



## Connecting Katten

**Welcome** to the second edition of our semi-annual diversity newsletter, *Connecting Katten*. In this issue of *Connecting Katten*, we have highlighted a small sample of the diversity-related initiatives that the Firm has supported in the last six months.

One of the areas highlighted as crucial in the first Firm-wide Diversity Retreat was the need for effective mentoring. Study after study has shown that in order for any aspiring attorney to be successful, great mentoring is crucial. As part of the Firm's ongoing commitment to promoting retention of our diverse attorneys, the Firm and the Diversity Committee have undertaken an evaluation and retooling of the associate mentoring process. In the next year, we will roll out the Katten Leadership Academy for Women of Color and will begin a pilot mentoring and professional development program to minority associates, which will be implemented Firm-wide soon thereafter.

Through our many diversity-related initiatives and the commitment of attorneys throughout all levels of the Firm, Katten Muchin Rosenman LLP continues to make the grade as one of the top 100 law firms for diversity according to *Multicultural Law Magazine's* 2007 rankings and Vault.com's 2007 rankings. As a firm dedicated to the achievement and promotion of diversity both within the Firm and within the broader legal community, we hope that *Connecting Katten* will continue to be a useful resource for all our attorneys.

Vincent A.F. Sergi  
National Managing Partner

Leslie D. Minier  
Co-Chair  
Diversity Committee

Theresa L. Davis  
Co-Chair  
Diversity Committee

### Upcoming Events

May 1	Chicago Minority Associates Committee Key Partners Lunch with Vincent Sergi and Melvin Katten
May 23	Working Mother Media's Multicultural Women Town Hall - Chicago
May 31	Chicago Minority Associates Committee Welcome Reception for Summer Associates
June 19	ABA Seminar - Women of Color in the Legal Profession - Chicago
June 21	Minority Corporate Counsel Association (MCCA) - Mid-Atlantic Region Anniversary Dinner, Washington D.C.
July 12	Kick-Off Event for Katten Leadership Academy for Women of Color - Chicago
August 1	Chicago Minority Associates Committee Farewell Luncheon for Summer Associates
August 10	Cook County Bar Association Minority Law Student Job Fair, Hilton Suites, Chicago
August 14	Vault Legal Diversity Job Fair - Chicago
August 16	Vault Legal Diversity Job Fair - New York
September 6-8	Lavender Law Conference - Chicago
November 8-9	Minority Corporate Counsel Association (MCCA) - 8th Annual Creating Pathways to Diversity Conference
November 15-18	NAPABA Convention - Las Vegas, NV

April 2007

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# Excerpts from the Executive Summary to the ABA Commission on Women in the Profession's Report "Visible Invisibility: Women of Color in Law Firms"

In 1872, Charlotte E. Ray became the first African American woman admitted to the bar in the United States. Despite her renowned legal abilities, she had to give up the practice of law because, as a woman of color, she could not attract sufficient clients to stay in business. The legal profession has changed dramatically since Ms. Ray practiced law, although many of the challenges she faced then still confront us today. Almost half of the associates in private law firms are now women and 15% are attorneys of color, but in 2004 only 17% of law partners were women and only 4% were attorneys of color. In the late 1990's, the National Association of Law Placement (NALP) found that more than 75% of minority female associates had left their jobs in private law firms within five years of being hired, and after eight years the percentage of those leaving rose to 86%. By 2005, 81% of minority female associates had left their law firms within five years of being hired.

Unfortunately, the NALP data tell us only part of a complex story. [The] report on the ABA Commission on Women's Women of Color Research Initiative goes beyond the NALP data to further our understanding of the professional lives of women of color and their experiences in law firms. The report, in which women attorneys of color described the ways in which the combination of being an attorney of color and a woman was a double negative in the legal marketplace represents the culmination of [a] study [of the unique experiences and concerns of women of color in private law firms.] Men of color and white women served as a frame of reference, indicative of the career impact of having one minority status instead of two. The

national survey included men and women of color who were African American, Native American, Hispanic/Latina, Asian, or of mixed background.

The career experiences of women of color in this study differed dramatically from those of their peers and from white male counterparts in particular. Nearly half of women of color but only 3% of white men experienced demeaning comments or harassment. Unlike white men, many women of color felt that they had to disprove negative preconceived notions about their legal abilities and their commitment to their careers. Seventy-two percent of women of color but only 9% of white men thought others doubted their career commitment after they had (or adopted) children.

