

# GLOBAL POSITIONING

Latin American lawyers are infiltrating the world's law firms in ever greater numbers. Rosie Cresswell traces the diaspora

**A**rriving in New York as a fresh-faced young attorney five years ago, Chilean Cristian Conejero Roos raised an eyebrow at the sight of partners sleeping at the office to complete a deal, and associates working months and months in a row with next to no break. "Chilean lawyers work really hard," he remarks. "But I had never seen anything like the commitment I've seen from lawyers in international firms – especially in New York."

Building a practice in another country is always going to cause a culture shock or two, but today the path from Latin America into the more developed legal markets of the world is increasingly well trodden. What with globalisation and investors' growing fascination with the region, opportunities for Latin American lawyers in international law firms are greater than ever. In light of the value they are adding, We asked group of such lawyers to tell their stories.

Brazilians dominate the group, representing 37 per cent of our sample. Argentines and Mexicans each comprise a fifth, while Venezuelan lawyers make up 9 per cent. We also tracked down lawyers who have flown the nest from Chile, Colombia, Central America, Panama, Peru and Uruguay. The Dominican Republic is home to two of the more

noteworthy careers – Juan Giraldez is a partner at Cleary Gottlieb in New York, and José Ricardo Feris is a member of the International Court of Arbitration in Paris.

Unsurprisingly, an overwhelming 90 per cent of these lawyers are now based in the US. Half of those are in New York (a key hub for international work with Latin American links) while Washington, DC and Houston are second and third favourite locations there. Given its business links and proximity to the region, Miami did not feature as high on the list as we expected – our search revealed just four lawyers there.

Outside of the US, bar one lawyer working in Canada, all those nominated have taken their careers to Europe. The most popular city there is Paris, where 10 of our group live, and six are based in the United Kingdom. Again unexpectedly, given the cultural and investment links, we only ran across three in Spain and one in Portugal, although of course these results are not absolute.

The most obvious first route out of the region is to pursue further education. Having young lawyers with LLMs or even JDs from abroad, alongside experience in a US or European firm, is sufficiently attractive to a Latin American firm for them to often financially support the trip, or at the very least actively encourage it. The gamble can backfire though, as lawyers frequently arrive in the US on a supposedly temporary basis and like what they see.







It's a familiar story; take Filipe Areno, who went to the US in 2002, believing that an LLM course coupled with a one-year training programme in a major US law firm would enhance his career as a Brazilian M&A and capital markets lawyer. "At that point, I was not planning to become a US lawyer or to live outside Brazil for a long period of time." Now he is in New York working for Skadden Arps Slate Meagher & Flom LLP as a fifth-year associate. Andres Mena followed the same path, like many Chilean lawyers. After sitting for the New York Bar, he took a position with Kirkland & Ellis LLP in 2002. Four years later he was made partner.

Personal reasons for staying in the city where they studied crop up repeatedly among our group – and from the perspective of their former bosses back home, there is little one can do to counterbalance the effect of falling in love on someone's career choices. But professionally, the attraction of the US for Latin American lawyers equally barely needs to be explained – it's the obvious choice given the size of its legal market, its affinity to Latin America and its location. Top-flight US firms can offer better pay, career opportunities and connections. "A mid-level associate in the US can earn almost the same salary as a junior partner in Brazil," affirms Giovanni Loss, an associate at Fulbright & Jaworski LLP in Houston. That gap is closing slightly,

however, as the dollar falls and as local firms are more willing and able to compete aggressively for talent with international firms.

Those who have developed a taste for cross-border work as local counsel on international deals back home had their cravings met to abundance north of the Rio Grande. More than one respondent to our survey admits to being drawn to the "thrill" of work in New York and the role of lead counsel.

"I am required to carefully manage the client's expectations and have more direct contact with senior management, which is not the case when working as local counsel," says Carlos Albarraçin, an Argentine partner at Chadbourne & Parke LLP in New York. The role also introduces managerial responsibilities. "You are expected to run the deal and make sure all parties are coordinated, including local counsel and other advisers and participants," he notes, adding that he

also finds quality standards are a little higher.

The complexity of the work in New York is like no other. "The structuring of cutting-edge instruments or financings, securitisation and project finance involving new technology provide an insight into instruments and markets. These can then be implemented or developed in Latin America," says Colombian Francesco Noero at Sidley Austin LLP.

