

**BARBARA DILLON HILLAS**

827 Elaine Court, Alexandria, Virginia ~ Tel.: +1 703 799 0528 ~ Mobile: +1 571 289 5826

**EDUCATION**

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**Istituto degli Studi Europei "Alcide de Gasperi" (Rome, Italy)**

**Master's** in European Union Studies, November 1995

Thesis: *Financing of Small and Medium Sized Enterprises within the Context of European Union and Italian Law Realities.*

**The Columbus School of Law, Catholic University of America (Washington, D.C.)**

**Juris Doctor (JD)**, June 1984

Commercial Law, Corporate Law, Public International Law, Immigration & Nationality.

**Marymount College (Tarrytown, New York)**

**Bachelor of Arts (BA)**, June 1976

Political Science, Philosophy, French.

New York Regents Scholar

**PROFESSIONAL EXPERIENCE**

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**The Fund For Peace**

1720 Eye Street, NW, Washington, D.C. 20006

May 2009 – Present

**Board of Directors**

- Provide strategic guidance; oversee and set priorities of the organization; engage in fundraising. Member of Search Committee that recruited and hired Ambassador Ken Brill to be the new President of the Fund for Peace. Chair, Development Committee. Member of the Finance Committee, the Communications Committee, and the Ad Hoc Strategic review Committee.

**Dillon Hillas & Dillon, LLC**

827 Elaine Court, Alexandria VA 22308

August 2008 – Present

**Rule of Law Advisor**

- Legal & Business Consultant specializing in democracy and governance, the rule of law and access to justice, developing, managing and implementing international legal and judicial reform projects.

**CEELI Institute o.p.s.**

Havlickovy sady 58, 120 00 Prague, Czech Republic.

May 2005 - Present

**International Advisory Board Member**

- Provide guidance and advice to the organization; fundraising. Enlisted high level support for the CEELI Institute from major public figures, such as: former Czech President Vaclav Havel, former Czech Foreign Minister Cyril Svoboda, former Polish President Lech Walesa, former Deputy Secretary of State Richard Armitage, and former Coalition Provisional Authority Administrator Ambassador Paul Bremer.

**CEELI Institute o.p.s.**

Havlickovy sady 58, 120 00 Prague, Czech Republic.

September 2009 - December 2010

**Washington Director**

- Public relations, project development, proposal writing, to support Rule of Law NGO. Represented the Prague-based Institute in the United States.
- Worked together with the Institute's Board of Directors in its fundraising campaigns. Engaged in donor relations.
- Represented the Institute at joint meetings with clients, partners, and national collaborators to further the implementation and sustainability of project activities. Prepared funding proposals for US and international grantors and donors. Developed individual program budgets, including costs and pricing (i.e., funding requirements).
- Developed, refined and expanded current curriculum and new program offerings. Brought Cherie Blair to partner with CEELI on an EU-funded program.

**Dillon Hillas & Dillon, LLC**

48 Ul. Dabrowskiego, Warsaw, Poland

August 2005 - August 2008

**Rule of Law Advisor and Legal Consultant**

- Was nominated by the US Government for secondment to the Organization for Security and Co-operation in Europe (OSCE) Office for Democratic Institutions and Human Rights (ODIHR) position of Legal Adviser in Warsaw (November 2006). Position was given to another OSCE member's candidate.
- Was involved in pro bono activities in Poland, as a public speaker on women's rights, trafficking, access to justice, and human rights; worked with the Lech Walesa Foundation recommending strategies relating to their Cuba project; Moot court judge; International Jessup Competition judge.
- Legal Consultant to Spanish company involved in sales negotiations with Polish buyers.

**CEELI Institute o.p.s.**

Havlickovy sady 58, 120 00 Prague, Czech Republic.

April 2004 - October 2004

**“Interim” Director**

- Supervised and managed the first-ever training workshop on judiciary independence, funded by the British Government, for 50 Iraqi judges, including the presiding judge in Saddam Hussein's trial.
- Prepared detailed budgets, curriculum and training manual development, coordination of logistics (travel, visas, accommodations), facilitated VIP meetings, interacted with government officials of participant country, international donors, host country officials, and embassies.
- Established liaison with US, Czech, and British and Iraqi officials and brought together highest level Czech government officials as well as international representatives to meet and talk with the judges. Arranged for the hosting of major

receptions and meetings by the US Ambassador, the British Ambassador and the Afghan Ambassador to the Czech Republic.