Women of color often became stuck in dead-end assignments so that as third- and fourth-year associates, their experience lagged behind their white male counterparts, limiting their advancement potential and career trajectories. Forty-four percent of women of color but only 2% of white men reported having been denied desirable assignments. Differential assignments, in turn, affected the ability of women of color to meet the number of billable hours required of them.

The stress of second-class citizenship in law firms led many women of color to reconsider their career goals. The retention rates of women of color and white men reflected their lopsided experiences: 53% of women of color and 72% of white men chose to remain in law firms. The careers of white women attorneys

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## Recommendations:

1. Address the success of women of color as a firm issue not a women of color's issue.
2. Integrate women of color into existing measurement efforts.
3. Integrate women of color into the firm's professional fabric.
4. Integrate women of color into the firm's social fabric.
5. Increase awareness on women of color's issues through dialogue.
6. Support women of color's efforts to build internal and external support systems.
7. Stay compliant with anti-discrimination and anti-harassment policies and hold people accountable for non-compliance.

## ConnectingKatten

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# Attorney Profiles

## Maribel Mata Benedict *Partner - Chicago*



Maribel Mata Benedict is a partner in the Firm's Public Finance Practice and joined the Chicago office in September 2006. Previously, she was a solo practitioner with a general practice, which included public finance matters. Maribel received her Bachelor of Arts degree from Loyola University of Chicago where she majored in Philosophy, Political Science, and Classical Civilization. She received her Juris

Doctor from Loyola University Law School. Her favorite classes in law school were legal research and civil procedure.

Maribel knew she wanted to become an attorney from a relatively young age. She discovered the area of public finance law when she was given the opportunity to work on a General Obligation Bond issuance for the Chicago Park District. This matter was her first exposure to an area of the law she believes is an interesting combination of politics, regulatory work, and public policy.

Maribel believes the most challenging yet rewarding aspect about practicing law is learning an area of the law well enough to educate others. One particularly good piece of advice that she has received and would like to pass on is simple: pay attention.

She is a member of the Logan Square Neighborhood Association, the Illinois State Bar Association, the Chicago Bar Association, the National Association of Bond Lawyers, and Women in Public Finance.

## Stefan D. Baugh *Associate - Washington, DC*



Stefan D. Baugh is an associate in the Washington, D.C. Real Estate Practice, and he joined the Firm in July 2006. Baugh received his Bachelor of Science from Towson University and his Juris Doctor from William and Mary School of Law.

Stefan became a lawyer because of his father's influence. As a labor and employment lawyer in Jamaica, his father would tell him stories about how he helped save his client

millions of dollars on a transaction by helping to structure certain aspects of the deal for the most favorable outcome. At the time Stefan had no idea what this entailed, but the negotiation process sounded fascinating.

His favorite part of the job is revisiting past projects. As a real estate attorney, Stefan believes that you have to know a project from front to back in order to provide the best advice to the client. He has found the most challenging part of being an attorney in a large law firm is balancing all the projects. The most

fulfilling deal Stefan has worked on involved a purchase of a residential project in Ocean City, Maryland. It was a complicated transaction that resulted in a sit-down closing. Stefan was given the opportunity to take the lead for the first time and successfully closed the deal.

In addition to his Real Estate practice, Stefan is on the board of the Angie M. Houtz Memorial Fund, which gives college scholarships to Maryland public university students who show a commitment to public service.

## Geoff AuYeung *Associate - Chicago*



Geoff AuYeung joined the Firm in September 2005 as an associate in Commercial Finance. He earned his Bachelor of Science degree from Rush University and his Juris Doctor from the University of Illinois College of Law at Urbana-Champaign.

Geoff became a lawyer for the chance to interact with very talented and dedicated people. He chose to pursue commercial finance because of his interest in transactional work. Geoff enjoys the people he works with, and although the balance between life and work can often prove to be challenging, he finds the work gratifying. One way he has learned to strike the proper

balance is to follow this piece of advice: always take quality of work over quantity of work.

The most interesting matter he has worked on was a recent acquisition financing for a new client with a complicated debt structure. What he enjoyed most about the matter was the group dynamics of the team coupled with the fact that it was a new client.

