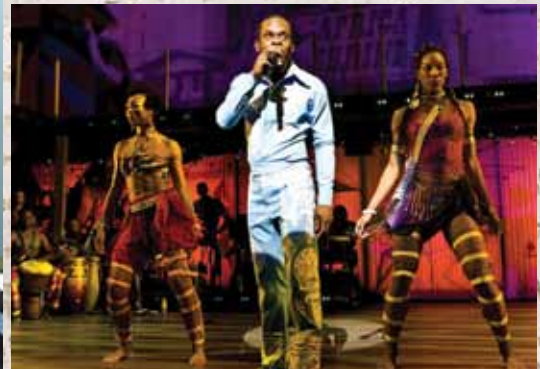


# ALUMNI NEWS

Paul|Weiss



REACHING  
AROUND  
THE WORLD

2010-2011

## Our Cover

The ALUMNI NEWS cover art illustrates the reach of Paul, Weiss alumni and lawyers around the world.

**Background:** Text from the Magna Carta, recently purchased by alumnus David Rubenstein and on permanent loan to the National Archives

**Top row, left:** Sands SkyPark on the roof of the 55-story Marina Bay Sands, a recently completed project by alumna Gayle Hyman

**Top row, right:** The Broadway production of the musical *Fela!* brought to the stage by alumnus Stephen Hendel

**Center:** The patio at restaurant Aprazível in Rio de Janeiro, managed by alumnus Pedro Hermeto

**Bottom row, left:** School girls in Sari Millenium Village, Kenya, one of the many projects of Millennium Promise and alumna Vibhuti Jain

**Bottom row, right:** Paul, Weiss lawyers partner with the City Bar Justice Center to help victims of trafficking and violence obtain visas and improve their lives

## FROM THE CHAIR



Dear Alumni,

Year after year, we continue to be inspired by our alumni and their successes. You have demonstrated excellence and dedication, working at the highest level of your craft and making a difference in your communities — both locally and on a global scale.

In this 2010 — 2011 issue of *Alumni News* we report on several alumni around the world, whose stories highlight diverse paths, from bringing technology to the Third World to bringing the voice of Africa to Broadway. We also say farewell to the legendary and beloved Ted Sorensen, whose words inspired generations, and to other prominent alumni whose lives touched us all.

We also take this opportunity to update you on happenings at the firm — new and retiring partners, important achievements and firm events of the past year.

Your latest news, both personal and professional, is always a pleasure to receive. Please send us items of interest by emailing [alumni@paulweiss.com](mailto:alumni@paulweiss.com) or by visiting [www.paulweissalumni.com](http://www.paulweissalumni.com) so that we may include your news in our “Alumni Notes” section of the magazine next year.

My very best to you,

A handwritten signature in black ink that reads "Brad S. Karp". The signature is written in a cursive, flowing style.

Brad S. Karp  
Chair of the Firm  
[bkarp@paulweiss.com](mailto:bkarp@paulweiss.com)

# ALUMNI NEWS

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## FEATURES



### Scenes From a Bankruptcy

AbitibiBowater's rebirth offers important lessons for any company facing bankruptcy.



### Theodore C. Sorensen

Paul, Weiss mourns the passing of one of its leading lights, a great lawyer and a great friend.



### A New and Better Life

The City Bar Justice Center and Paul, Weiss team up to help immigrant victims of trafficking and violent crime.



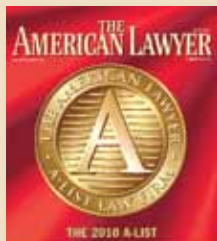
### Onward And Upward

An overview of the firm's dynamic and creative Corporate Department.

## FIRM HIGHLIGHTS

### **The American Lawyer Names Paul, Weiss an A-List Law Firm for the Eighth Time**

Paul, Weiss celebrated another recognition in 2010, when the firm was once again named to *The American Lawyer* "A-List" – the publication's highest honor. We have been ranked on this prestigious list every year since its inception eight years ago.



Each year, *The American Lawyer* conducts research among the leading firms to recognize the truly outstanding firms for their excellence. Looking beyond just the bottom-line dollar figures, the rankings consider revenue per lawyer, pro bono commitment, diversity among lawyers and associate satisfaction. Based on this data, each firm receives an overall score, with added credit given to pro bono efforts and revenue.

### **FT Names Paul, Weiss One of Top Three Most Innovative Law Firms**

Paul, Weiss was named one of the top three most innovative law firms in the United States in a *Financial Times* competition. The *Financial Times* 2010 US Innovative Lawyers report evaluated firms on their ingenuity, creativity and boldness in the face of widespread financial challenges and a significantly altered legal landscape. The award specifically acknowledged Paul, Weiss's ability to consistently craft creative solutions to meet our clients' strategic objectives in this challenging environment, and the impact of our work on shaping the law so that our clients can effectively grow their businesses.

Seven of our representations were selected and mentioned in the report. Our work was "commended" in the areas of Financial Services, M&A and Litigation and ranked as "stand-out" in Litigation and Restructuring.



## TORONTO OFFICE OPENS

In April 2011, Paul, Weiss opened a Toronto office to support our Canadian clients' increasing cross-border business activities. The Toronto office will practice U.S. law and will continue to partner with leading Canadian law firms to provide seamless counsel to our clients.

