a student, which will give him a published paper before he goes on the teaching market.”

Professor Arlen is a codirector of the Center for Law, Economics and Organization, which promotes abstract, interdisciplinary scholarship on real world issues.
Business law courses cover everything from accounting to secured transactions, and examine topics as diverse as global financial disclosure, employee relations and talent negotiations in the entertainment industry.

**Specialized Degrees**
Law students interested in specialized business degrees have six options:

- **J.D./M.B.A. Program** with the Leonard N. Stern School of Business
- **LL.M. in Corporation Law**
- **LL.M. in Taxation**
- **LL.M. in Trade Regulation**
- **J.S.D. in Trade Regulation**

They can also choose to pursue the **Advanced Professional Certificate Program in Law and Business**, created specifically for those interested in careers in corporate law. This permits students to receive graduate-level business school training in conjunction with their legal education without requiring the extra time necessary to earn an M.B.A.

**Market Shares**
The Law and Finance seminar series brings together academics to discuss topics that bridge corporate law and corporate finance. Recent speakers include: Jonathan Karpoff of the University of Washington Business School on "The Cost to Firms on Cooking the Books"; Darius Palia of Rutgers Business School asking "Does Better Corporate Governance ‘Cause’ Better Firm Performance?"; and Alan Schwartz of Yale Law School examining "How Much Irrationality Does the Market Permit?"

**Getting Down to Business**
- Accounting for Lawyers
- Advanced Analysis of Accounting Information
- Antitrust Law
- Antitrust Law and Economics
- Banking Law and Regulation
- Bankruptcy
- Bankruptcy Reorganizations
- Bankruptcy Tax Colloquium on Law and Business
- Business Crime Colloquium on Corporate Law
- Commercial Sales: International and Domestic
- Contract Theory Seminar
- Contracts
- Corporate Bonds
- Corporate Finance
- Corporate Law: Policy Analysis
- Corporate Law: U.S. and European Union
- Corporate Reorganizations
- Corporations
- Developing Issues: Financial Reporting
- Disclosure
- Employee Pension and Health Benefits Law
- Employee Relations and Talent Negotiations in the Entertainment Industry
- Employment Law
- Entertainment Law
- Estate Planning

**Financial Instruments and Capital Markets**
- Income Taxation
- Income Taxation of Trusts and Estates
- Insurance Law
- International and Regional Trade Law
- International Commercial Sales
- International Economic Transactions
- International Tax
- International Trade
- Labor Law
- Law of Nonprofit Organizations
- Mergers and Acquisitions
- Modern Payment Systems
- Multistate Taxation in the New Millennium
- Negotiating Complex Deals in Corporate Restructurings
- Partnership Taxation
- Real Estate Deals
- Real Estate Transactions
- Restructuring Firms and Industries
- Secured Transactions
- Securities Regulation
- Survey of Corporate Taxation
- Survey of Securities Regulation
- Taxation of Executive Compensation
- Taxation of Mergers and Acquisitions
- Taxation of Property Transactions
- Timing Issues and the Income Tax
- Topics in E-Commerce
- Trusts and Estates
- Venture Capital

**Through the Leadership Program in Law and Business, J.D. students can streamline their coursework with a business-oriented curriculum.**
Too Much of a Good Thing?

Stephen Choi believes that overregulation is bad for everyone.

How do you protect investors in an increasingly complex securities market? That’s a question that fascinates Stephen Choi, Murray and Kathleen Bring Professor of Law. “A delicate balance exists here,” says Choi, who joined the faculty last year. “There’s no doubt that a strong system of securities regulations gives investors confidence. But regulators can often make mistakes and face large pressures to be seen as ‘doing something,’ particularly in the wake of a large scandal such as Enron. Too much regulation can be just as much a problem as too little.”

A prolific author with more than 30 publications to his credit, Choi cowrote a 2003 article in the Stanford Law Review examining how behavioral quirks may lead the SEC to overregulate. In a piece published in the Yale Law Journal, Choi explored conflicts of interest among Wall Street analysts and the possibility of market-based solutions to these dilemmas. Choi, who graduated first in his class from Harvard Law School and holds a Ph.D. in economics, also completed in 2005 (with Adam Pritchard) a 700-page student-friendly casebook, Securities Regulation: Cases and Analysis, the first to include a hypothetical case study that examines a Martha Stewart-like insider-trading-related scenario. The casebook includes exercises to help students learn by doing—such as by drafting their own securities prospectus as part of a mock public offering. Choi, who teaches Survey of Securities Regulation and Topics in Corporate and Securities Law, explains, “Putting students into the role of attorneys working on an actual deal helps give life to the mandatory disclosure requirements.”
The Law School’s business faculty are groundbreaking authors and scholars of legal, economic and finance theory, and members of the nation’s leading firms. Each faculty member fills a niche, or multiple niches, of recognized expertise in this richly varied program.