Today there is a pool of prominent young Latin Americans

carving out careers for themselves in top New York offices, such as Skadden Arps Slate Meagher & Flom LLP where notable Brazilian Fernando Almeida, the aforementioned Filipe Areno, an Argentine and a Mexican also work and come recommended. Then there is Peruvian Edgardo Cavalie at White & Case LLP, Chilean Matias Mori at Curtis Mallet-Prevost Colt & Mosle LLP. Other firms with Latin Americans on their New York books include Chadbourne & Parke LLP, Cleary Gottlieb Steen & Hamilton LLP, Shearman & Sterling LLP and Simpson, Thacher & Bartlett LLP.

While New York has netted the bulk of Latin American lawyers heading north, it is not the whole story. Practice areas have developed natural "home" cities globally; it is difficult to nurture an outstanding career in international trade or arbitration law, for example, without spending time in Geneva, Paris or Washington, DC where key institutes are based.

The boom in Latin American arbitration opened a whole new field of opportunity for ambitious young lawyers. "Once abroad I realised that there is an international market for Latin American lawyers in the

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**EDGARDO CAVALIE, 34, Peruvian Associate, White & Case LLP, New York**

Cavalie's career got a jump-start while he was a trainee at Rubio Leguia Normand & Asociados and in his final year of law school in Lima, when Peru's securities and exchange commission, CONASEV, hired him as a staff attorney. He was one of 20 picked from a pool of 2,000. "I worked on over 60 registered public offerings of debt securities," he notes. Such ample capital markets experience inspired him to pursue an LLM at Columbia University, in New York. From there, he says it was

pure serendipity.

Today, Cavalie is an associate in White & Case's global M&A group, a few doors down from Alexis Rovzar, head of the firm's Latin American practice. But that position took some getting to.

"Back in 2000 it was not easy to land a job as an LLM," he remembers. Cavalie chose to go on the JD programme at Columbia that widened his options. "It gave me pretty good choices that I wouldn't ever have considered otherwise."

Four influential years at Skadden Arps followed, under the guidance of Paul Schnell and Jon Bisgaier, among others. "Over the years my work had a clear regional [Latin American] focus, and during my last 18 months at the firm there was a clear concentration on Brazilian work," Cavalie remembers.

Cavalie's move to White & Case in 2006 was a deliberate decision to direct his career beyond Latin American work. Since joining he has increased his exposure to international and domestic clients in public and private M&A transactions. "Since joining White & Case I've had the privilege to work under the leadership and mentorship of the co-heads of the M&A group, John Reiss and Tim Goodell, and my work has become truly global," he says. "From representing the largest Swedish steel company in a multibillion dollar acquisition to representing the leading provider of portable storage solutions in its recent strategic acquisition of a California-based company."

field of international arbitration,” says Luiz Aboim, a Brazilian associate at Freshfields Bruckhaus Deringer LLP in Paris. “Something that did not exist in Brazil when I left.”

One reason 10 of the lawyers put forward for this article live in Paris is because it is home to the ICC International Court of Arbitration. Also in Freshfields’ Paris arbitration department – where Nigel Blackaby, head of the firm’s Latin American arbitration practice, is based – are Patricia Garcia from Brazil, and Argentine Noiana Marigo.

The fact that 16 per cent of our group are in Washington, DC is certainly in part down to the multilateral institutions based there. Three lawyers recommended to us working in law firms there are engaged in international dispute resolution, reflecting the fact that it is home to the International Centre for the Settlement of Investment Disputes (ICSID). Natalí Sequeira from Costa Rica is a legal associate at the centre. Other World Bank institutes based there employ Latin Americans: Ivan Illescas, a Guatemalan, is at the World Bank’s multilateral investment guarantee agency, and Brazil’s Claudio Rechden is also counsel at the World Bank. Uruguayan Jorge Pacheco is at the Inter American Investment Corporation there, too.

Our research has uncovered some novel journeys, such as that of Brazilian Lucília Falsarella Pereira, who is head of European Community merger regulation at the UK’s Office of Fair Trading at the age of 29 (see page 16).

In-house positions have also provided opportunities for careers overseas. Argentine Francisco Balduzzi works for Wood Group Management Services in Houston, and Colombian Angelica Espinosa is counsel at General Electric’s headquarters there. Guilherme Ferreira of Brazil is at Lehman Brothers in New York. Switzerland-based companies Nestlé and Alstom employ Argentine and Brazilian in-house counsel. Half of the Latins we know of in the UK are in-house, as are half of the Venezuelans globally. Interestingly, given the climate of the country’s energy sector, one is employed by Exxon Mobil and one by ConocoPhillips.