**CEELI Institute o.p.s.**

Havlickovy sady 58, 120 00 Prague, Czech Republic.

April 2004 – December 2007

**Program Manager** of a US\$300,000.00 3-year World Bank Grant given to an institution to promote judicial sector reform in 11 countries of Central Europe and Eurasia (ECA).

- Management of the project included preparation of detailed budgets, selection of participants and faculty; curriculum development; coordination of logistics (travel, visas, accommodations); facilitating VIP meetings; interacting with government officials of the 11 countries, as well as the host country; preparing interim and final reports and analyses of assistance needs in the justice sector in the ECA countries for the World Bank.
- Developed and recommended changes to the program to maximize impact despite reduction of monies available due to exchange fluctuations.
- Most significant achievement: negotiating with and obtaining the Czech Government's permission to have visas for participants from Central Asia issued on arrival at Czech airport.

**Dillon Hillas & Dillon, LLC**

Ul. Peleova 13, Prague, Czech Republic

August 2002 – August 2005

**Rule of Law Advisor and Legal Consultant**

- Legal Consultant to Spanish company involved in design and sales negotiations with Czech, Slovakian and Austrian buyers, including the Kunsthistorisches Museum in Vienna and The Castle Prague Museum in the Czech Republic. Fundraising for the CEELI Institute and local Czech causes; public speaking.

**Lexis-Nexis**

9443 Springboro Pike, Miamisburg, Ohio 45342.

October 1999 – April 2002

**Editor**

- Edited appellate and US Supreme Court decisions for input into legal database.

**USAID/South Africa, Rule of Law Unit and Regional Contracts Office**

September 1997 – June 1999

**Rule of Law Manager**

- Manager of a \$16.5 million Administration of Justice (AOJ) Bilateral Agreement with the South African Ministry of Justice (MOJ) designed to transform the justice system in South Africa. The highly politically sensitive and complex set of activities included: (1) facilitating, coordinating, and financing the training of judicial officials and historically disadvantaged legal practitioners; (2) increasing the accessibility of the legal and judicial system for all South Africans; (3) reviewing, assessing, redefining, and reforming, to the extent necessary, the legal and judicial systems; (4) developing and implementing educational programs, on constitutional, civil, and

human rights topics, in secondary and primary schools and in work places; and (5) increasing the participation of civil society in transforming the legal and judicial systems to ensure that the process and results of such transformation were democratic, representative, inclusive, and transparent.

- Succeeded in raising the original AOJ Bilateral Agreement budget from \$10.5 to \$16.5 million.
- Worked closely with high level officials, including the Minister of Justice himself and was responsible for the successful implementation of 17 activities involving the Department of Justice, the Truth & Reconciliation Commission, the Human Rights Commission, the Gender Commission, the National Director of Public Prosecutions, the Department of Public Works and other national justice and rights institutions.
- Experience included: monitoring implementation of and ensuring compliance with Bilateral Agreement procedures and USAID financial requirements; working with the F.A.R.; designing new projects; preparing project proposals; providing technical assistance; developing and maintaining close-working relations with partners (South African Government, other US Government agencies -State, former USIS, Justice (OPDAT), DEA, Customs, INS-, other international donors, and the World Bank).
- Was Control Officer of Secretary of State Albright's meeting with Desmond Tutu.

#### **USAID's representative to the National Director of Public Prosecutions' Working Group**

- The Working Group included representatives from the US Department of Justice and the South African Ministry of Justice.

#### **USAID's representative to the US Embassy Law Enforcement Working Group**

- The Working Group was chaired by the U.S. Deputy Chief of Mission.

#### **Contracts Assistant**

- Responsible for developing USAID Mission specific closeout procedures for approximately 500 expired Grants, Contracts, Purchase Order and Personal Services Contracts under two different systems: one for Human Rights Grants awarded under the special authority of the Comprehensive Anti-Apartheid Act and one system under the standard USAID Handbook 13 Grants.
- Responsible for reconciliation of final vouchers, preparation of administrative and financial reports, preparation of certifications required by USAID Handbooks 13 and 14 and Contracting Instruction Bulletins.