**Business Matters**

Adjunct business faculty members come from many of New York City’s top corporate firms. For example, David Katz ’88 and Mark Gordon, who teach Mergers and Acquisitions, are both partners at Wachtell, Lipton, Rosen & Katz.

**Barry Adler**  
Vice Dean; Charles Seligson Professor of Law  

**Jennifer Arlen**  
Norma Z. Paige Professor of Law  
Jennifer Arlen ’86 (Ph.D. ’92) has written numerous articles on corporate crime, corporate liability, medical malpractice liability, torts damage, corporate takeovers, corporate taxation, and behavioral law and economics. She is on the editorial board of the *International Review of Law and Economics*.

**William T. Allen**  
Nusbaum Professor of Law and Business; Director, Lester Pollack Center for Law & Business  
William Allen is a former chancellor of the Court of Chancery of the State of Delaware. He is also a clinical professor of business in the finance department of the Stern School of Business. Allen teaches the Colloquium on Law and Business, Corporate Law: Policy Analysis, Corporations, Law and Business of Investment Banking, and Mergers and Acquisitions. He also serves as counsel to the law firm of Wachtell, Lipton, Rosen & Katz.

**Oren Bar-Gill**  
Assistant Professor of Law  
Oren Bar-Gill’s scholarship focuses on the law and economics of contracts. He is working on a book about the interplay between consumer psychology and market forces in consumer markets.

**Stephen Choi**  
Murray and Kathleen Bring Professor of Law  
Stephen Choi’s research interests focus on the theoretical and empirical analysis of corporations and capital markets. He has written papers examining security regulations, securities class action empirical studies and the judiciary.

**Helping Represent the Needy**

Students can help attorneys from top-tier law firms provide basic legal services to lower-income clients through the nonprofit Small Business Law Connection.

*Business Matters*

**Professor Kahan has been particularly supportive. He offered to reach out to people he knew and put me in touch with potential employers.*  

**Nate Pierce ’08 (J.D./M.B.A.)**
Spotlight on Oren Bar-Gill

A self-professed nerd who placed third in a regional geometry competition in ninth grade, Professor Oren Bar-Gill combined his love for numbers with his interest in justice to carve out his specialty: law and economics. Along the way, the 31-year-old Israeli has also earned a reputation for coming up with fresh, counterintuitive ideas. For example, in a 2003 paper, Bar-Gill asserts that contrary to accepted wisdom, inventors prefer narrow protection and disclosure to broad intellectual property defenses. In other papers, he argues against nullifying contracts that impose seemingly harsh credit terms on the low-income consumer. “If I’m selling furniture in an inner-city community and I’m not allowed to insert these credit terms into the contract, I might decide not to sell there at all,” says Bar-Gill, who teaches Behavioral Law and Economics, the Colloquium on Economic Analysis of Law and a course in Contracts.

In the six years he has been in the U.S., Bar-Gill has presented his work at the prestigious American Law and Economics Association Conference and has published 17 papers. He has another few papers on the way and is currently working on a book, Market Failure and Behavioral Economics, about the interplay between consumer psychology and market forces in consumer markets, such as those for cell phones, magazines and health clubs.
### The Furman Center’s Real Estate and Urban Policy Forum sponsors events that bring students together with leading attorneys, financiers, politicians and real estate developers.

