

BIRNBAUM **WOMEN'S** **LEADERSHIP** CENTER



WOMEN'S LEADERSHIP FELLOWS PROGRAM

Building on NYU Law's rich history at the forefront of advancing women in the legal profession, the **Birnbaum Women's Leadership Center (BWLC)** empowers and inspires the next generation of authentic leaders. We serve as a campus hub for thought leadership, incubating and championing ideas that foster equality. And we are strategic leaders who work to spur meaningful systemic change nationwide.

Our signature **Women's Leadership Fellows Program** is a selective co-curricular program designed to complement and enhance the law school experience. Fellows collaborate closely as a cohort, and independently, as each participant develops their own individual, authentic leadership style. Students apply and are selected as Fellows early in the 1L year and participate in programming throughout their tenure at NYU Law.

WOMEN'S LEADERSHIP FELLOWS PROGRAM OVERVIEW

1L YEAR: **EXPLORATION**

Strengths | BWLC Fellows are afforded a chance to dive into the Gallup's CliftonStrengths Assessment, in order to help them understand how to best leverage their own inherent skills for success. Each Fellow is able to receive tailored guidance from a Gallup-certified CliftonStrengths Coach that they can continue to build upon as they make their way through law school, summer jobs, and their professional career.

Community | At the start of the Fall semester, introductory events include *Suddenly Silent: Strategies to Speak Up and Stand Out*, as well as the BWLC's ongoing public speaker series. The BWLC also provides opportunities to meet our community through informational sessions. Once the 1L cohort is selected in November, Fellows attend a formal welcome luncheon, participate in the Sara Moss Women's Leadership Training Program, and are afforded an array of formal and informal social and professional activities throughout the academic year.

Skills | For 1L Fellows, the heart of the Fellowship experience officially begins with the weeklong Sara Moss Women's Leadership Training Program, which is held on campus in January before the start of the Spring semester. Through instruction and inspiration from a team of professional facilitators and coaches, coupled with interactive small-group exercises, participants learn and develop core leadership and professional skills in a space that encourages self-reflection and sharing with others. The program accommodates differing learning styles, backgrounds, and aspirations, and encourages participants to lead authentically, in law school and beyond.

During the January intensive, Fellows are assigned an alumni/ae mentor with whom they first meet midweek at a group reception – and then on a regular basis one-on-one thereafter. These relationships last for the duration of law school, and often far beyond.

BWLC executive coaching begins for 1Ls during the Spring semester, and includes group sessions on key universal themes, as well as individual sessions (one of which takes place in advance of on-campus recruiting). Coaching is delivered both in-person and online.

WOMEN'S LEADERSHIP FELLOWS PROGRAM OVERVIEW

2L YEAR: **EVOLUTION**

Strengths | The BWLC supports 2L Fellows as they leverage their strengths and demonstrate their leadership on campus – in the classroom, as members of clinics and journals, in extracurricular activities, and as summer associates/interns.

Community | 2L Fellows serve as an essential bridge – supporting one another and the greater Law School community by leading BWLC events and participating in recruitment for the incoming class of 1L Fellows. In past years, 2L Fellows have undertaken research for events, presented opening remarks, secured panelists, and presented on panels themselves. The BWLC continues to organize formal and informal social and professional activities throughout the year.

Skills | The BWLC provides executive coaching on key universal themes for the 2L year – through group and individual discussions, role-playing exercises, and sessions on topics such as giving and receiving feedback, relationship management, and preparing for summer positions.

3L YEAR: **ELEVATION**

Strengths | As 3Ls, BWLC Fellows are among the Law School's visible leaders – not only on campus and the greater legal community, but for the Fellows Program itself, providing informal mentorship, guidance, and support for the 1L and 2L classes. An annual highlight: at the Sara Moss Women's Leadership Training Program, 3L Fellows offer an AMA-style panel that is equal parts reassuring and enlightening.

Community | In addition to formal and informal social and professional activities, the BWLC hosts a send-off for our 3L class – a special reception attended by the Dean of the Law School, BWLC founders, and all three cohorts – at which graduating Fellows' growth and contributions are recognized. As soon-to-be alumni/ae, they are encouraged to go forth by "paying it forward, sideways, and backward" to the BWLC and broader community.

Skills | As 3L Fellows begin the shift from law students to legal professionals, the BWLC offers tailored executive coaching to help each student name and frame their own expectations for the life they want to lead post-graduation.