#### **US Ambassador's representative to the American International School of Johannesburg Board**

#### **Dillon Hillas & Dillon, LLC**

118 Perseus Street, Pretoria, South Africa

August 1996 – August 1999

#### **Legal and Business Consultant**

- Assisted historically disadvantaged law firms in preparing tender documents for privatization bids of airline and other industries in South Africa.

**Dillon Hillas & Dillon, LLC**

Via Molinari, Rome, Italy

August 1992 – August 1996

**Legal and Business Consultant**

- Sought venture capital opportunities in the manufacturing sector; advised clients in the preparation of tender documents for infrastructure development projects seeking European Union PHARE funding.
- Co-drafted of the Law on Mortgages, Pledges and Liens adopted by the Albanian government as part of a three-member legal team acting as special counsel to the European Bank for Reconstruction and Development (EBRD) in connection with the structuring and negotiation of documentation required to implement private sector investments in Albania.

**IDLO**

Viale Vaticano, 106 00165 Rome, Italy

January 1993 – December 1993

**Project Legal Consultant**

- Implemented a US \$1,500,000.00 Commercial law Project in Central and Eastern Europe under a USAID Grant.
- Designed, developed, and organized pilot training programs for members of the legal profession in emerging market economies in such areas as bankruptcy, financial restructuring and international banking.
- Provided legal technical assistance and training programs in emerging market economies, with an emphasis on restructuring and privatization.
- Carried out needs assessment in Albania to determine the current and most pressing needs of the service providers, consultants, and international aid providers.
- Communicated with counterpart organizations, other resource groups, USAID and in-country representatives.
- Drafted reports and budgets and disseminated information about Grant-related activities to third parties.
- Prepared project proposal (which was awarded) for a USD \$2,500,000.00 legal technical assistance and training project, funded by the Central and Eastern European Initiative (CEI) through the EBRD, designed to prepare lawyers in the CEI member states for commercial law transactions within an enlarged European Union.

**Stephoe & Johnson, LLP**

1330 Connecticut Ave, Washington, DC 20036-1795.

August 1989 – August 1992

**International Trade Group Senior Attorney**

- Counseled businesses on trade and investment opportunities in the former Soviet Union and Central and Eastern Europe.
- Advised US and foreign corporations in the electronics, finance, entertainment, environmental, transportation, construction, energy, and agricultural industries on international and corporate transactions (including licensing and distributorship agreements, purchase contracts, joint ventures) and legal and political development.

- Provided project management services for Soviet trade clients.
- Developed a Consultative Committee on Ecology with the Russian Federation Parliament on environmental impact assessment standards in the energy field.
- Established Steptoe’s Moscow office and served as Moscow representative between 1990 and 1991, and Deputy General Director for S&J Lex International, a legal joint venture between Steptoe and a Soviet (now Russian) law firm.
- Represented Steptoe, at the invitation of the US Department of Commerce and the US State Department, at small consultative meetings with these departments, to brainstorm discussions on what would eventually become the Commercial Law Development Program and the Support for East European Democracy (SEED) Act of 1989.

**Dillon Hillas & Dillon, LLC**

Ul. Vavilova, Moscow, USSR

August 1987 – August 1989

**Legal and Business Consultant**

- First resident US attorney to provide legal and business counsel to foreign firms doing business in the USSR and to Soviet legal entities engaged in international transactions.
- Co-counsel to Vorys, Sater, Seymour & Pease and Heron, Burchette, Ruckert & Rothwell. Clients included Smith Corona and the Kellogg Foundation.
- Assisted US organizations in penetrating the Soviet market. Identified potential Soviet partners; provided current information and counsel regarding Soviet regulations, laws affecting business and trade; represented business interests before the Soviet bureaucracy; drafted protocols, letters of intent, joint venture agreements and other documents in accordance with Soviet legal requirements; provided businesses essential communication links and logistical support.
- Served as Board member of one of the first fully operational Soviet-American joint ventures.

**Fadoul & Associates**

8280 Greensboro Drive, McLean, Virginia 22102

1985-1987

**Attorney**

- General legal practice with emphasis on Corporate, Joint Ventures, Real Estate and Immigration transactions.