<table>
<thead>
<tr>
<th><strong>FACULTY</strong></th>
<th><strong>Eleanor M. Fox</strong></th>
<th><strong>Andreas F. Lowenfeld</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Walter J. Derenberg Professor of Trade Regulation</td>
<td>Eleanor Fox ’61 is a prominent antitrust and comparative competition law scholar. Her recent work includes articles about the intersection of trade and competition, and the disjunction between national law and global markets. Fox proposes principles for linking national systems and counting the costs imposed by one nation on another.</td>
<td>Herbert and Rose Rubin Professor of International Law</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Mark Geistfeld</strong></th>
<th><strong>Clayton P. Gillette</strong></th>
<th><strong>Florencia Marotta-Wurgler</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Crystal Eastman Professor of Law</td>
<td>Mark Geistfeld, a codirector of the Center for Law, Economics and Organization, is a trained economist as well as a lawyer. In both his teaching and scholarship, he focuses on legal rules that govern risks threatening physical injury and property damage. His recent scholarship stresses the ways in which economic and moral theories of tort law are complementary.</td>
<td>Assistant Professor of Law</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Marcel Kahan</strong></th>
<th><strong>Geoffrey Miller</strong></th>
<th><strong>Helen S. Scott</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>George T. Lowy Professor of Law</td>
<td>Clayton P. Gillette’s scholarship concentrates on commercial law, local government law and international sales contracts. He teaches commercial sales, contracts, local government law and modern payment systems. He is the coauthor of <em>Payment Systems and Credit Instruments: Cases and Materials</em>, and <em>Sales Law: Domestic and International</em>.</td>
<td>Stuyvesant P. Comfort Professor of Law; Director, Center for the Study of Central Banks</td>
</tr>
<tr>
<td>Marcel Kahan’s main areas of interest are corporate governance, securities fraud and bondholder rights. He has written more than 30 articles for law reviews, finance journals and professional publications. Kahan is also a member of the Association of the Bar of the City of New York’s Special Committee on Mergers, Acquisitions and Corporate Control Contests.</td>
<td>Geoffrey Miller has written and edited five books and more than 100 articles in such diverse fields as ancient law, civil procedure, constitutional law, corporate and securities law, financial institutions, jurisprudence and legal history. He has taught a wide range of subjects including federal regulation of banking, financial institutions, land development, the legal profession, legal theory, property and securities. Miller is director of the Law School’s Center for the Study of Central Banks and a codirector of the Center for Law, Economics and Organization.</td>
<td>Helen Scott came to the Law School from corporate practice at Shearman &amp; Ster-</td>
</tr>
</tbody>
</table>

---

**The Law and Business Association, a student group, and the Lester Pollack Center for Law & Business regularly organize student luncheons with distinguished corporate law and business practitioners, such as Dennis Hersch ’70, global chairperson, JP Morgan Securities; Robert Kindler ’80, vice chairman, investment banking, Morgan Stanley; J. Michael Schell, vice chairman, global banking, Citigroup Global Markets; and Sara E. Moss ’74, executive vice president, general counsel and secretary, the Estée Lauder Companies, Inc.**
Martin Lipton '55 was named Lawyer of the Year in 2005 for Corporate Governance and Mergers & Acquisitions by the International Who’s Who of Business Lawyers.

Business Law at NYU School of Law

Stanley Siegel
Professor of Law
Stanley Siegel has written on the effects of contemporary financial theory and computer applications on financial reporting, and on comparative company law and accounting standards-setting in the United States and the European Union. He is a faculty member of the International and Comparative Law Center of the Southwestern Legal Foundation.

Robert H. Sitkoff
Professor of Law
Robert H. Sitkoff teaches Trusts and Estates. His research focuses on business organizations and trusts and estates.

John J. Slain
Professor of Law Emeritus
John “Jack” Slain ’55 is now entering his 32nd year of teaching law. He began at Indiana University School of Law in Indianapolis, moved to Ohio State University, and came to the NYU School of Law more than two decades ago. Since then, he has been one of the mainstays of the corporate law faculty.

George H. Sorter
Professor of Law Emeritus; University Professor Emeritus; Vincent C. Ross Professor of Accounting Emeritus
Cited by Fortune magazine as one of the eight most favored business school professors, George Sorter has built a career as a leading theorist and innovator in the world of accounting. Sorter proposed the “events theory,” which describes accounting as a form of history chronicling the important events of a unit. This innovative theory has formed the basis of Sorter’s research and teaching for the past 40 years.

Diane L. Zimmerman
Samuel Tilden Professor of Law
Diane Zimmerman is a specialist in First Amendment law and copyright law. She teaches courses in these areas, as well as the Colloquium on Innovation Policy, and courses on press and tort law. She is the author of highly influential writings on the right of publicity and privacy. Zimmerman’s most recent scholarship probes the relationship between the First Amendment and protection of the public domain, and explores the nature of the originality requirement in copyright.