### **Beth Wilkinson Named a "Winning" Litigator and One of "Washington's Most Influential Women Lawyers"**



Litigation partner Beth Wilkinson was named as one of *The National Law Journal's* 2010 "Winning" litigators for her work on behalf of Pfizer Inc. in a lawsuit relating to the hormone replacement therapy drug Prempro. Six prior cases, including a \$34 million verdict and a \$75 million verdict, had been won by plaintiffs who claimed that Prempro caused post-menopausal women with already-damaged breast cells to develop malignant breast cancer. They further argued that the risks were hidden from the public, and that research into the matter was ignored for fear of declining sales. Beth's four-week defense of Pfizer in the Philadelphia Court of Common Pleas produced a jury return after just one day of deliberations. Pfizer was found not liable for any damages and Beth went on to win two subsequent cases for the company in 2010. She is the fourth Paul, Weiss lawyer to receive the "Winning" recognition from *The National Law Journal* — following Ted Wells (2009), Ken Gallo (2007) and Marty Flumenbaum (2005).

This victory is the latest in a string of high-profile matters for Beth, including her notable role as prosecutor in the Oklahoma City bombing trial. Her work garnered an additional honor by *The National Law Journal* when Beth was named one of "Washington's Most Influential Women Lawyers."

### **Andrew Rosenberg Named "Dealmaker of the Year"**

Bankruptcy partner Andrew Rosenberg was named to *The American Lawyer's* list of 2010 "Dealmakers of the Year" for his role in the CIT Group bankruptcy. When CIT was denied a necessary infusion of federal bailout funds in July 2009, the company was left with only a few days to raise \$3 billion in emergency financing. In a marathon 72-hour negotiation, Andrew and his team helped the company structure an emergency infusion that held off CIT's imminent bankruptcy and gave the team time to work with bondholders to devise a recovery strategy. What followed was an extraordinarily complex prepackaged reorganization that provided CIT with \$4.5 billion in chapter 11 financing and restructured \$33 billion of the company's debt. Nearly 45,000 bondholders voted, with approximately 90 percent of the principal amount of bonds voting in support. The plan, the largest prepackaged bankruptcy solicitation ever, sailed through court in less than 45 days.



# SCENES *From* *a* BANKRUPTCY

## *How do you prepare for the unthinkable?*

Most in-house lawyers will admit that they're not trained for the unique legal, business and psychological challenges posed by bankruptcy. And once they're in the thick of it, things move so quickly that it's hard to plan in advance and work efficiently as a team.

The rebirth of AbitibiBowater was as complicated as bankruptcy proceedings get: billions at stake; scores of players with competing interests; a quagmire of complex legal and business issues in two jurisdictions; brutal, unrelenting deadlines. But most important, the AbitibiBowater bankruptcy required the tenacity, teamwork and creative thinking that is essential to breathing new life into a struggling company.

We spoke with the AbitibiBowater/Paul, Weiss team that led the company through bankruptcy and back again. Their stories yielded important lessons for any company who is forced to think about the unthinkable.

## **Get to work early.**

*If you don't plan in advance, your company might not survive.*

AbitibiBowater was created in 2007 by the cross-border merger of Canadian Abitibi-Consolidated and its U.S. competitor Bowater Incorporated, global leaders in the forest product industry.

Post-merger, the company bore an \$8 billion debt load which it endeavored throughout 2008 and early 2009 to restructure out of court. And as 2009 began, the gathering credit crisis and sharp declines in newsprint prices meant that restructuring the debt was becoming increasingly unlikely.

"I pressed the company to prepare for bankruptcy with a contingency



plan," says Jacques Vachon, Senior Vice President and Chief Legal Officer of AbitibiBowater. "We were concentrating on an out-of-court restructuring, but we needed to prepare for every possibility."

Jacques retained Paul, Weiss bankruptcy partner Kelley Cornish on the strength of recommendations from Kelley's colleagues, corporate partner Toby Myerson and securities partner Ted Maynard. Jacques knew and trusted both lawyers: Toby was the architect of the 2007 merger, and Ted was a veteran of more than a decade of challenging Abitibi representations.

By the time AbitibiBowater filed for bankruptcy in April 2009, Jacques and Kelley had spent months working on a contingency plan for the company in case the out-of-court restructuring failed.

"Always have a contingency plan," says Kelley. "Always. If bankruptcy is a possibility, you can't wait until the last minute. You need to line up financing in advance, of course, but preparing for the actual filing takes more time and research than you'd imagine. You need to be organized, you need to be coordinated, and you won't be either if you're tackling it at the last minute.

"In AbitibiBowater's case, filing came very late in the game, when there was only \$800,000 in the company's U.S. bank accounts," Kelley continues. "If we hadn't planned in advance, the company might not have survived."

## **Understand resistance.**

*Preparing for the worst is not a self-fulfilling prophecy.*

AbitibiBowater fought hard to restructure its debt out of court throughout 2008 and early 2009. But by April of that year, it was clear that the company would need to file for bankruptcy.

"It was the resistance to contingency planning that took Jacques and me by surprise," says Stephanie Leclaire, AbitibiBowater's Vice President of Legal Affairs and a Paul, Weiss alumna. "Some of our colleagues felt that the very fact that we were working on a filing plan would make it seem as if management had given up, and the creditors would panic. That it would somehow become self-fulfilling."

Resistance to bankruptcy planning is natural; management and board members will take all reasonable steps to preserve shareholder value. "It makes sense to feel that way," says Stephanie.

“Everyone wants their company to survive, and we use the tools each of us understand.”

“But it’s your duty to make sure that there is an alternative if all else fails,” adds Jacques. “And to make it clear that bankruptcy planning is time and energy well spent.”