Accounts from this diaspora prove that even as Latin Americans spread across the globe, cultural differences are still prevalent. More than one lawyer admits to needing to acclimatise to the business-orientated practice of the US. Used to Latin



### **GASTON BILDER, 38, Argentinean** Senior legal counsel for Alstom’s power plants division, Baden, Switzerland

Bilder did not take the most direct route to Baden. After qualifying to practise law in Argentina, he went to Boston to get his Masters.

He returned to Argentina, where he worked at Alfaro-Navarro Abogados for two years, until he was offered the position of general counsel for Petrolera Chaco, a hydrocarbons producer in Bolivia. He worked there for five-and-a-half years before moving to Switzerland, to work for the power plants division of Alstom.

Bilder has always been keen on regional work opportunities in Latin America and seriously pondered moving to Mexico or Brazil. But during his job hunt he saw how highly recruiters regarded experience in the US and Europe. Now he works for a growing company with a global presence that is the leader in the manufacturing of transportation and power generation equipment. “These markets are going to keep growing – particularly in Latin America – during the next years, probably offering plenty of opportunities for advancement,” he notes.

At Alstom, Bilder has been impressed by the diversity found in a global company in terms of work experience and educational choice. “I frequently encounter lawyers doing non-legal work and non-lawyers taking contract management jobs,” he adds.

Bilder thinks his heritage is appreciated at Alstom: “Even though European professionals traditionally advise on deals in Latin America with external counsel supporting them, they recognise the value added from bringing a Latin American in-house to the table. Aside from languages and qualifications, coming from a region that is still perceived as a developing market has helped my career.”

Bilder’s eye remains on Latin America: “For the legal profession location becomes less and less important every day. But I am optimistic about the number of opportunities for growth and challenging work that will be found in the next years in Latin America.”

American law firms where people stop by each other’s offices for a quick chat, lawyers find the New York “do not enter my bubble” policy slightly frosty, and the concept of e-mailing someone

sitting two offices away to discuss a legal issue remains alien.

Part of this is down to the sheer size of US law firms. “The fact that you work on a daily basis with people in the firm you have never actually seen still baffles me,” says Bibiana Jaimes, a Colombian associate at White & Case LLP. “The larger size of the New York law firms prevent the same type of close personal environments found among Panama law firms,” says Shearman & Sterling’s Erika Mouynes.

But what US firms lack in familiarity they make up for in resources invested in making lawyers’ lives easier, impressing lawyers arriving from the region’s smaller firms. A Chilean lawyer recounts his early days at Shearman & Sterling, six years ago: “I called the IT department with a problem with my computer, and

the mouse started moving around my screen on its own. I was shocked to see that someone could fix my problem without actually coming to my computer.”

“Once abroad I realised that there is an international market for Latin American lawyers in the field of international arbitration”



**LUCÍLIA FALSARELLA PEREIRA, 29, Brazilian, head of European Community merger regulation, Office of Fair Trading, London, UK**

Falsarella Pereira is one of the few lawyers we came across whose career to date has been mostly in government institutions.

After a stint at Felsberg e Associados in Brazil she arrived in the UK to do her LLM at King's College London in 2003 as a British Council Chevening scholar.

Falsarella Pereira focused on competition law, and subsequently joined the traineeship programme of the European Commission. There she worked in one of the mergers units in the Directorate General for Competition (DG Comp) alongside colleagues from EU member states and beyond. She returned to London to join the mergers group of the UK competition authority, the Office of Fair Trading (OFT). Today she is a principal case officer and head of European mergers – and far removed from Latin America.

Falsarella Pereira claims not to have actively pursued a career outside the region, but “when the exciting opportunities came up to work first for the European Commission and later for the OFT, which is widely recognised as one of the top competition authorities in the world, I just could not say no”.

While she considers her education and work experience in Brazil ample preparation for her career in Europe, Falsarella Pereira has observed some differences in culture. “In Latin America we tend to be more direct than in the UK,” she notes. “When I started working in London, my boss made a pleasant comment about a presentation I had given and it was only a week later that I realised it was actually a criticism!”