Close-up: Kevin Davis
“A big part of the draw to NYU is the city,” says Professor Kevin Davis, who joined the faculty in 2004, “but the global dimension of the Law School is also very attractive.”

A passionate teacher, whose research focuses on commercial law, contracts, and law and development, Davis shows his students not only “how to think like a lawyer and understand how to engage in legal reasoning,” but “to recognize that they don’t always have to take legal rules as a given. Some rules vary across time and place; they’re malleable. I want my students to see that there’s room for debate around the margins, while still recognizing the boundaries.”

Martin Lipton ’55 was named Lawyer of the Year in 2005 for Corporate Governance and Mergers & Acquisitions by the International Who’s Who of Business Lawyers.
Enter Fiduciary Man!

It’s clear from the outset of any of Professor Robert Sitkoff’s classes that he has an unbridled passion for trusts and estates (T&E). He belts out songs about the class material, impersonates other law professors and has even created his own superhero, Fiduciary Man. “I get really worked up and excited in class. Whatever it takes to engage the students in the material,” says Sitkoff, who began teaching at the Law School last fall. While T&E is traditionally taught from a historical perspective, Sitkoff’s approach has an economic and empirical bent, mirroring his scholarly orientations. In one of his most influential papers, “An Agency Costs Theory of Trust Law” (Cornell Law Review, 2004), Sitkoff draws on the agency cost literature of corporate law to develop an economic theory of trust law. Since that article, agency cost analysis has become routine in the literature of trust law. In 2005, he co-authored the first empirical assessment of the effect of abolishing the rule against perpetuities and has cowritten “Did Reform of Prudent Trust Investment Laws Change Trust Portfolio Allocation?” in the Journal of Law and Economics. This study showed that $100 million in assets flowed into states that abolished the rule against perpetuities between the mid-1990s and 2003. Sitkoff is drawing on these studies and others for his second book. (He is the coauthor of Wills, Trusts, and Estates, considered the leading casebook in the field.)

E-contract Expert

Professor Florencia Marotta-Wurgler ‘01 was online buying a used copy of a biography when an idea for a research paper struck her. “I said, ‘I just gave my credit card to a stranger who lives in Sweden. How do I know that I’m going to get the book?’” recalls Marotta-Wurgler. “And what about those e-contracts that the buyer is required to click on, but rarely reads?” Marotta-Wurgler set out to determine whether online sellers who don’t disclose their contracts before the transaction offer worse terms than those who do, analyzing more than 515 software license agreements. She found that hidden or “pay now, terms later” contracts offered relatively more buyer-friendly terms than those that consumers were forced to accept in advance—a result that stunned Marotta-Wurgler’s colleagues. “While many professors have written about electronic contract formation at a theoretical level,” says Law School Vice Dean Clayton Gillette, “She’s the first who’s tried to discover what’s actually going on in this area.”
Brochure Name at NYU School of Law

On the Jobs

Cynthia Estlund tracks the changing role of workplace law in the United States.

As a visiting professor in Spring 2005, Cynthia Estlund did something that her colleagues have only fantasized about: She banned laptops in the classroom. “She came in as a complete outsider and tried something new that was likely to completely bug the students. And they went with it,” says Deborah Malamud, AnBryce Professor of Law.

Challenging the status quo is typical for Estlund, who joined NYU as Catherine A. Rein Professor of Law last fall. In her scholarship “she raises serious questions as to whether the current labor law system will continue to work in this country,” says Malamud. And her creative thinking has earned her the respect of her peers. “Professor Estlund has done important work exploring the limits of labor law doctrine and integrating First Amendment theory into the law and politics of the workplace,” says Professor Samuel Estreicher, the director of the Center for Labor and Employment Law.

Estlund’s professional and intellectual interests have centered on labor and employment law since she was a law student at Yale. “I liked the idea of representing people who had their own goals and some power to pursue them, but who needed legal help,” she says. But recent decades have not been kind to unions or to labor law. In her last traditional labor law piece, “The Ossification of American Labor Law” (Yale Law Review, 2002), Estlund discusses the barriers to renewing and reforming the labor laws. In her book, Working Together: How Workplace Bonds Strengthen a Diverse Democracy, she argues that the workplace has become the most important site of cooperation and communication for people of diverse backgrounds. In between teaching Property, Employment Law and Advanced Topics in the Law of the Workplace, Estlund works on her next book. The subject: Rebuilding the Law of the Workplace in an Era of Self-Regulation.