## “Visible Invisibility: Women of Color in Law Firms”

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and men attorneys of color were neither as disadvantaged as those of women attorneys of color nor as privileged as those of white men. [T]heir retention rates were very different: 67% of white women but only 52% of men of color chose to remain in law firms.

Charlotte Ray would surely look at the number of women of color in the legal profession today and see how far the profession has come since she practiced law over a century ago. But, after taking a closer look at the experiences of women of color in the profession she might wonder just how

much progress has been made after all.

For full details on this research study and the ABA Commission on Women's recommendations, please order the full “Visible Invisibility: Women of Color in Law Firms” report at [www.abanet.org/women](http://www.abanet.org/women).

# MCCA's 7th Annual Creating Pathways to Diversity Conference, New York, New York

On November 8, 2006, the Firm was a sponsor of the Registration and Welcome session of the Minority Corporate Counsel Association (MCCA) Seventh Annual Creating Pathways to Diversity® Conference in New York City. MCCA was founded in 1997 to advocate for the expanded hiring, retention, and promotion of minority attorneys in corporate law departments and the law firms that serve them. Katten attorneys Theresa L. Davis, Diversity Committee co-chair, and Gail H. Kim, associate, attended the Conference.

The all-day Conference presented concurrent sessions in four separate tracks – law department, law firm, professional development, and marketing development. The sessions ranged from developing an effective mentoring program to

professional development to a discussion of client perspectives on the ways law firms market diversity.

One particularly interesting session was entitled “Raising Your Visibility and Reputation Among Your Peers.” In this session, the panelists discussed how attendees can market themselves in their law firm or law department. One suggestion from a couple of the panelists was to take advantage of the LexisNexis Peer Review Ratings. Peer Review Ratings reflect the confidential opinions of members of the Bar and Judiciary and review attorneys on two components: legal ability and ethical standards.

Another word of advice was that raising one's visibility is really building your

reputation and your “brand.” For instance, the panelists stressed the need to take credit for the activities you are involved in and to make sure all your experiences are accurately reflected in your resume.

Panelists also stated that involvement in bar associations, firm committees, firm activities like journal articles and pro bono work, and other outside organizations are all good ways to increase your visibility. But they stressed that the most important thing to increase your visibility and reputation was to ensure you complete your work, make your billable hours, and develop core competencies. The panelists emphasized that diversity is not a surrogate for competency. Diversity is value added to competency and, to raise your visibility, you need to bring both.

## Lavender Law Conference

*By Daniel B. Lange*

On September 7, 8, and 9, 2006, over 400 attorneys, judges, law professors, and law students gathered in our nation's capital, Washington, D.C., for the annual Lavender Law conference sponsored by the National Lesbian and Gay Law Association (NLGLA). While many attendees at the conference self-identified as gay, lesbian, bisexual, or trans-gendered (GLBT), other attendees included attorneys whose practice areas focus on issues of vital importance to the GLBT community, as well as law students interested in practicing in such areas.

Since its inception following a GLBT march on Washington, D.C. in 1987, NLGLA has become the premier national organization for GLBTs in the legal profession and has been at the forefront of national and local activities in the areas of employment and housing discrimination, hate crimes, marriage, HIV/AIDS-related issues, and

other areas which are of particular concern to the GLBT community.

The 2006 Lavender Law conference began with an all-day job fair which allowed 2nd and 3rd year law students attending the



conference to interact with practicing attorneys from firms around the country about possible future employment opportunities. It is estimated that over 200 law students attended the job fair.

The conference then featured many prominent speakers from many areas of the law and offered two full days of workshops and panels.

From Katten, Chicago corporate associate Diane E. Bell and Chicago employee benefits associate Daniel B. Lange attended the Lavender Law conference. In addition to staffing Katten's table at the job fair, they attended panels on a number of interesting topics, including: the status of same-gender marriage in the United States and elsewhere, estate planning and tax issues for same-gendered families, the status of gays in the military and the future of “don't ask, don't tell,” and ensuring that those living with HIV/AIDS receive appropriate legal services.

The 2007 Lavender Law conference will be held in Chicago, Illinois from September 6 – 8.

# Recommendation For Mentees And Mentors In Diverse Mentoring Relationships

*Excerpted from the Minority Corporate Counsel Association's Mentoring Gold Book – Mentoring Across Differences: A Guide to Cross-Gender and Cross-Race Mentoring*

## Recommendations for the Mentoring Pair

Both parties must take an active role to make cross-gender and cross-race mentoring succeed.