She maintains that Latin American traits such as warmth and flexibility are welcomed in Europe. “We are a very hard-working bunch, and we are used to work in adverse scenarios if needed. And I think being outgoing (which is typically Latin) does not do any harm to my career – quite the contrary.”

Others admire the resources US law firms invest in training its lawyers and in recruiting. “From how they court summer associates, to the way senior partners would take law school students or first year associates to lunch or to important meetings was something that I had never seen before,” says Roberto Aguirre Luzi, an associate with King & Spalding LLP. Some, contrasting this to the more traditionally structured Latin American firms, feel they are more likely to be judged on their own merits, rather than family, outside the region.

Slightly further afield, the culture shock can be sharper, even confusing. One member of our group contrasts the Anglo-American lawyers’ objectiveness and focus to the “passionate and talkative nature of Latin lawyers”. More than one UK-based lawyer remarked upon British reserve and indirectness. “I always expected that if someone wanted me to work through the weekend, they would say: ‘you have to work the whole weekend’ instead of ‘you might consider it useful to come to the office for a couple of hours this Saturday,’” remarks one Brazilian.

Part of the culture shock comes from the wide discrepancies between the average standard of US law school education and that of Latin America universities. Most respondents felt their legal education in the region lacked a global or business perspective, with one Chilean, for example, describing his as old fashioned.

“I had more lectures on Roman law than on bankruptcy law,” he says. “Teaching on the importance of foreign law, let alone of corporate practice on a cross-border level, was minimal.” Similar observations have been made of schools in Argentina and Brazil, which can still focus on preparing students for public legal positions such as judges or prosecutors.

But you can turn this education to your advantage. Lucília Falsarella Pereira, for example, appreciated her education at the University of São Paulo when studying alongside law graduates from all over the world at King’s College in London. Perhaps more importantly, Latin American schools are catching up. “Nowadays, Brazilian universities are more concerned with Brazil as an international player – a good example is Fundação Getúlio Vargas, which has a more international view,” says Artur Badra, an associate at Jones Day in Spain.

What does get a universal thumbs up is the preparation afforded by working in local law firms. To survive at the top of a competitive market, Latin American law firms have had to become intimately acquainted with what US and European clients and firms expect, and how they operate. They have not been slow to translate that knowledge into their own working practices, and the skills learnt at such firms are easily transportable.

The exposure associates are afforded in smaller Latin

American firms to clients and different areas of practice goes far when arriving in big US firms that are often highly specialised. Bibiana Jaimes touts the four years she practised in Bogotá as “excellent” preparation for international practice at White & Case. “It allowed me to take on more responsibility in the deals I was working on and the partners I was working with felt more confident letting me handle certain aspects of the transactions on my own.”

Your heritage can be a boon in other ways. International practice involves comparative, local and international law, and conflict of laws. Multiple cultures and languages shape the work and globalisation’s rapid advancement ensures the mix keeps changing. What stands out on a CV today is experience of

conducting business in more than one legal system, languages and an appreciation of different cultures – which Latin Americans fully practising abroad tend to have in spades.

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“Working on complex cross-border transactions in Latin America requires knowledge of both [sets of] law principles; obtaining law licences in civil and common law jurisdictions provided me with an excellent foundation for my practice,” says Mexican Rodrigo Dominguez Sotomayor, now at Morgan Lewis & Bockius LLP.

Typically, Latin American lawyers have a head start on languages over US or UK lawyers. “I have seen my Latin American colleagues working seamlessly in two, three or even four different languages,” asserts Freshfields’ Aboim. Then there is the appreciation of a particular country’s nuances that only a native can really understand.

Some Latin American lawyers have garnered valuable experience from circumstances very specific to their native countries. Ignacio Suárez Anzorena’s four years in public service dealing with Argentine arbitration cases, especially those arising from the country’s financial crisis of 2001, meant his experience was more valuable abroad than in Argentina. He is now special counsel for Clifford Chance LLP in Washington, DC. While working for the government of Panama, Erika Mouynes was involved in the analysis and development of multiple infrastructure projects. “It is easier to maintain the same level of consistent exposure to such high-level transactions by joining New York law firms where the range of expansive international greenfield projects is more widely available.”