### **Anything can happen.**

*There are events for which you can never prepare.*

Bankruptcies, by definition, take place in extreme circumstances. But in early 2009 — in the thick of the financial crisis — things that once were certain no longer were.

At first, everything seemed on track for a hectic but successful first day in bankruptcy court. Kelley and her team had made the most of their lead time and formulated a filing plan that called for petitions by 69 of AbitibiBowater’s more than 150 subsidiaries, filed under four separate insolvency regimes in Montreal and Delaware. Several of the subsidiaries filed on both sides of the border simultaneously. The Blackstone Group, the company’s U.S. financial advisor, lined up the necessary debtor-in-possession (DIP) financing to cover the company’s operating costs during the bankruptcy from a well-known financial institution.

And then the bottom dropped out. AbitibiBowater’s DIP lender pulled its financing offer and walked away from the table just days before the filing was needed.

“The financing environment was unprecedented,” Kelley says. “DIP loans are traditionally very accessible. But the financing markets were in extremis. Even DIP loans weren’t getting done.” And without DIP financ-

ing, AbitibiBowater could liquidate in a matter of days.

Fortunately, AbitibiBowater’s two largest unsecured bondholders, Avenue Capital and Fairfax Financial, stepped up to the plate at the eleventh hour and offered to provide approximately \$206 million in DIP financing to get AbitibiBowater through.

“That’s when I called Alice Eaton,” says Kelley.

### **Stay calm and cultivate order.**

*Keeping the negotiation moving is as important as negotiating.*

Kelley tapped Alice, her fellow bankruptcy partner and a specialist in complex distress financings, to manage a DIP loan process that demanded immediate resolution — but was starting from scratch.

Alice proceeded to set up camp in the offices of Fairfax’s counsel in New York. “Aside from the actual content of the negotiation, my job was to impose order,” says Alice. “To create an environment that kept all the parties moving forward.”

It was a dense, multilateral negotiation. The company was negotiating with the DIP lenders and the prepetition secured lenders; the DIP and prepetition groups were negotiating with each other and amongst themselves. Timely bankruptcy court approval depended on reaching consensus among all of these players, a daunting task even without the time pressure.

And there was more at stake than simply obtaining the financing.

“A situation like this is unnerving for management, creditors and other stakeholders,” Alice continues. “The company was already in financial distress, and the loss of DIP financing at the last minute created even more disarray.

Unfortunately, the longer the search for financing wears on, the more the company appears to the market as distressed. It can become a self-fulfilling prophecy. We had to work quickly and constructively; time was of the essence.”

With the assistance of other company advisers and in-house legal staff, Alice and the finance team negotiated the U.S. DIP agreement in four days. AbitibiBowater just made it over the finish line.

### **Keep the faith.**

*It’s tough having two jobs.*

For AbitibiBowater, the business of doing business changed dramatically.

“It’s unknown territory,” Stephanie remembers. “We had no clue what filing for bankruptcy really meant. Anything that we used to do without hesitation we now had to consider carefully. Paying invoices, paying employees, making operational decisions: can we do that on our own or does it need to be approved by the court? It’s like learning to walk all over again.”

“Being in-house during a bankruptcy is difficult,” says Alice. “You need to essentially learn a new discipline without advance training — you still need to do your job as legal officer, but you also need to oversee a complex restructuring process. And there’s a lot riding on every decision.

“But some people really flourish,” she continues. “Jacques and Stephanie became key negotiators in all facets of the bankruptcy. Their versatility, their management skills, their business skills and legal acumen: They were all front and center throughout the case. They had the benefit of leading a very talented team, of course.” So much so that both Jacques and Stephanie received prestigious awards for their work



*Kelley A. Cornish*



*Alice Belisle Eaton*



*Stephanie Leclair*



*Jacques Vachon*

on the bankruptcy from the Canadian legal community.

“No matter how overwhelming the bankruptcy process feels at first, it can bring out the best in you.”

**Field a well-rounded team.**

*Bankruptcy, by definition, demands multidisciplinary talent.*

In restructuring, a new company is created. Every aspect of the old business model and corporate structure has to be re-evaluated. The plan must withstand the scrutiny not only of the courts, but of the company’s creditors and the marketplace. Everything is on the table; anything can change.

AbitibiBowater and its financial advisors spent the next few months hammering out an ambitious business plan that reconfigured the company through plant closings, the sale of non-core assets and the renegotiation or termination of hundreds of unfavorable contracts. This work drew on expertise in almost every Paul, Weiss legal discipline, and the team came to include lawyers from across the firm.

Bankruptcy Counsel Claudia Tobler in the Washington, DC office led the effort in the United States, along with AbitibiBowater’s Canadian advisors, to sell approximately \$750 million in non-core assets.

Employee Benefits Partners Rob Fleder and Larry Witdorhcic helped the company with employee downsizing and compensation issues.

Finance Partner Jordan Yarett negotiated a maturity extension and refinance of AbitibiBowater’s \$180 million cross-border securitization facility, allowing the company to maintain this critical financing course during the bankruptcy.

Tax Partner Peter Rothenberg led the tax planning effort, including squeezing \$55 million in savings from a single tax restructuring transaction.

Litigation Partners Moses Silverman and Aidan Synnott guided the company through a litigation concerning a key mill the company operated as a joint venture; Corporate Partner Ariel Deckelbaum and Finance Partner Terry

Schimek and Counsel Stephen Koo ultimately helped settle the matter by arranging the buyout of the partner’s interest in the mill.