WOMEN'S LEADERSHIP FELLOWS PROGRAM **OVERVIEW**

BEYOND LAW SCHOOL: **EXTENSION**

Strengths | Following their graduation from NYU Law, alumni/ae Fellows continue to make strides in their workplaces and communities. Whether in the public or private sphere, former Fellows approach their professional career with an understanding of their own strengths and leadership, an established network of mentors and peers, and a commitment to giving back to the BWLC community.

Community | Alumni/ae Fellows continue to stay connected to the BWLC and other members of the WLFP community. From spotlight features highlighting their career accomplishments to networking events and mentorship opportunities for 1L Fellows, our alumni/ae are a vital part of expanding the reach of the Center and paying it “forward, sideways, and backward.”

Skills | The BWLC supports its alumni/ae Fellows through workshops and events tailored to their experiences as early professionals. This programming serves as a throughline from the coaching they received as 1L, 2L, and 3L Fellows and allows alumni/ae to stay connected to each other, to the BWLC, and to the skills they developed during law school.

SARA MOSS WOMEN'S LEADERSHIP TRAINING PROGRAM **THEMES AND SESSIONS**

Defining Authentic Leadership

My Leadership Journey

BWLC Faculty Director and NYU Law Professor Melissa Murray shares the professional and personal decisions that shaped her career and lessons learned along the way. This session helps to establish key themes of the intensive – authenticity, accountability, growth mindset, and emotional intelligence – while setting an expectation for self-reflection, vulnerability, and openness. Fellows learn the value of effectively communicating one's own story.

Lead with Your Strengths

In a small setting with expert strategic guidance, this workshop uses Gallup's CliftonStrengths Assessment as a foundation to guide Fellows through understanding and leveraging their inherent skills to achieve their professional goals.

Communicating Effectively

Communicating with Impact & Authority

Our BWLC master class on personal and professional communication. Grounded in theory, its delivery by BWLC Advisory Board Member K.M. Zouhary is wholly interactive. Fellows are afforded space for practical application and to work collaboratively to gain comfort, skill, self-confidence, and awareness when it comes to voice and body language.

EQ: Self-Awareness, Agility, Empathy

Through discussion and engaging role-playing exercises, this session emphasizes the importance of developing and practicing self-awareness and empathy as law students and in professional roles.

Leadership in Public Interest Lawyering

Attorney-in-Chief and CEO of the Legal Aid Society and BWLC Advisory Board Member Twyla Carter offers a personal account of her public interest career, focusing on decisions she made along the way and the value of a strong moral compass.

SARA MOSS WOMEN'S LEADERSHIP TRAINING PROGRAM

THEMES AND SESSIONS

Building Your Personal Brand

Authentically, Strategically: Being Yourself at Work in a Way That Works for You

The session offers practical tips on how to communicate one's strengths, accomplishments, goals, and insights in a variety of professional contexts. As students approach job interviews, networking events, and summer jobs, they learn how to make strategic decisions while remaining authentic.

The Power of Networks: Building Relationship Capital

This is a practical and high-energy session on building one's brand, developing an elevator pitch, and effectively leveraging networks – using a combination of interactive polls, slides, and on-your-feet exercises.

Cultivating a Growth Mindset

Grit, Resilience, & Growth Mindset

Leveraging a combination of research and real-time interaction, this session focuses on developing and utilizing one's grit and resilience – and approaching opportunities and challenges with a growth mindset.

A Profile in Leadership

BWLC Co-Founder Sara Moss offers an intimate glimpse into her life and career, touching on professional choices, family life, the value of mentorship and friendship – and how she continues paying forward lessons she has learned.

Aspirations and Accountability

3L Fellows Q&A

Real talk among Fellows – about course selection, grades, clerkships, pre-career choices, stress management, and more.

Make a Plan: Reflections, Aspirations, Accountability

A guided reflection session and opportunity for participants to make concrete plans – individually and as a cohort – on how to apply the lessons of the intensive.