Estlund won a 2005 Labor History essay award for her article about integration in the office, “Working Together: Crossing Color Lines at Work.”
The study of trade regulation and intellectual property law at NYU provides a grounding in the basics of antitrust, patents, copyrights and trademarks, and allows students to investigate the philosophical and socioeconomic issues that guide the debate in these important areas.

<table>
<thead>
<tr>
<th>Affiliated Faculty</th>
<th>Adjunct Faculty</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Lawrence J. White</strong>&lt;br&gt;Arthur E. Imperatore&lt;br&gt;Professor of Entrepreneurial Studies, NYU Stern School of Business&lt;br&gt;Lawrence White has published widely in the area of the economics of regulation and antitrust. He has served as a board member of the Federal Home Loan Bank Board, and on the senior staff of the President’s Council of Economic Advisers. He is also a former chief economist for the Antitrust Division of the U.S. Department of Justice.</td>
<td><strong>Nicholas Gordon</strong>&lt;br&gt;Partner, Franklin, Weinrib, Rudell &amp; Vassallo&lt;br&gt;Nicholas Gordon ’72 specializes in the representation of major record labels. He coteaches a seminar on entertainment law.</td>
</tr>
<tr>
<td><strong>Mary Kevlin</strong>&lt;br&gt;Partner, Cowan, Liebowitz &amp; Latman&lt;br&gt;Mary Kevlin specializes in trademark, copyright and unfair-competition law. She teaches advanced trademark law and is the coauthor of a casebook on trademarks and unfair competition.</td>
<td><strong>Irving Scher</strong>&lt;br&gt;Senior Counsel, Weil, Gotshal &amp; Manges&lt;br&gt;Irving Scher specializes in antitrust, advertising and marketing litigation and counseling. He teaches an antitrust course and is on the advisory board of the Bureau of National Affairs’s Antitrust and Trade Regulation Report.</td>
</tr>
<tr>
<td><strong>Herbert F. Schwartz</strong>&lt;br&gt;Senior Partner, Ropes &amp; Gray&lt;br&gt;Herbert Schwartz specializes in patent law. He is a fellow of the American College of Trial Lawyers and the American Bar Foundation, and is a member of the American Law Institute. He teaches the basic patent law course and is the author of a widely used text on patent law and practice, and a coauthor of a patent law casebook.</td>
<td><strong>Rose H. Schwartz</strong>&lt;br&gt;Partner, Franklin, Weinrib, Rudell &amp; Vassallo&lt;br&gt;Rose Schwartz ’80 specializes in the representation of clients in the music recording industry, motion pictures and television. She coteaches a seminar on entertainment law. She is a faculty member of the European Union Master of Audiovisual Management program and a member of the British Academy of Film and Television Arts.</td>
</tr>
</tbody>
</table>
Innovation Policy Colloquium

Students interested in an in-depth examination of the larger issues and controversies surrounding trade regulation and intellectual property can take the Innovation Policy Colloquium. The course draws together faculty from NYU and other universities, leading scholars and law practitioners and industry representatives to discuss topics such as the law and economics of innovation and competition; consideration of incentive structures; examination of innovation in developing economies; consideration of the influences of tax, tort and environmental law on innovation; issues raised by advances in telecommunication; and the use of patent law to control the price of lifesaving drugs.

The Information Law Institute

The Information Law Institute is an academic center for studying the significant influences of law and public policy on computing and new digital information technologies, and vice versa. A fundamental premise of the institute is that legal choices about technologies have radically affected production, manipulation, storage and dissemination of, and access to, information in digitally networked societies.

New Media Meets Technology

The Information Law Institute and the Department of Culture and Communication at NYU sponsor a colloquium devoted to issues at the intersection of information technology and new media, and law, policy, society and the quality of life. The colloquium includes presentations of original research and scholarship as well as discussions of current political issues and public controversies.

First Defends Fair Play

Professor Harry First, the director of the Trade Regulation Program, is an antitrust and trade regulation specialist. His scholarly work has focused on all aspects of international competition policy, including international price predation, international cartels, distressed industries and international enforcement mechanisms. First has also twice been a Fulbright Research Fellow in Japan, and is the author of a groundbreaking study of the legislative history of Japanese antitrust law. He has served as an editor for the ABA’s Antitrust Magazine and has been a member of a NAFTA bi-national review panel. From 1999 to 2001, while on leave from the Law School, First was the chief of the Antitrust Bureau of the Office of the New York State Attorney General.