And as the region matures economically, there are bigger and better opportunities for its lawyers. Particularly since Brazil became a net direct investor in 2006, more and more Brazilian companies are investing across the region and in the US. Add to that the country’s IPO frenzy and Brazilian lawyers are certainly in demand. Today, Andrea Andrezo of Simpson Thacher & Bartlett LLP finds Brazilian clients generally prefer dealing with Brazilian associates of an international firm who speak the same language and better understand the client’s way of thinking. “The fact that I am a Portuguese native speaker admitted to the Bar in São Paulo and in New York, with an accounting background and with some experience on capital markets deals afforded me several offers both in Brazil and in the US,” she adds.

The nationalisations in countries such as Venezuela, Bolivia and Ecuador have made more space for Latin American lawyers in the world of arbitration, too. “If you are counsel in arbitrations for or against these countries or clients from these countries, you probably want a Latin American in your team,” says one arbitration lawyer.

The opportunities were not always there, as the older generations of Latin Americans abroad note. Andrés de la Cruz, 46, a partner at Cleary Gottlieb Steen & Hamilton LLP in Frankfurt, began at the firm in 1988. Then, he says there were

just eight Argentine lawyers who had completed an LLM or equivalent in the US. He has since watched the international market for legal services take off. “Thousands of opportunities have been created in the main financial centres as financial globalisation called for professionals to increase their ability to operate across borders,” he notes. “Globalisation has eased the burdens for lawyers wishing to pursue international careers,” agrees Fernando Mantilla-Serrano, a Colombian partner at Shearman & Sterling, aged 45.

Law firms are recruiting accordingly. Ana Luiza César Dias Domene, a founder of Brazilian firm Koury Lopes Advogados, was approached by Chadbourne & Parke LLP. “The firm was looking for a senior Brazilian lawyer to join its Latin American practice and expand its Brazilian one.”

“Local knowledge is very valuable for us,” says Francesca Odell, a Cleary Gottlieb partner who does a lot of work in the region. “Especially as the Latin American markets grow stronger in their own right. Clients don’t specifically ask for native lawyers, but they do take comfort in them.”

Andrew Derman, head of Thompson & Knight LLP’s international energy practice, considers having natives to the country on a deal essential. “You need more than a superficial knowledge of the law, you need to know way it is practised, how the system works.” For example, to assist a Chinese client,



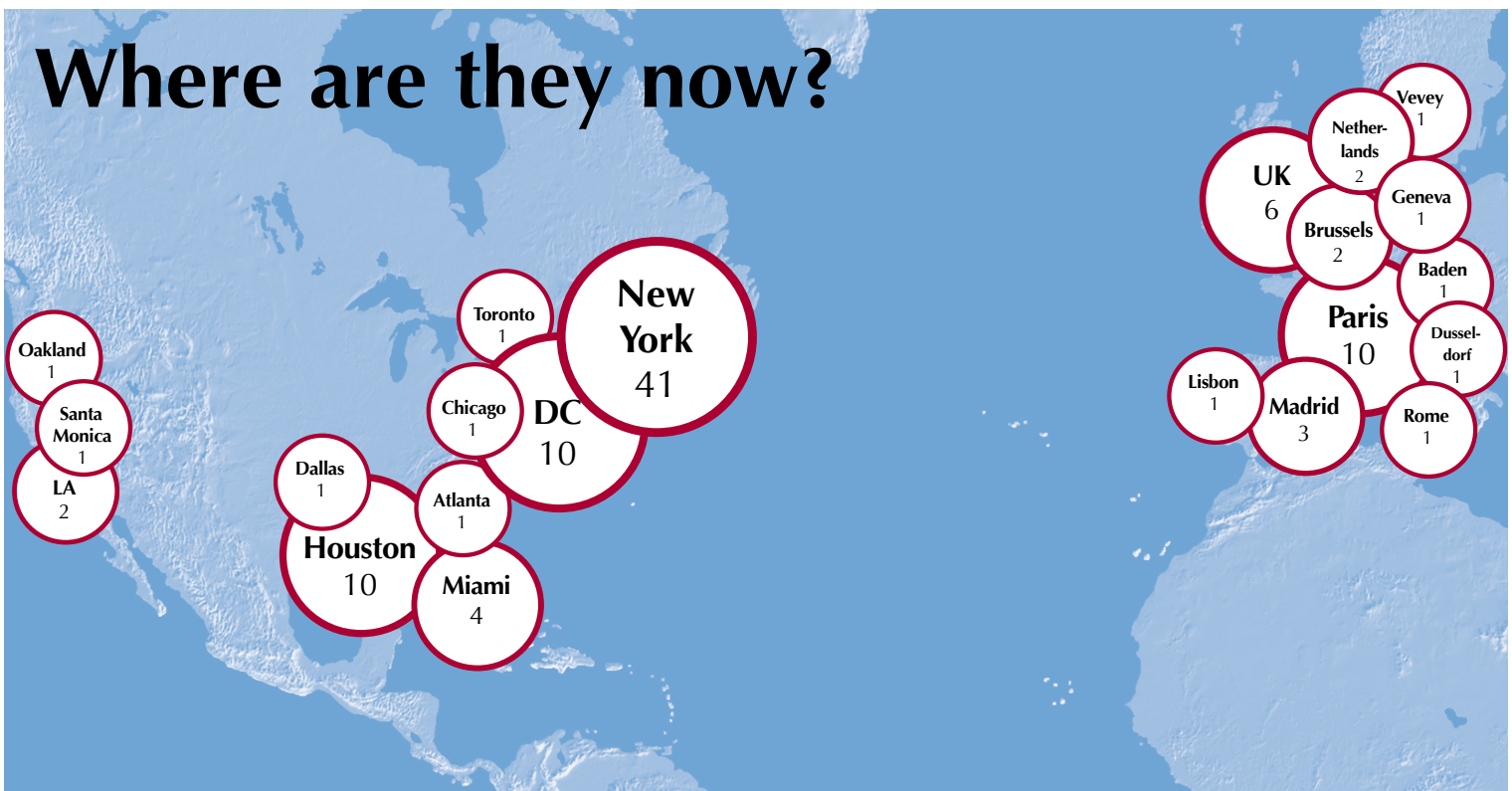
### **CRISTIAN CONEJERO ROOS, Chilean, 32 Counsel, Cuatrecasas, Paris, France**