“It was a classic Paul, Weiss effort,” says Kelley. “Everyone was at the table. Because a complex bankruptcy like AbitibiBowater’s involves virtually every discipline.”

**Embrace simplicity.**

*Save money and time by rising above complexity.*

AbitibiBowater was a hybrid of hybrids.

“The premerger companies were themselves the products of a long string of mergers,” explains Jacques Vachon. “So when the merger closed in 2007, AbitibiBowater had more than 150 separate subsidiaries.” Paul, Weiss Corporate Partner Toby Myerson led the merger on behalf of Abitibi-Consolidated; the deal was intended to exploit synergies between the companies.

But the financing structures of the original companies remained separate and intact. The former Bowater and Abitibi-Consolidated sides of the new company each had their own secured and unsecured creditors. Both of the original companies had raised financings in the United States and Canada, and extensive inter-company obligations on the various issuances further complicated the picture.

Notwithstanding the company’s complex capital structure, the reorganization plan’s premise was surprisingly simple: The company would repay all of its \$1.2 billion prepetition secured debt in full and in cash, and the remaining \$7 billion in unsecured debt would receive equity in the new company.

“We wanted to dramatically deleverage the company,” says Kelley. “And wipe the slate clean.” The reorganized company would have a reduced debt burden, freeing up cash to help run the business. “But we also wanted to avoid a major headache: having to split the equity between the secured and the unsecured creditors,” she says. “In this particular case, it would have been a costly and time-consuming fight, given the complexity of the company’s capi-

tal structure — five separate prepetition secured facilities and 32 unsecured bond issuances.”

**Build bridges.**

*(... and other metaphors to describe a successful negotiation.)*

By April 2010, a year after the company’s filing, negotiations to get AbitibiBowater out of bankruptcy were in full swing.

But the unsecured creditors could not agree on how to divide up the equity in the post-bankruptcy company. The debate about how to value and divide ownership in the new company quickly settled into a protracted tug-of-war between former Bowater creditors and former Abitibi-Consolidated creditors.

Negotiations between the two sides had been simmering since early 2010, ranging over everything and anything that would determine the future value of AbitibiBowater, from the projected price of newsprint, to the future sale price of noncore assets, to the value of pending litigation. But despite the passing weeks and the ongoing exchange of proposals and counter-proposals, agreement on a fair split remained elusive.

“There was a lot of back-channel discussion among the key constituents,” remembers Kelley. “Individual creditors were negotiating amongst themselves, while creditors’ committees negotiated with each other. It was cacophony.” At one point, Kelley learned that several separate term sheets proposing different equity splits were making the rounds within one of the creditor committees. “We knew we would never get the job done unless the dynamic changed,” she says.

In a last-ditch effort, the company and its advisors reached out to the two largest unsecured creditors, Avenue Capital and Fairfax Financial, to lead a resolution. Each had a significant stake in the unsecured debt on both the Abitibi-Consolidated and Bowater sides of the company. With leadership positions on both committees, they could exercise influence over the entire negotiation. And since both had stepped up to provide the U.S. DIP financing that saved AbitibiBowater, they had

significant interests that needed to be protected.

“We worked with Fairfax and Avenue to do two things,” Kelley says. “First, they offered to backstop a \$500 million rights offering to ensure the company would have adequate financing to exit bankruptcy. Second, they agreed to a defined split of the reorganized company’s equity. The split turned out to be roughly 60 percent for the former Bowater creditors, 40 percent for the former Abitibi creditors.”

The creditor committees had been negotiating around a similar split for weeks, and the backstopped rights offering allowed the creditors to demonstrate confidence in the emerging Abitibi-Bowater. Avenue and Fairfax were persuaded. The constituents of both committees signed on to the plan by the end of May.

“Bankruptcy is partly a political process,” Kelly says. “It’s about herding cats. It’s a chess game. You wall certain issues off, and open others for debate. You go for the key constituents and then you bring others along. It’s just a matter of getting to consensus.”

### **Think outside the box.**

*Creativity opens new opportunities.*

As AbitibiBowater looked ahead to exiting bankruptcy in the summer of 2010, a shortfall in exit financing seemed likely.

“We were going to need \$1.5 billion for the exit,” says Alice. “The financing markets were starting to open up again, but we weren’t sure if they would support us for more than \$1 billion of financing.”

The \$500 million rights offering would make up the difference. But the novel offering, structured by Alice Eaton and Paul, Weiss Securities Partner Larry Wee, allowed the company to keep its options open by permitting the company to decrease the amount of the offering — or eliminate it altogether — if the company was able to raise exit financing on better terms at emergence.

“There hasn’t been another rights offering like it,” says Kelley. “It allowed the company to go to the markets, raise money on better terms, and come back to the rights offering subscribers and

say, ‘Thank you, but no thank you.’ It gave the client flexibility and security at the same time. It’s unique.”

### **Get ready to rumble.**

*Successful bankruptcies often demand experienced trial attorneys.*

The rights offering worked like a charm — it was a much-needed public demonstration of confidence by sophisticated investors that ultimately wasn’t used. The company, assisted by Bankruptcy Partner Jeff Saferstein, was able to secure the necessary \$1.5 billion in exit financing on better terms over the summer. The rights offering was cancelled. The end was in sight.

AbitibiBowater started plan confirmation hearings in September 2010 with the support of its key creditor constituencies, and the vast majority of the company’s creditors in Canada and the United States voted in favor of the bankruptcy plan on both sides of the border. But despite the general accord, the plan was hotly contested.