Brown Bag Lunch Series

Many outstanding professionals in trade regulation, intellectual property and antitrust law visit NYU to meet with students about policy and practice in the field. Here are just a few:

**Barbara Anthony**, head of the Northeast Region Office of the Federal Trade Commission

**Judge Dennis Davis**, chief of the Court of Appeals for antitrust cases in South Africa

**Dr. Xiaoye Wang**, Professor of Law, Chinese Academy of Social Sciences

**Brad Smith**, Senior VP and General Counsel at Microsoft Corporation

**Jay Himes**, chief of the Antitrust Bureau of the New York State Attorney General’s Office
Serving Up Success

Jason Finger ’98, Todd Arky ’98 and Paul Appelbaum ’98 became entrepreneurs because they were hungry. Literally.

In 1999, after many late nights trolling for restaurants that would deliver dinner to their offices, the law firm associates started Seamless-Web, a company that processes restaurant orders for professional firms online. With their service, nobody needed to step away from the desk for sustenance. And filling out forms to get reimbursed became a thing of the past.

By 2004, the company was #4 on Inc. magazine’s list of the 500 fastest-growing companies in America, with revenues of $50 million. Soon, investors started to crave a piece of the pie, and in 2006, Finger, Arky and Appelbaum seized the moment: they sold Seamless-Web to foodservice provider Aramark Corporation for an undisclosed amount.

ALUMS IN ACTION

Robert Kindler converted his legal experience into a second career.

Robert Kindler ’80 worked his way through law school helping at his dad’s plumbing business, painting houses and opening an ice cream parlor. After graduation, he built a hugely successful career in law—and followed that with an equally successful one in investment banking. Clearly Kindler, 52, is one who embraces opportunity, something he says he found a great deal of at the Law School. “NYU gives you the chance to work in major law firms in New York,” he says, “and that opens up your options.”

Kindler rose quickly through the ranks at Cravath, Swaine & Moore, working on huge high-profile mergers like Lucent Technologies’ $20 billion acquisition of Ascend. He also got to spend time with people like Steven Spielberg, Jeffrey Katzenberg, and David Geffen, whom he advised on the creation of DreamWorks Studio. “I loved Cravath,” he says, “but felt like I had nothing more to accomplish. I’d done the biggest deals around.”

JP Morgan Chase was in the process of building its M&A practice and was looking for a rainmaker. Kindler moved over in June 2000, giving up law for investment banking, and retaining clients Lucent and Dreamworks among others. When Kindler joined JP Morgan as global head of M&A, the firm was not in the top five in the league tables that rank deal volume. By 2005, it was ranked second.

Always seeking a challenge, Kindler decided to leave JP Morgan Chase in April 2006 to join Morgan Stanley as a vice chairman of investment banking. “You need to have a gregarious personality to be an investment banker,” says Kindler, who clearly shares a sense of humor with his brother Andy, a standup comic. “You have to want to be with people. You have to want to be on the road.”

What if he could do it all over again? Says Kindler, who is now a Law School Foundation Trustee, “I would have taken a finance or business class.”
### Some of our many alumni working in the business world:

From Wall Street to Hollywood and beyond, Law School alumni have left their mark on every area of the business sector. Here’s just a sampling:

<table>
<thead>
<tr>
<th>Name</th>
<th>Company/Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Victor Ganzi '77</td>
<td>President and Chief Executive Officer, The Hearst Corporation</td>
</tr>
<tr>
<td>Jonathan Green '75</td>
<td>President and Chief Executive Officer, The Rockefeller Group</td>
</tr>
<tr>
<td>Martin Gruss '67</td>
<td>Senior Partner, Gruss and Company</td>
</tr>
<tr>
<td>Alice Kane '72</td>
<td>U.S. General Counsel, Zurich Financial Services</td>
</tr>
<tr>
<td>Richard Ketchum '75</td>
<td>Chief Executive Officer, NYSE Regulation</td>
</tr>
<tr>
<td>Charles Mele '81</td>
<td>Executive Vice President, General Counsel and Secretary, Emdeon Corporation</td>
</tr>
<tr>
<td>Harold Max Messmer '70</td>
<td>Chairman and Chief Executive Officer, Robert Half International</td>
</tr>
<tr>
<td>Peter Guber '67</td>
<td>Producer, Chairman and Chief Executive Officer, Mandalay Entertainment</td>
</tr>
<tr>
<td>Sara Moss '74</td>
<td>Executive Vice President, General Counsel and Secretary, Estee Lauder</td>
</tr>
<tr>
<td>Kenneth Munoz '75</td>
<td>Principal, Sports Capital Partners</td>
</tr>
<tr>
<td>Ethan Orlinsky '76</td>
<td>Senior Vice President and General Counsel, Major League Baseball</td>
</tr>
<tr>
<td>Marc Platt '82</td>
<td>President/Producer, Marc Platt Productions</td>
</tr>
<tr>
<td>Brian Schorr '82</td>
<td>Executive Vice President and General Counsel, Triarc Companies, Inc.</td>
</tr>
<tr>
<td>John Shaw '76</td>
<td>President, St. Louis Rams</td>
</tr>
<tr>
<td>Paul Tagliabue '65</td>
<td>Former Commissioner, National Football League</td>
</tr>
<tr>
<td>Jeffrey Tannenbaum '88</td>
<td>President, Fir Tree Partners</td>
</tr>
<tr>
<td>Michael Roth</td>
<td>Managing Partner, FLF Associates</td>
</tr>
<tr>
<td>Marc Turtletaub '70</td>
<td>Partner/Producer, Big Beach Films</td>
</tr>
<tr>
<td>Anthony Winters '77</td>
<td>President and Chief Executive Officer, AmeriChoice Corporation</td>
</tr>
<tr>
<td>John Wilcox 'LL.M. '81</td>
<td>Senior Vice President and Head of Corporate Governance, TIAA-CREF</td>
</tr>
<tr>
<td>John White '73</td>
<td>Director of the Division of Corporation Finance, Securities and Exchange Commission</td>
</tr>
<tr>
<td>Mark Wilf '87</td>
<td>President, Minnesota Vikings</td>
</tr>
</tbody>
</table>
At the Top

Evan Chesler still uses what he learned in Van Hall’s classrooms on a daily basis.

As the presiding partner of Cravath Swaine & Moore, Evan Chesler ’75 is the public face of one of the nation’s leading law firms. Only the second litigator in the firm’s 188-year history to be selected for this position, Chesler splits his time between managing the firm and handling antitrust, intellectual property and commercial cases.

A partner since 1982, and former head of the 215-lawyer litigation department, Chesler believes that the seeds of his success were planted long ago, as a law student at NYU. “Not a case goes by that I don’t think about my Evidence class with Irving Younger,” says Chesler. He also still relies on the formative lessons he learned in courses such as Andreas Lowenfeld’s Conflict of Laws, which still explores issues of judicial jurisdiction, international transactions and the acknowledgment of foreign judgments. “I have a profound understanding of the law because of Younger, Lowenfeld and NYU,” says Chesler. “It’s how I learned to think like a lawyer, and to analyze problems and deconstruct like a lawyer.”

Chesler is an active alumnus and the founder and chairman of the Lawyer Alumni Mentoring Program for NYU undergraduates interested in becoming lawyers. He strongly believes that all lawyers should get the richest possible grounding in legal theory, no matter what specialty they plan to pursue. While in law school, for example, the future litigator pursued an unusually wide array of classes, enrolling in courses like Aviation Law and International Economic Transactions. “There are courses that you’ll need to have on your agenda—Corporate Law, Securities Law and Evidence,” says Chesler, “but it’s essential to go beyond those and take a broad range. Basically, treat your legal education the same as a liberal arts one. NYU is a supermarket of choices intended to develop a well-honed, analytical legal mind.”

Taking Stock of China

Winston Wen Yan Ma (MC ’98) has a rather unique resume: he has worked as an investment banker and as a capital markets attorney in both the U.S. and his native China. Recently, Ma, a vice president at J.P. Morgan Chase, published a book, capitalizing on his singular perspective, entitled Investing in China: New Opportunities in a Transforming Stock Market.
For more information about business law programs, please contact:

Hilary Peck
Associate Director
Lester Pollack Center for Law & Business
44 West 4th Street, KMC 9-51
New York, NY 10012-1126
Telephone: (212) 998-0302
Facsimile: (212) 995-4233
Email: hpeck@stern.nyu.edu

Lester Pollack Center for Law & Business
Web site: www.stern.nyu.edu/clb