**BAR ADMISSIONS**

Maryland, District of Columbia, Federal District Court (Maryland), USA

**LANGUAGE SKILLS**

<b>Language</b>	<b>Speaking</b>	<b>Reading</b>	<b>Writing</b>	<b>Comprehension</b>
English	Excellent	Excellent	Excellent	Excellent
Spanish	Excellent	Excellent	Excellent	Excellent
Italian	Excellent	Very Good	Good	Excellent
French	Excellent	Very Good	Good	Excellent

Portuguese	Excellent	Good	Beginner	Excellent
Russian	Fair	Fair	Beginner	Fair/Good
Czech	Fair	Beginner	Beginner	Fair
Polish	Fair	Beginner	Beginner	Fair

## TRAINING

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US Government Audit Management Training, South Africa (1998)  
US Government Contracting Officer's Representative Course, South Africa (1997)  
US Government 1997 and 1998 Ethics Training  
Legal & Institutional Reform/Rule of Law Conference (sponsored by USAID, 1998)

## PUBLICATIONS

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**Poland, a mystical land.** (Official Promotional Website of the Republic of Poland, 2010, [http://www.poland.gov.pl/Barbara,Dillon,Hillas,\(USA\),10850.html](http://www.poland.gov.pl/Barbara,Dillon,Hillas,(USA),10850.html)).

**Iraqi Judges Come to Prague.** (Foreign Service Journal, March 2005, [www.afsa.org/fsj/mar05/hillas.pdf](http://www.afsa.org/fsj/mar05/hillas.pdf)).

**Judge School.** (CUA Lawyer, Volume XXIII, Number 1, Spring/Summer 2005, [www.law.cua.edu/Alumni/CUALawyer/CUALawyer%20SpringSum](http://www.law.cua.edu/Alumni/CUALawyer/CUALawyer%20SpringSum)).

**Financing of Small and Medium Sized Enterprises within the Context of European Union and Italian Law Realities.** (Butterworths Journal of International Banking and Financing Law, June 1996.)

**Negotiating and Structuring a Joint Venture.** (The Association of Commercial Jurists from the Republic of Macedonia, November 1994).

**Trade and Investment in the New Europe - East and West, co-author with Charlene Barshefsky, former US Trade Representative, and Mark Davis.** (The American Business Report on Europe, American European Trade Group, 1990).

**Employer Sanctions under the New Immigration Law, co-author.** (Fifth Annual Basic Business Law Seminar of the State of Virginia, 1986).

## RESIDENCE AND PROLONGED TRAVEL ABROAD

Country	Length of Stay
Poland	3 years
Czech Republic	3 years
South Africa	3 years
Italy	4 years
Moscow	2.5 years
Mexico	2 years
Japan	2 years
Argentina	12 years
Spain	3 weeks
Croatia	2 weeks
Macedonia	1 week

Albania	2 weeks
Georgia	3 weeks
Ukraine	2 weeks
Czechoslovakia	1 week
Estonia	1 week
Hungary	3 weeks

### **SPEAKING ENGAGEMENTS**

- Judge, [JESSUP - The Philip C. Jessup International Moot Court Competition](#), hosted by White & Case, Poland, 2008.
- [Moot Court Competition Jury Member at the Center for Advancing Legal Skills, Faculty of Law, Canon Law and Administration of Catholic University, Lublin, Poland, 2005.](#)
- [Speaker, "How legal rights at times fail to impact the divide between men and women," US Embassy Women's Day, Warsaw, Poland, 2005.](#)
- Lectured on EU and other topics at the University of New York in Prague and other venues, 2002-Present.
- Lectured on international development and rule of law issues at various venues in South Africa, 1997-1999.
- Visiting professor for the Tuscany Region China Training Program, Pisa, March 1996. Development of Commercial Relations with the People's Republic of China - International Investments and Joint Ventures.
- Featured speaker -What is Venture Capital. Italian-Mexican Chamber of Commerce (Florence), July 1995.
- Faculty member on a USAID-funded one-week training workshop on International Joint Ventures organized in collaboration with the Association of Commercial Jurists from the Republic of Macedonia, the Economic Chamber of Macedonia, and the American Bar Association, Central and East European Law Initiative (CEELI) in Ohrid, Macedonia. November 1994.
- Guest lecturer - Delivered paper and lecture on Negotiating, Structuring and Documenting the International Joint Venture to the Thirty Second Meeting of the Association of Commercial Jurists from the Republic of Macedonia. November 1994.
- Legal Panelist - International Trade Summit, sponsored by the Greater Little Rock Chamber of Commerce, Little Rock, Arkansas, October 1990.
- Legal Panelist - 24th Annual Georgia Foreign Trade Conference, Savannah, Georgia, October 3, 1990.
- Legal Panelist - American Electronics Association, Washington, D.C. Office - AEA Conference on Doing Business in Eastern Europe and the USSR, June 27, 1990. Structuring the Business Venture.
- Legal Panelist at Virginia Center for Innovative Technology Program for Soviet Managers, sponsored by The American Management Association, June 25, 1990. Successful and Unsuccessful Negotiations of US-Soviet Joint Ventures: Why They Were or Were Not Successful.