A lone distress investor seeking a double recovery on their share of a single \$600 million bond issuance under an arcane Nova Scotia corporate statute challenged the “good faith” of the company’s filing in an attempt to gain an advantage in negotiating recoveries on its claims. “We believed the ‘good faith’ arguments were neither legitimate nor substantive, asserted purely for tactical purposes,” says Alice. “How else would you explain the nearly unanimous support from the other creditors?”

Nonetheless, fast track discovery was conducted prior to the hearing. Five of the company’s senior executives — including Jacques and CFO Bill Harvey — were deposed. Hundreds of thousands of documents were produced. Rather than settle, the company went to trial in both Canada and the United States; Litigation Partner Moses Silverman joined Kelley, Alice and Claudia at trial in the U.S. bankruptcy court over a two-month period.

“The time, expense and difficulty of the trial process stunned Abitibi-Bowater’s businesspeople,” remembers

Kelley. At one point, Harvey testified that the restructuring process, delayed by the trial, was costing the company \$800,000 a day. “There was real outrage. Bankruptcy trials are burdensome and stressful on everyone. But unfortunately it’s the nature of the process.”

Ultimately the judges in both jurisdictions overruled the objections and the plan was approved. The new AbitibiBowater emerged from bankruptcy in December 2010.

### **Trust each other.**

*It’s actually the furthest thing from a platitude.*

The trust between counsel and client in a bankruptcy proceeding goes beyond the expectation of technical competence or a strong work ethic. Trust creates a platform for creative choices.

“Take the rights offering for example,” Alice explains. “It was insanely complex, and it was one of the keys to our plan process. Difficulties aside, we worked as a team to make sure the rights offering and the plan process could proceed and gain court approval.

“We trusted each other,” Alice continues. “We built a deep relationship with Jacques and Stephanie and the team at AbitibiBowater. If we didn’t share that inherent trust, we wouldn’t have accomplished what we accomplished.”

Which brings us back to the beginning.

Jacques remembers his first meeting with Kelley Cornish in late 2008: “The first contact with a bankruptcy lawyer is the most important thing,” remembers Jacques. “You’re putting the future of your company in their hands. You’re putting your future in their hands. Kelley came with Ted’s and Toby’s recommendation, which was very important to me.

“But I was so impressed by her as an individual,” he says. “Her energy, her expertise, her commitment, the rapport she had with Alice, Claudia, Stephanie and the rest of the team on both sides of the border... It’s great to have recommendations, but it’s even better to feel in your gut that you’ve made the right choice.” ■

## DAVID M. RUBENSTEIN REFLECTS ON HIS PHILANTHROPIC EFFORTS

# Giving Back

DAVID M. RUBENSTEIN, MANAGING DIRECTOR OF THE CARLYLE Group, is not just an executive of one of the world's most successful private equity giants. He's also a philanthropist with a personal touch who manages his charitable efforts without the help of a personal foundation.

After earning his degree from the University of Chicago Law School in 1973, David joined Paul, Weiss as a corporate associate. In 1975, he left for Washington, D.C., where he was chief counsel to the U.S. Senate Judiciary Committee's Subcommittee on Constitutional Amendments for two years. He then joined the Carter administration as deputy assistant to the president for domestic policy. After several years in private practice, he co-founded Carlyle in 1987.

David spoke with us about buying the Magna Carta, how actuarial tables spur charitable giving and the impact of gifts, both large and small.

*Three years ago, you made news with your \$21 million purchase of one of the world's most important legal documents, the Magna Carta. What was the story behind the purchase?*

It was a surprise to me — not something that I had anticipated doing.

I was invited to Sotheby's for a viewing of the Magna Carta the day before it was going to be auctioned. This copy was in a private family's hands for 500 years. They became land poor in the early '80s and sold it to Ross Perot to raise money; he bought it and put it on

display at the National Archives. He ultimately decided to put it up for sale.

I heard that there were interested bidders from overseas, and I thought it would be unfortunate if it left the country — it had been an inspiration for the Declaration of Independence and the Constitution and the Bill of Rights. It's a vital part of our history and our legal traditions.

So I resolved to go back and buy it the next day, to pay whatever I could to keep it here. I didn't tell anybody because it seemed a little presumptuous, maybe even crazy: "I'm going to go buy the Magna Carta tomorrow." But I went back, I got there in time, and I bid and won it.

*So now you own the Magna Carta ...*

So now I own it, but in a very special sense. I thought the Magna Carta should remain in the National Archives. I wanted to make it a public gift — to repay the country in part for what it's done for me. So I own it, but it's there on what I call 'permanent loan': I'm the owner so that I can pay for the insurance and the new specially sealed glass case and other upkeep and maintenance. My ownership keeps these costs off of the Archives' budget.

Ever since, I've been offered a lot of other historic documents, and I've begun to buy them and get them placed where people can see and appreciate them. I've placed a signed copy of the Emancipation Proclamation in the White House and a rare copy of the Declaration of Independence at the State Department. I recently bought a copy of the oldest map ever made of the United States. I'm going to provide that to the Library of Congress, also on permanent loan.

*Your philanthropic giving has picked up pace in recent years. Is there a specific reason why?*

Actuarial tables. About seven years ago I hit the age of 54 and realized that according to the tables I'd lived two-thirds of my life already. I knew that I had made more money than I could spend and thought that the best thing to do was to think seriously about giving it away. So I got involved with a variety of philanthropic organizations that had either been helpful to me or that I thought were doing good things.