### 1. Communicate expectations

In successful mentoring relationships, mentor and mentee discuss their expectations. If you and your mentor and mentee are matched in a formal program review the program objectives and guidelines. Successful programs have a program coordinator, written program objectives and training that sets guidelines for the mentoring pairs. If there are few program resources or if your relationship is informal, review the mentee's development and career goals. Decide together what you want to achieve in the mentoring relationship. Additionally, it may be helpful to refer to the many published mentoring guidebooks and manuals that are available.

- If you are the mentor, explain how you would like to help the mentee — and what you expect from the mentee.
- If you are the mentee, tell the mentor your development goals and your desire for assistance. Be as clear as possible about how the mentor can help you, and ask what the mentor will expect of you. Let the mentor know that you appreciate their willingness to mentor you.

### 2. Take steps to support trust-building

Trust is the cornerstone of a successful mentoring relationship. Trust builds in small steps and accumulates over time. When people see that their trust is well placed, they extend more trust. If they see that it is misplaced, they withhold future trust. Decide what information, tasks, or confidences you are willing to entrust to your mentor or mentee, and when it is appropriate to do so.

### A. Mentees Build Trust Through Work

Mentees build trust in large part by demonstrating that the mentor can depend on their abilities and commitment. As a mentee, show that you have the intelligence, drive, and hard work to be an excellent lawyer. Study participants noted specific actions that demonstrate trustworthiness to a mentor, including:

- Performing confidently and showing enthusiasm for your work
- Aligning your behavior with firm or corporate norms and culture to the extent you can
- Being honest about mistakes
- Holding in confidence any “inside” information shared with you by your mentee
- Give your mentor the benefit of the doubt if his or her perspectives are different from yours, especially regarding diversity issues. Do not presume an insensitive statement to carry malice when it may simply indicate ignorance
- Build trust by sharing your views and experiences and helping to educate your mentor on diversity issues (race, gender, cultural, generational, socio-economic, etc.)

### B. Mentors Build Trust By Extending Trust

Mentors can help build trust by extending trust to the mentee. Showing mentees that you place your trust in them builds their self-confidence and makes them more inclined to trust you as well. Study participants noted many of the specific ways that mentors helped make mentees feel trusted, including the following examples:

- Give information about the organization, practice issues, and what it takes to be a successful lawyer. Information about the organization's culture and unwritten rules is especially valuable.
- Disclose private or “inside” information, such as information about firm or company

business, politics, and clients. One mentor in the study group provided information about management committee priorities to a mentee coming up for partnership. Such disclosures are seen as a sign of respect for the mentee's judgment and trust in the mentee's character.

- Do not belittle mentees for what they do not know, but help them learn instead. Give them needed help and support, and if you cannot satisfy their needs, suggest or find additional assistance.
- Give the mentee the benefit of the doubt when work problems occur. Women and minority mentees may have fears, insecurities, awkwardness in the workplace culture, or sense of isolation that can interfere with their initial ability to perform. Let them know that you are supportive and help them find ways to improve performance.

### 3. Focus on rapport, not chemistry

In any personal relationship, “chemistry” matters. You need to like the other person or at least find them compatible. But while mentoring is personal, it is not a date or romance. Early in the relationship, focus on building rapport. *“If there is not some kind of rapport then you never get to where you actually care for the mentee's career progress.”*

See if the other person's work habits, communication style, and personality are sufficiently compatible so that you can have a meaningful mentoring relationship. Be receptive to the possibility that differences may actually help your relationship. For example, one of you may be a big-picture thinker while the other is more detail-oriented. These opposite characteristics can complement and strengthen your rapport.

### 4. Seek shared interests and values

Look for common interests that you both share. You start out together with a shared goal: both of you want the mentee to learn,

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## Diversity Events

### Chicago Minority Associates Committee 2007 Kick-Off Event

On January 25, 2007, the Chicago Minority Associates Committee hosted its 2007 kick-off event at Lucky Strike Lanes. Incoming summer associates and future first year associates were invited to meet with Chicago minority associates, partners, and guests. Attendees displayed their bowling prowess and enjoyed drinks and food.