- Legal Panelist - Ohio Manufacturers Association, Columbus, Ohio, May 1990. Exploring Markets and Bringing the Deals Together: A View from the Trenches - Common Problems, Uncommon Solutions.
- Featured speaker - 1990 Financial Conference - Warner-Lambert Company - Life and Economics of Eastern Europe, May 31, 1990.
- Round table participant of the General Counsel of the United States' Department of Commerce's initiatives to disseminate information about legal developments in Eastern Europe. May 1990.
- Featured speaker - Comsat Headquarters, Maryland. Business Ventures in the Soviet Union, January 1990.
- Legal Panelist - International Law Society, The Catholic University of America, Washington, D.C., Doing Business in the Soviet Union, December 1989.
- Legal Panelist - National Women for Slavic Studies, Washington, D.C., December 1989.
- Legal Panelist - Kentucky World Trade Center, Lexington, Kentucky, USSR Trade: Looking to the 1990's - Joint Ventures, Foreign Trade Zones & Investors, November 1989.
- Legal Panelist - Memphis Chamber of Commerce, US Department of Commerce's International Trade Administration, Memphis Office, and Memphis State University, The Challenge of Doing Business in the Soviet Market - Perspectives of a US Attorney in Moscow, November 1989.
- Featured Speaker - Georgetown University Seminar for Foreign Commercial Officers of the US Department of Commerce, August 1989.
- Featured Speaker - Association of Women Lawyers. Invited by the US-USSR Trade and Economic Council office, Moscow, USSR, 1988.

#### **SPECIFIC COUNTRY EXPERIENCE**

<b>Country</b>	<b>Length of Stay</b>	<b>Position</b>	<b>Description</b>
Albania	Dec. 1994 (1 week)	Lawyer	Evaluator on a USAID-funded needs assessment visit to determine the current and most pressing need(s) of the service providers, consultants, and international aid providers. Sole member of the team, prepared assessment document for 3 separate legal training workshops to be carried out by IDLO.
Albania (Working From Italy)	May-Sept. 1993 (12 weeks)	Lawyer	Member of 3-lawyer team selected by the European Bank for Reconstruction and Development (EBRD) to act as special counsel to the EBRD in connection with the structuring and negotiation of documentation required to implement four separate private sector investments in Albania, in particular the formation and registration of security documentation.

			Co-drafter of the Law on Mortgages, Pledges and Liens adopted by the Republic of Albania.
Argentina	1972 (1 year)	Assistant to Sales Engineer at General Motors Argentina, Buenos Aires.	
Czech Republic	2002-2005	Lawyer, Business Consultant	World Bank Grant Project Manager for the CEELI Institute in Prague.  “Interim” Director for the CEELI Institute.  Fundraising, lectures, assisting Czech businesses in accessing US funds, etc.
Czecho-Slovakia	Sept. 1990 (1 week)	Lawyer	Diagnostic visit on behalf of electrical company.
Estonia	Nov. 1989 (1 week)	Lawyer	Negotiations on behalf of large waste management company with municipal and state authorities relating to solid waste and toxic waste disposal.
Hungary	Jan. 1990 (1 week)	Lawyer	Counsel to Hollywood film company on one-week assignment relating to negotiations with the Hungarian film industry including intellectual property rights issues.
Italy	1992-1996	Lawyer and Business Consultant	Consultant to the International Development Law Organization (IDLO).  International commercial practice involving Japan, Europe and the United States.
Italy	1994 (1 year)	Lawyer	Project Legal Consultant to IDLO: implemented a US\$1,500,000.00 Commercial Law Project in Central and Eastern Europe under a USAID Grant to support a legal training program for public- and private-sector lawyers, other professionals, and government officials from eight Central and Eastern European countries to facilitate their participation in the legal and economic transformation necessary for a free-market economy, and provide institutional