*You also recently signed on to Bill Gates' and Warren Buffett's Giving Pledge effort.*

When they developed the idea of the pledge, Bill called me and asked if I would sign. The pledge agreement basically says you're going to give away half your money by the time of your death. And I said, 'Of course,' because I already intended to give away more than that anyway.

In my pledge letter, I said that I was happy to sign, but I also mentioned that I thought we should be giving away money now, not later. To get more people to give it away now so that we actually get things done right away, not 25 or 50 years from now.



David M. Rubenstein

My hope is that the Giving Pledge will become more than just a billionaire boys' club. I hope it encourages people at all income levels to give what they can. Obviously, most people are not going to give away half of their money, but they might give away enough to really make a difference — and feel good about themselves, too.

*With the amount of resources at your disposal, how do you choose where to give?*

Well, for better or for worse, I do it myself. I enjoy making the decisions, and I don't have a big coterie of people telling me what to do — I haven't organized a foundation yet. I suspect I will at some point and involve professionals and my family as well, but right now I have the pleasure of doing it myself.

My goal is to give gifts that transform charitable organizations. I enjoy figuring out where I think my money can make a difference. In some cases, if I give \$100,000, that gift will have a much bigger impact than if I give \$50 million.

Think of a small organization, let's say with a budget of \$1 million a year. If I give them \$100,000 or \$200,000, it's going to have a much bigger impact on them than if I give \$50 million to a

larger institution like a major university that's got an endowment of \$20 billion. Although there's no doubt that a \$50 million gift is always appreciated, and I intend to make gifts that size or even larger. But in some cases, I've given smaller gifts, and they've had a larger impact.

This highlights the importance of encouraging everyone to give. Because smaller gifts can be powerful, people of more modest means can make a huge impact.

*Which philanthropic areas do you focus on?*

I'm involved with the performing arts, which I enjoy. I've been on the board of The Kennedy Center for six years and became the chairman in May. One of my main goals is to make sure the Center appeals to people of all income levels — not just wealthy people or middle-income people but lower-income people as well. I try to do the same at Lincoln Center, where I sit on the board and led the redevelopment campaign.

I've given resources to medical research and children's health organizations. I'm the chairman of the advisory board for the Johns Hopkins Children's

Center; I've helped them build a new outpatient facility for kids, which I'm particularly proud of.

I also focus on literacy and education. As president of The Economic Club of Washington, I arranged to have annual scholarships given to the two best graduates of each public high school and each charter high school in the district. Each year, we gather the winners at the club and introduce them to the members. I see these children and their parents, and they're just beaming, they're so excited. It's really moving.

These are just a few examples that come to mind. I also give to cultural organizations and educational institutions; I sit on more than 30 nonprofit boards, so it's hard to summarize!

*How do you balance these commitments?*

Obviously, I can't go to all the meetings. I've learned to balance financial support for some of them with a more active involvement in others. They're all important to me, but the ones I enjoy the most I am really actively involved with. I expect that I will narrow down the number of causes and organizations I support as my efforts mature.

*Can you recall what inspired your love of philanthropy?*

When I was in the sixth grade, I watched President Kennedy's inauguration, and I heard his famous address: "Ask not what your country can do for you ...?" Well, I was inspired to do something for my country. To me, at that age, it meant government service, and later on, it was one of the reasons I went to Paul, Weiss. Because Paul, Weiss had someone named Ted Sorensen there (*see our profile of Ted on page 18*).

Ted was my role model. I was never going to be charming enough, good-looking enough or wealthy enough, I thought, to get elected to public office, but I hoped to be a great adviser. And Ted was the greatest. So I joined Paul, Weiss because of him and what he represented — that tradition of public service. ■

**STEPHEN HENDEL** AND FRIENDS BRING REVOLUTIONARY BLACK MUSIC TO THE GREAT WHITE WAY

# Revolutionary Road

WHEN STEPHEN HENDEL, PAUL, WEISS ALUMNUS AND managing director of Hess Energy Trading Company, encountered the music of Fela Kuti, Broadway history was in the making.

Fela Kuti — the famed Nigerian musician, composer, bandleader and presiding genius of Afrobeat music — created driving, energetic dance music that was infused with revolutionary fervor and a passion for human rights. His clashes with the Nigerian government were legendary; his home compound, which he declared independent of the Nigerian state, was raided frequently in the 1970s. A former presidential candidate and frequent political prisoner, Kuti passed away in 1997 after decades of fighting for freedom for his native land.

Stephen's reaction to Kuti's music inspired him to produce *Fela*, an impressionistic musical biography of the great musician's life and career that garnered 11 Tony nominations including Best Musical. The show closed its Broadway run in January 2011, and then closed a sold-out run at the Olivier Theater in London (the first Broadway musical to appear on that stage). We spoke with Stephen about Fela Kuti's music, the production process and the impact of the musical.

*How did the idea for a Fela Kuti musical occur to you?*

I bought a Fela Kuti record 10 years ago, a compilation called *The Best Best of Fela Kuti*. And I became obsessed by the

music. I listened to it and listened to it. I played it for my kids. I played it for my friends. It was the most exciting music I had ever heard: throbbing, pulsating, sexy. And at the same time, political. Revolutionary.

I was stunned that I had never heard of him before. Here was a man who had used his musical genius to be the voice of the dispossessed and to stand up for human dignity in the face of a military dictatorship. At any point in time he could have left his country and become one of the most famous international musicians of my lifetime.



But he stayed and he fought; his life was always in jeopardy. And I became convinced that he was the most important musician overlooked by mainstream American culture. To me, it was the greatest music people had never heard.