Conejero initially decided on a career in litigation, until he came across a big international arbitration while at Chilean firm Claro y Cía. “In addition to the benefits I always saw of litigation, I identified the potential to work in other languages, apply foreign legal systems, have periodic contact with foreign lawyers and firms, understand the nature and particulars of international rather than domestic commercial transactions, travel abroad and get to know other legal cultures.”

By the time he applied for an LLM at Columbia University in New York he had a pretty clear idea about his objective. “When we were registering our courses, a fellow Latin American approached me and saw the courses I’d chosen: international commercial arbitration, transnational litigation, international law, negotiation, and comparative antitrust. He told me I was nuts, that I was wasting my money and would never find a use for it.”

Conejero has more than made use of it. After receiving the Parker School Recognition for his thesis on the impact of the UNCITRAL Arbitration Model Law in Latin America, he spent a year at Shearman & Sterling LLP in New York as a foreign associate working on project finance and restructuring work in Latin America. His arbitration career took off in 2004, when he joined the ICC International Court of Arbitration as counsel for Latin America and the Iberian peninsula. “There I oversaw hundreds of ICC arbitration proceedings involving Latin American and Iberian parties,” he notes. In 2007 he returned to private practice, for Cuatrecasas in Madrid as counsel. He moved to Paris this year, but spends substantial time in Madrid to enhance the firm’s international arbitration practice.

Conejero values the free reign Cuatrecasas has given him. “When I proposed the idea to maintain my residence in the Paris office but spend substantial time in Madrid, to use the Madrid-Paris connection, which in international arbitration makes a lot of sense, they immediately supported me. The fact that firms listen to your ideas for enhancing business is very encouraging.”



Thompson & Knight has seconded Brazilian lawyers into the Chinese company's offices in Brazil.

But clients can't be fobbed off by language and nationality alone. James Segal, regional counsel for Latin America and Caribbean for drinks producer Diageo, points out that it's easy for a law firm to hire a foreign lawyer and market off the back of it. "I'm far more interested to what lies behind this; the substance, experience and reputation of the practice." Segal adds that more often than not the company uses US or UK law firms alongside local firms – further negating the need for a local lawyer to be on the lead lawyer team.

Evidently Latin American lawyers add value to a Latin American department. But how easy is it to make it to partnership in an international firm, and what are the opportunities beyond work in the region?

Of the lawyers put forward for this article, nine have made it to partner before the age of 40 (*see box above*). Their achievements to date are admirable. Alberto de la Peña is the only partner of Haynes and Boone of Mexican nationality based in the US. He admits it was hard to overcome the challenge of becoming partner in a US law firm as a foreigner, but he now heads the cross-border practice out of Dallas.