			<p>development of select indigenous organizations. The project involved the evaluation, design and organization of a series of training workshops in bankruptcy, financial restructuring and banking, including a Training of Trainers pilot program, which was implemented in Poland.</p> <p>Prepared project proposal (which was awarded) for a US\$2,500,000.00 legal technical assistance and training project, funded by the Central and Eastern European Initiative (CEI) through the EBRD, designed to prepare lawyers in the CEI member states for commercial law transactions within an enlarged European Union.</p>
Japan	July 1994 (1 week)	Lawyer	Counsel to Spanish and US firms involved in a breach of contract with a Japanese trading company.
Macedonia	Nov. 1994 (2 weeks)	Lawyer	<p>Invited by the Association of Commercial Jurists from the Republic of Macedonia to deliver paper and lecture on Negotiating, Structuring and Documenting the International Joint Venture to the Thirty Second Meeting of the Association of Commercial Jurists.</p> <p>One-person member team. Prepared diagnostic report for the Central European Initiative Project, a 2-year, US\$2,000,000.00 EBRD-funded project grant to IDLO, for training workshops and technical assistance to Bosnia Herzegovina, Croatia, the Czech Republic, Hungary, Macedonia, Poland, Slovakia and Slovenia.</p> <p>Faculty member on a USAID-funded one-week training workshop on International Joint Ventures organized in collaboration with the Association of Commercial Jurists from the Republic of Macedonia, the Economic Chamber of Macedonia, and the American Bar Association, Central and East European Law Initiative (CEELI) in Ohrid, Macedonia.</p>
Mexico	1981	Assistant to	

	(7 months)	the Deputy Political Counselor, US Embassy, Mexico City.	
Poland	2005-2008	Lawyer, Consultant	World Bank Grant Project Manager for the CEELI Institute in Prague.  Fundraising, lectures, assisting Polish businesses in accessing US funds, etc.
Poland	Sept. 1990 (1 week)	Lawyer	Diagnostic visit on behalf of several clients, including major US airline and electrical company.
Poland	Jan. 1990 (1 week)	Lawyer	Counsel to Hollywood film company in one-week assignment involving transfer of movie rights to a novel.
South Africa	1996-1999	Lawyer and Project Consultant	Rule of Law Project Specialist (project manager) with USAID.  Legal Consultant to South African lawyers interested in bidding for the privatization of a major domestic airline.
Spain	Sept. 1995 (1 week)	Lawyer	Counsel to Spanish company involved in sales negotiations with Japanese private companies.
USSR (Russia)	March-June 1991(12 weeks)	Lawyer	Steptoe & Johnson's USSR representative.  Deputy General Director of S&J Lex International, a Soviet-American legal joint venture.  Developed a Consultative Committee on Ecology with the Russian Federation Parliament on environmental impact assessment standards in the energy sector.
USSR (Georgia)	May 1991 (1 week)	Lawyer	Represented private clients in the health sector.
USSR (Russia and Ukraine)	Sept. 1991 (2 weeks)	Lawyer	Assignment on behalf of US environmental clients involved in negotiations with state organizations relating to Chernobyl.
USSR (Russia)	Nov.1990 (3 weeks)	Lawyer	Steptoe & Johnson's USSR representative.

USSR (Russia)	Aug.1990 (4 weeks)	Lawyer	Steptoe & Johnson's USSR representative.
USSR (Russia)	Mar1990 (2 weeks)	Lawyer	Steptoe & Johnson's USSR representative.
USSR (Russia)	Nov.1989 (2 weeks)	Lawyer	Negotiations on behalf of large waste management company with municipal and state authorities relating to solid waste and toxic waste disposal.
USSR (Russia, Ukraine, Georgia)	1987-1989 (2 years)	Lawyer	Assisted business interests in penetrating the Soviet market. Identified potential Soviet partners; provided current information and counsel regarding Soviet regulations, laws and developments affecting business, agriculture and trade; represented business interests before the Soviet bureaucracy; drafted protocols, letters of intent, joint venture agreements and other documents in accordance with Soviet legal requirements; provided businesses essential communication links and logistical support. Negotiated and served on the Board of Directors of JV Perestroika. Principal clients: Vorys, Sater, Seymour & Pease, Smith Corona Corporation, The Kellogg Foundation, and Heron, Burchette.