My wife is a theatrical producer and a Tony voter so she's obligated to go to all of the shows on Broadway, so we see a lot of theater. And here I was listening to Fela: this vital music which is edgy and revolutionary with a very dramatic story. We decided to see if we could get the rights to Fela's music and life story and turn it into a theatrical production.

*But you didn't have any experience mounting a show yourself?*

No. I had no experience. But I've been friends with a theater lawyer for many years and I asked him to find out how to acquire the rights to make a musical based on Fela's music and life story. And while he was putting together the rights, he introduced me to one of his clients, a brilliant, political, avant-garde modern dance choreographer named Bill T. Jones.

And so Bill and I met a few times and we hit it off. We agreed that if I got the rights for a musical, he would direct and choreograph the work. So once the rights came through in 2004, Bill and I put together a team of collaborators and artists. We drew our music directors and musicians from a world-renowned touring Afrobeat band, Antibalas, who are based in Brooklyn, and assembled a group of avant-garde designers.

*Where did you find the cast?*

The cast is a wonderful group of young people, mostly from Brooklyn. Many of these Brooklyn artists were trained by some amazing nonprofits, who take kids in the Brooklyn Public School system and teach them modern and African dance, molding them into

artists. Through chance we found our lead, Sahr Ngaujah, who was then an actor and director in an avant-garde theater troupe in Amsterdam; Sahr's family roots are in Sierra Leone and Atlanta. He became our Fela — he developed the role and he's just an amazing performer.

*Describe your working process.*

At the beginning we didn't have a standard Broadway musical script. We had a treatment for the show and our performers, musicians, designers and creative writers. So we created the piece by working together in dance studios and theater spaces, exploring the material. We developed the show through a number of these improvisational work sessions. Finally, Bill freed himself up for ten weeks, and we decided to take the plunge and open off-Broadway.

*But you still didn't have a "standard" script.*

No, we didn't. There was no doubt that we had something exciting. The music was fantastic. The story was amazing. We had a great lead, a very sexy cast. I knew we had something; I just didn't know what it would be! After six weeks of further development, the show had taken shape and we were ready. We previewed for four previous weeks and then invited the press in. The reviews were amazing. For the first time we had some attention. We were fortunate that very early in the run, Questlove, the drummer of *The Roots*, came to see the show and was blown away. He stayed to meet the cast, and stayed up all that night writing a 1,500-word essay about the show, which he sent to everyone on his e-mail list.

Two days later, his assistant called me up and said, "Jay-Z and Beyoncé want to come." Two days after that, Alicia Keys and her mother and a couple of her friends came. We became a very hot ticket. On any given night we'd have celebrities like Charlize Theron, Stephen Sondheim, George Bush's



*Stephen Hendel*

daughter, Susan Sarandon, Mira Nair and Christiane Amanpour in attendance.

When we were offered a Broadway house after our limited off-Broadway run, we weren't sure what to do. The financial system had just collapsed. At that point, my wife and I were the only producers and we decided to wait. Fortunately, Jay-Z, Will Smith and Jada Pinkett-Smith were interested in becoming producers of the show and putting their names on it. Ultimately, we all worked and others became involved.

*How was the Broadway run received?*

Adapting the show to Broadway was much more challenging than I anticipated. We knew we had to make changes to the show to have it succeed in a much bigger space, and we had to shorten it for a Broadway audience. Doing this in the fishbowl of Broadway was agonizing for everybody. By the time of our press nights, I did feel reasonably comfortable. We all knew that we had worked really, really hard getting the show in shape and that the press was going to see the show we wanted to have on stage. When the opening came I was pretty relaxed. I told our general manager I just wanted to enjoy the party and did not want to hear about the reviews.

It was an amazing opening night. The cast were thrilled, and as we were leaving the theater after the show my

manager did come up to me to say, "I know you don't want to hear the reviews, but you just got the best review the *Times* has written in years."

*What is your favorite memory of the production?*

Fela's oldest son is Femi Kutí, a world-famous Afrobeat musician like his father. Femi has carried Fela's legacy on his shoulders. He came to see the show, and at the curtain the cast brought him on the stage and kneeled down around him in homage. Someone handed Femi the microphone to speak. He was crying. He looked around and said, "We have won. I know now for the first time that we have won." That was the moment.

*What impact do you hope Fela made?*

Our culture has been turning inward for some time now. I think it is important to try to open people's minds and present them with challenging material from outside their comfort zone. And here was Fela, and his amazing story, his amazing music, Bill's amazing choreography. We created a show about a non-American whom no one in our mainstream culture had heard of, whose life stands for commitment and standing up for human dignity, both universal themes. More than 400,000 people saw the show on Broadway, and it is now going all over the world. We brought him back to life. ■

**GAYLE HYMAN** TALKS ABOUT THE WORK BEHIND THE GLAMOR AT LAS VEGAS SANDS

## What Happens in Vegas

FOR GAYLE HYMAN, THE MOST GLAMOROUS MOMENT OF her career working for Las Vegas Sands Corp. was the opening of the gaming and hospitality giant's Marina Bay Sands integrated resort in Singapore.

"I was basically flying across the planet to go to a party. A very cool, very glam party," Gayle says. "Don't get me wrong. I did a fair amount of work when I was there. But at the end of the day it was phenomenal. I'm flying to Singapore, I'm going to the opening of an amazing resort ... it's hard not to think of that as a perk!"

The Marina Bay Sands would be impressive by any standard measure — at 55 stories high, the resort's three towers dominate the local landscape. But it's the architectural feat at the top of the building that Gayle singles out for praise.