SARA MOSS WOMEN'S LEADERSHIP TRAINING PROGRAM **BWLC LEADERSHIP**



Sara Moss '74 is a Fortune 500 business executive, trailblazing female litigator, and change agent who is passionate about developing women's leadership skills. As Vice Chair of The Estée Lauder Companies, Sara provided guidance to the company's Executive Management, Board of Directors, and the Lauder family on a range of critical issues. Before becoming Vice Chair, Sara was Executive Vice President and General Counsel of Estée Lauder, where she was responsible for the company's global legal function. In 2020, she deepened her commitment to championing professional women by creating the Open Doors Women's Leadership Program. Sara has held several milestone legal leadership roles, including as a law clerk to a U.S. District Judge in the Southern District of New York and then one of a small group of the country's first women federal prosecutors as an Assistant U.S. Attorney in the Southern District of New York. She was later a litigator at Davis Polk & Wardwell and a litigation partner at Howard, Darby & Levin (now Covington & Burling). Sara serves as a Trustee of NYU School of Law and an Advisory Board Member of the Birnbaum Women's Leadership Center, of which she is a co-founder.



Melissa Murray is the Frederick I. and Grace Stokes Professor of Law at NYU and faculty director of the Birnbaum Women's Leadership Center. She is the recipient of NYU Law's Podell Distinguished Teaching Award and the American Bar Association's Margaret Brent Award. Melissa is a graduate of Yale Law School, and clerked for Sonia Sotomayor, then of the U.S. Court of Appeals for the Second Circuit, and Stefan Underhill of the U.S. District Court for the District of Connecticut. Her publications have appeared in the *California Law Review*, *Harvard Law Review*, and *Yale Law Journal*, among others. She is an author of the #1 *New York Times* bestseller *The Trump Indictments: The Historic Charging Documents with Commentary* (with Andrew Weissmann) and *Cases on Reproductive Rights and Justice* (with Kristin Luker). She writes regularly in the *New York Times*, *Newsweek*, and the *Washington Post*, and offers commentary for MSNBC and numerous media outlets. She is a co-founder and co-host of the *Strict Scrutiny* podcast. She was previously on the faculty of UC Berkeley School of Law, where she served as interim dean from March 2016 to June 2017.

SARA MOSS WOMEN'S LEADERSHIP TRAINING PROGRAM **BWLC LEADERSHIP**



Attorney and author **Jennifer Weiss-Wolf** serves as executive director of the Birnbaum Women's Leadership Center. Prior she was vice president and the inaugural women and democracy fellow at the Brennan Center for Justice at NYU Law. She also leads partnerships and strategy at *Ms.*, the feminist movement-making magazine. A passionate writer on and advocate for issues of gender and politics, Jennifer was dubbed the "architect of the U.S. campaign to squash the tampon tax" by *Newsweek*. Her 2017 book *Periods Gone Public: Taking a Stand for Menstrual Equity* was lauded by Gloria Steinem as "the beginning of liberation for us all." She is a contributor to and editor of *50 Years of Ms.: The Best of the Pathfinding Magazine That Ignited a Revolution*. She authored the 2025 *Citizen's Guide to Menopause Advocacy*, featuring a foreword from advocate and journalist Maria Shriver; she is now writing a book inspired by the *Citizen's Guide* to be published by Hachette US (Sheldon Press) in 2026. Jennifer's scholarship and writing have been published by the *NYU Review of Law and Social Change*; *Columbia Journal of Gender and Law*; and *William and Mary Journal of Race, Gender, and Social Justice*. Her writing and work have been featured in the *New York Times*, *Washington Post*, *Los Angeles Times*, *TIME*, *Cosmopolitan*, *Harper's Bazaar*, *Oprah Daily*, NPR, PBS, and MSNBC.com, among others. Jennifer received her JD from Cardozo Law School, where she was editor-in-chief of the *Cardozo Women's Law Journal*, and her BA in government from Lafayette College.

SARA MOSS WOMEN'S LEADERSHIP TRAINING PROGRAM **BWLC ADVISORY BOARD**



Twyla Carter serves as the Attorney-in-Chief and Chief Executive Officer of The Legal Aid Society, becoming the first Black woman and first Asian American to lead the organization in its nearly 150-year history. Prior to joining Legal Aid, Twyla was the National Director of Legal and Policy at The Bail Project (TBP). Twyla has also served as a senior staff attorney in the Criminal Law Reform Project at the American Civil Liberties Union (ACLU) national office. Prior to working at the ACLU, Twyla was a public defender for ten years and served as the Misdemeanor Practice Director for the King County Department of Public Defense in Seattle. As a Staff Attorney at The Defender Association, Twyla handled felony and misdemeanor trial caseloads, represented juveniles, and appealed misdemeanor convictions. Against the backdrop of the legislative attacks against the teaching of white supremacy and anti-Black racism in schools, Twyla serves as Vice President of the Board of Directors of The Who We Are Project, founded by Jeffery Robinson. She is admitted to practice law in New York, Washington State, and numerous federal courts. She is a nationally recognized expert on bail reform and is a frequent speaker on all aspects of the criminal legal system, including police reform, right-to-counsel issues, and how to incorporate race and culture into criminal, death penalty, and civil cases.