### Katten Sponsors Radio Golf Dress Rehearsal

On January 12, 2007, the Firm was a sponsor of Diversity Night at the Goodman Theatre. As a part of its Diversity Night, the Goodman Theatre presented the dress rehearsal of August Wilson's Radio Golf. Radio Golf is the final play in a ten-play cycle chronicling the African American experience in the 20th century. The Goodman Theatre is the only theater in the United States to produce all ten works of Wilson's cycle.

### Second Annual Chicago Renaissance Gala

On February 9, 2006, in honor of the 40th anniversary of Justice Thurgood Marshall's appointment to the Supreme Court, the Chicago Council of Black Law Students Associations (CCBSA) hosted its Second Annual Chicago Renaissance Gala at the Museum of Science and Industry in Chicago. CCBSA is made up of associations from Chicago-Kent School of Law, DePaul University College of Law, the John Marshall Law School, Loyola University Chicago School of Law, Northwestern University School of Law, and the University of Chicago Law School.

### BWLA National Summit

On March 8-10, 2007, the Firm was a Gold sponsor of the Black Women Lawyers Association's National Summit in Chicago. The Summit reflects the importance of African-American female attorneys helping each other to ensure their individual and collective success in the legal profession. Partner Leslie D. Minier and associates Sonja K. Clayton-Pedersen and Monica J. Mosby attended the Summit.

### MCCA CLE Expo

On March 21-23, 2007, the Firm sponsored the Minority Corporate Counsel Association's Annual CLE Expo and Anniversary Dinner in Chicago. Partner Steve Cochran served as a moderator on a panel on "Department of Justice Enforcement Trends." Managing Partner Vincent A.F. Sergi, Firm clients, and other Katten attorneys attended the Anniversary Dinner.



### Joffrey Ballet Affinity Night

On February 16, 2007, the Firm sponsored the Joffrey Ballet's Affinity Night reception prior to the Joffrey's production of Destiny's Dances. Leslie D. Minier, partner, is a member of the Joffrey Ballet Board of Directors and a member of its Diversity Council. The Joffrey Ballet's Diversity Council's mission is to target new markets in order to expand the Company's audience base as dance is a universal language that is understood by all. Attendees of the reception had the opportunity to enjoy "Notes from the Pit" and hear from Dr. Leslie B. Dunner. Dr. Dunner is the music director and principal conductor for the Joffrey Ballet and is among the country's most eminent dance, operatic, and symphonic conductors.

## Recommendation For Mentees And Mentors In Diverse Mentoring Relationships

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succeed, and build a lasting career with the organization. Begin with this and then search for other shared goals and values. Explore personal information, such as interests, hobbies, or family. One of the minority mentees in the study started a relationship based on a common interest in wine that later expanded into a fruitful mentoring relationship.

### 5. Improve your ability to discuss diversity issues

You can learn how to be more at ease and competent in discussing diversity issues through diversity education that raises your awareness and improves your communication skills. In addition, attending dialogue sessions and focus groups with participants who are of a different gender or race will expose you to new perspectives and give you hands-on experience in communicating with diverse individuals. This is equally true for Caucasians and non-Caucasians. Engaging in dialogues

that are inclusive and open to divergent views from diverse individuals brings diversity down to a personal, one-on-one level, and increases comfort and competence in communicating across differences.

### 6. Be prudent when raising diversity issues

In raising issues of race or gender diversity, be prudent and use good judgment. Whether to raise the issues or not depends on the nature and maturity of your mentoring relationship, as well as the time and occasion. Consider whether there is a need to discuss the topic with this mentor or mentee and how the discussion might impact your relationship. Think about your previous discussions. Have there been any signals that the person is receptive or reluctant to discuss diversity issues? Start by bringing up low-risk subjects, or subjects more general than personal, until you get a sense of whether the person will be open to the discussion.

### 7. Commit to confidentiality

If you are in a formal mentoring relationship, adhere to your mentoring program's provisions regarding confidentiality of mentor-mentee communications. In both formal and informal mentoring relationships, honor requests made by your mentee or mentor to maintain the confidentiality of any personal or sensitive disclosures they make to you. If legal restrictions, or organizational rules or considerations, prevent you from maintaining confidentiality, advise the other person. If possible, do so before the disclosure is made.

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## National Asian Pacific American Bar Association Annual Convention 2006

*By Paula S. Kim and Jean H. Park*

On November 9-12, 2006, over 800 Asian Pacific American (APA) attorneys, judges, law professors, and law students gathered in the City of Brotherly Love, Philadelphia, PA for the National Asian Pacific American Bar Association's (NAPABA) 2006 annual convention.