Skadden Arps' Almeida can understand the pressure faced by Latin American lawyers wishing to make partner in US law firms. "Latin America is a region, and not a practice. An associate wishing to be partner has to prove that they are knowledgeable of the US legal system and competent to do good work in other jurisdictions and even in the US domestic market if needed."

Moving away from the region is not straightforward and not necessarily logical – after all a Latin American's competitive advantage is his or her knowledge of languages and the region. Skadden Arps' Arena says speaking Portuguese, when many of

his US colleagues don't, gives him more opportunity to work directly with senior partners at the firm and to have more senior responsibilities.

Thompson & Knight's Derman advises playing to your strengths. "The market is a never-ending cycle of increasing specialisation, as we compete for market share. If you have language skills or experience working within another culture – that is a big competitive advantage for a lawyer." Thompson & Knight's Brazilian lawyers are making waves in Angola, which has a civil law system and where Portuguese is spoken. "It's great for our Brazilian lawyers. It makes much more sense sending them there than to our corporate practice in Minnesota." There are other destinations where speaking Portuguese and Spanish and civil law experience can help – most obviously in Europe.

But there can be problems. "US firms tend to assign Latin American associates to related deals, restricting their time to work on deals not involving Latin American clients," says one lawyer. He adds that in the early days of his US career it was difficult to work with non-Brazilian clients, which in turn limited his exposure to the number of partners in the firm and to the type of deals. "However, in recent years, I have been able to work on some domestic deals and even international deals not necessarily involving Brazilian companies," he notes.

"When working with new clients on matters without a nexus to Latin America, there is an initial barrier to overcome before you earn their trust," agrees Guilherme Ferreira, head of Latin America legal in Lehman Brothers' emerging markets group and previously at Sidley Austin LLP.

Moving away is not impossible, though. At White & Case, Edgardo Cavalie has worked on projects in China and India, and represented clients from Sweden and Spain.

Accessing a wider range of work depends hugely on the firm and how it divides its departments. At Cleary Gottlieb, departments are laid out in such a way that a capital markets lawyer can be working on deals in any part of the world, regardless of nationality. "It's a big concern of lawyers in interviews," says Odell. "They want to know if they will be working exclusively on Latin American work. We tell them that if they want to focus on Latin American work then great, but by no means is it a necessity."

While we did not come across any Latin Americans working in Asia during our research, one says he receives regular offers to work there and Chilean lawyer Fernando Eyzaguirre, previously at Citibank, is studying for an LLM at the National University of Singapore via a new programme created with New York University – perhaps hinting at future opportunities.

Most of our group say there are happy where they are for now, with no immediate plans to return home. But some are keeping a close eye on the region's growth, especially in Brazil. "The large Brazilian law firms are growing very fast and there are many new and exciting opportunities in the practice of local law," notes Fulbright's Loss. "Many international law firms are opening offices in Brazil too." This is something US-trained Brazilians are no doubt watching closely.

## PARTNER BEFORE 40

### The Latin American roll call

- Argentine **Carlos Albarracín**, age 39, at Chadbourne & Parke LLP in New York
- Brazilian **Amauri Costa**, age 40\*, at Bracewell & Giuliani LLP, Washington, DC
- Argentine **Maria Fenanda Farrall**, 39, at Jones Day in Atlanta
- **Juan Giraldez**, 36, from the Dominican Republic, in Cleary Gottlieb's New York office
- Chilean lawyer **Andres Mena**, 35, is with Kirkland & Ellis also in New York
- **Alberto de la Peña** also of Mexico, 37, Haynes and Boone, Dallas
- Mexican **Ulises Pin**, 35, at Bingham McCutchen LLP, Washington, DC
- Colombian lawyer **Eduardo Silva Romero**, age 37, in Dechert's Paris arbitration practice in France
- Mexican **Juan Trujillo**, 37, at Arnold & Porter LLP, New York

\* Amauri Costa was 39 at our research cut-off date of 31st March 2008

Others look to the next stage of globalisation. "I welcome the opportunity to work in Latin America, but also in Canada, Europe and Asia," says Violeta Longino, a US-Mexican qualified lawyer in Holland & Knight LLP's Miami office. "Law is evolving every day and borders are disappearing."

# GRADUATE PROGRAMS

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