Katie Marie ("K.M.") Zouhary is founder and principal of KMZ Advisors. She believes in the power of improvisation – to transform a speech, a team, and a career. K.M. co-created The Estée Lauder Companies' signature women's leadership program and developed and delivered a global online curriculum for all employees. K.M. is also an award-winning lecturer. In 2020, she received Northwestern Law's Outstanding Teaching Award – voted on by students, and in 2021, Northwestern Law honored her with the Emerging Leader Award. K.M.'s squiggly career has included multiple chapters. As an attorney, she received Proskauer's Golden Gavel award and appeared on *60 Minutes* in connection with her work to exonerate innocent men who were coerced to give confessions when they were kids (the Dixmoor Five and Englewood Four). K.M. proudly served as the Chief of Staff of the National Endowment for the Arts. She worked as the Associate Producer of *HAIRSPRAY* (Broadway). K.M. has served on the boards of the Michigan Prison Doula Initiative and the Center on Wrongful Convictions Justice Council. K.M. received her JD (magna cum laude and Order of the Coif) from Northwestern University School of Law and her BA (cum laude) from Yale. She also graduated from The Second City Chicago's Conservatory Program. She is a founding consultant, expert coach, and facilitator for the BWLC.

SARA MOSS WOMEN'S LEADERSHIP TRAINING PROGRAM **BWLC LEAD COACH**



Morenike Williams '07 is the lead coach for the Women's Leadership Fellows Program and the CEO and founder of Revision Coaching™, an elite consultancy that provides tailored coaching and workshop solutions to empower legal and business executives in accelerating their personal and professional growth, accessing untapped potential, and ascending to new heights. Morenike is an alumna of NYU School of Law and began her legal career as a corporate transactional attorney in the New York office of Cravath, Swaine & Moore LLP. After Cravath, Morenike relocated to London to join Allen & Overy. In addition to private practice, she has also worked in the legal departments at Hewlett Packard Enterprise, and most recently, at Vanguard as Assistant General Counsel, prior to moving into HR as a Senior Manager and Divisional Lead.

SARA MOSS WOMEN'S LEADERSHIP TRAINING PROGRAM **FACILITATORS**



Paula T. Edgar, Esq. is CEO of PGE Consulting Group LLC, a firm that provides training and education solutions at the intersection of professional development and diversity, equity, and inclusion. As an attorney, Paula practiced employment and workplace discrimination law; her professional experiences also include leadership roles focused on talent development and inclusion. Paula received her JD from the City University of New York School of Law.



Precious Williams Owodunni is CEO and Founder of Mountaintop Consulting, where she advises emerging and senior leaders on strategic planning, business development, and strategic career management. Before establishing Mountaintop Consulting, Precious was a Vice President at Goldman, Sachs & Co., where she made private equity investments and served as an investment banker to energy, retail, and industrial companies. A graduate of Yale Law School, Precious is based in Houston, TX.

SARA MOSS WOMEN'S LEADERSHIP TRAINING PROGRAM **FACILITATORS**



Dr. Arin Reeves is a researcher, author, and advisor to global leaders and managers and offers expertise and insights on a wide range of leadership and workplace culture topics. She is the founder and managing director of the research and advisory firm Nextions, which specializes in workplace culture change. After beginning her career as a practicing attorney, Arin earned her doctorate in sociology at Northwestern University, where she has served as an Adjunct Professor teaching classes on law and society.



Christina Vargas-Kornfeld serves as Executive Director, Leadership Initiatives, at the Estée Lauder Companies (ELC) and supports the company's women's advancement and gender equity strategy, with a focus on leadership development. Before joining ELC, Christina held various learning and development positions including at WeWork, Coach (now Tapestry), and Credit Suisse. A first-generation Filipina-American, she earned her MA in Industrial/Organizational Psychology from New York University and her BA in Psychology from Harvard College.



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