Since its inception in 1988, NAPABA has become the premier national organization for APAs in the legal profession and has been at the forefront of national and local activities in the areas of civil rights, immigration, hate crimes, diversity initiatives and professional development. NAPABA represents the interests of over 40,000 attorneys and 47 local APA bar associations, with practice settings ranging from solo practices to large firms, corporations, legal services organizations, non-profit organizations, law schools and governmental agencies.

The 2006 annual convention was titled "For a More Perfect Union" and featured many prominent speakers from all areas of the law. The three-day convention offered numerous workshops and panels. Many prominent APAs attended this year's convention, including: U.S. Secretary of Labor Elaine L. Chao; the Honorable Ida K. Chen, First Judicial District of Pennsylvania; Wan J. Kim, Assistant Attorney General for the Civil Rights Division of the United States Department of Justice; and Norman Y. Mineta, the former United States Secretary of Transportation.

Chicago litigation associates Paula S. Kim and Jean H. Park attended the annual convention. They sat in on panels on a number of interesting topics, including: how new technologies affect employment issues; a discussion led by Fortune 500 general counsels on legal issues affecting their companies; the importance of diversity in

the legal profession; and legal developments in corporate fraud investigations and prosecutions in the wake of Enron, WorldCom and the Sarbanes-Oxley Act.

Park noted, "It was a great opportunity to network, attend engaging seminars, and see how APA attorneys are making strides in the field of law." Kim agreed and added, "Not only did the convention positively affect me in intangible ways — for example, by informing me on new and interesting legal issues and inspiring me to challenge myself professionally — the convention also affected me in tangible ways. For instance, through the connections I made at the NAPABA convention, I am now a Board member of the Korean American Bar Association."

The 2007 annual convention will take place November 15-18, 2007 in Las Vegas, NV.

## The Katten Leadership Academy for Women of Color

Based on NALP statistics and the recent findings of the ABA's Visible Invisibility: Women of Color in Law Firms study, we know that women of color have a higher attrition rate from law firms, have a greater sense of isolation from the social fabric of their firm, face greater levels of sexual/racial harassment, and have less access to mentoring, client development and other work opportunities than any other group.

As a result of these concerns, Katten has decided to take a leadership role in ensuring that the talented women of color at the Firm have the support and tools they need to achieve the success they desire. In conjunction with Dr. Arin N. Reeves, one of the key architects of the ABA's study on women of color, the Firm is working to create the Katten Leadership Academy for Women of Color – a workshop for women of color lawyers in the Firm to design and grow their careers to the fullest of their potential.



Dr. Arin N. Reeves

## Working Mother Media: Multicultural Women's Town Hall

On December 12, 2006, the Firm sponsored Working Mother Media's Multicultural Town Hall Meeting: Building Strategic Alliances and Networks in Washington D.C. Associates Diane E. Bell and Gail H. Kim attended the meeting along with Director of Human Resources & Support Services Gaye Bartulis.

Working Mother Media is a multi-media company that provides strategies and solutions for millions of consumers, specifically working mothers and female business owners, as well as a corporate audience of CEOs, top executive decision-makers and human resources professionals. Working Mother Media's Multicultural

Women's initiative was founded to explore differences across racial-ethnic groups and to encourage dialogue that leads to building alliances between women to achieve organizational change.

This meeting was unique because, in addition to the typical speeches and panels, there were same-race breakout discussion groups. There was even a separate group for the two male participants. In the breakout sessions, the discussion groups, whose participants worked in a variety of professions including law, consulting, insurance, and hospitality, began open discussions about how their race or ethnicity

influences their networks at work and at home and about the problems that arose when approaching potential alliances or relationships and in the professional work place.

In addition to the same race discussion groups, the meeting also had cross race breakout discussion groups where participants were randomly assigned to a diverse group to discuss the issues brought up in the same-race breakout sessions.

In 2007, Working Mother Media will be holding other town hall meetings in Chicago, IL (May 23, 2007) and in New York (July 24-25, 2007).

Prior results do not guarantee a similar outcome. We are not providing you with information about our Firm because we have targeted you as needing our services for a particular matter, and we are not soliciting you for any particular matter or assignment. We are providing this information to make you aware of the type and quality of legal services we provide. The material contained herein is not to be construed as legal advice or opinion.

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