"It's called the Sands SkyPark and it stretches across all three buildings," she says. "The most impressive element, at least to me, is a 150-meter-long infinity swimming pool that looks like it's pouring off the edge of the building. It's amazing."

By her own admission, working for LVS is more hard work than glamor. Gayle took over the company's general counsel post in a flurry of activity in May 2010, after five years in deputy positions in the LVS legal department. When LVS's general counsel Al Gonza-

lez-Pita stepped down, Gayle was the natural choice for what turned out to be a challenging transition.

"Naturally one of my first decisions was to hire somebody who did what I was doing before," she remembers. "But by coincidence, our main in-house finance lawyer resigned at about the same time I was promoted. So the question became how to balance stepping back from some issues while remaining engaged in others."

When one considers the scope of LVS's activities worldwide, Gayle's considerable responsibilities come into

clearer focus. With multiple resorts and properties in Nevada, Pennsylvania, Macau and Singapore, LVS straddles jurisdictions in an industry that possesses a unique set of legal challenges.

"One of the things I've spent a lot of time on since I became general counsel is getting the legal department to coordinate as a global department," Gayle says. "Certainly many issues are specific to one jurisdiction. But an awful lot of the issues are ones we face across the board. Customer privacy laws, security and identify theft — all global issues."

But because LVS is a hospitality and gaming company, its business is also concretely local. "Our sector is just as complicated as banking, telecommunications and energy from the regulatory perspective," Gayle says. "We have



*Marina Bay Sands*



## **GAYLE M. HYMAN**

**Job Title:** Senior Vice President and General Counsel

**Company:** Las Vegas Sands Corp.

**Years in Current Position:** < 1

**Base of Operations:** Las Vegas

**Years at Paul, Weiss:** 1996 – 2003

**Passions Outside the Law:** “Are you implying that I have free time? When I do, there are incredibly beautiful mountain and desert areas near Las Vegas where I go hiking. It’s a really beautiful part of the country.”

gaming regulators in each market. We also have the day-to-day issues that come from operating integrated resorts in these markets.” Accordingly, Gayle supervises a global legal department, with legal teams located in the U.S., Macau and Singapore.

There’s also a significant real estate component to Gayle’s work — LVS is a major developer riding a wave of economic growth on the Pacific rim. “In Macau, we already have the Venetian Macao, the Plaza Macao casino and the Sands Macao,” Gayle says. “But we’re building a huge facility across the street from the Venetian Macao that will house several hotel brands. It’s a large resort project that will open in another year or so, with 6,400 rooms.”

Gayle’s experience with the Asian marketplace is grounded in her years at Paul, Weiss, where she served as a securities lawyer in New York City and

Hong Kong. Gayle joined the firm in 1996 after working at another firm and earning an MBA from the University of Chicago Booth School of Business and her law degree from New York Law School.

“Before Paul, Weiss, I was at another large New York firm,” she says. “So, when I applied to move to Paul, Weiss, I interviewed with Ted Maynard. His first question was ‘Tell me about some of your recent transactions.’ I said, ‘I just closed a high-yield offering for a Canadian client.’ His eyes lit up and he sort of rubbed his hands together and said ‘Hmm ... Canada.’”

Gayle was at Paul, Weiss for only a few months when Len Quigley, the founding father of the firm’s Canada practice, summoned her to his office. “Of course he had this huge map of Canada on the wall,” Gayle says. “And I realized I was hired because I knew

how do to Canadian deals.” Remarkably, she never worked on any of the many LVS securities offerings that took place while she was at Paul, Weiss.

Gayle left the firm for Allegheny Energy, an electric utility and power generation company, in 2003, and was instrumental in helping the company restructure. She was tapped by LVS two years later.

She relies on her old firm as an important resource for the company. “We use Paul, Weiss a lot,” Gayle says. “We use quite a few law firms, obviously. But I talk to lawyers at Paul, Weiss in a variety of specialties. I always get excellent advice. Also, Paul, Weiss has been representing this company, I believe, since 1995. This historic relationship with the company — that deep familiarity — gives the firm special insights into our business and is very important to us.” ■

**VIBHUTI JAIN** HELPS MILLENNIUM PROMISE RETHINK POVERTY — AND HOW TO END IT

# A Promising Future

VIBHUTI JAIN MARVELS AT THE UNEXPECTED CONTRASTS between New York City and the Ghanaian countryside: “New York, despite all else it has to offer, doesn’t have Wi-Fi on the streets.”

Contrast that with Bonsaaso, Ghana, one of the Millennium Villages being developed by Vibhuti’s employer, Millennium Promise. “I was on a tour of Bonsaaso on my last visit to Africa and stopped outside a village schoolhouse. There was a small group of schoolchildren sitting on the schoolhouse steps holding these cool-looking laptops.

“Millennium Promise partners with a non-profit called ‘One Laptop Per Child,’” she says. “Through this partnership, we support providing low-cost, wireless-enabled e-netbooks that can tap into Wi-Fi networks we’ve set up across Bonsaaso and the surrounding area. So here are these kids, from impoverished households in rural Ghana, sitting in the town square, casually surfing the Internet and taking and sharing photos with their webcams. It was a moving scene.”

The laptops are just one part of Millennium Promise’s mission to help end extreme poverty. Founded in 2005 to support the achievement of the Millennium Development Goals of the United Nations, the organization works with communities and governments in 14 clusters of villages across 10 countries in sub-Saharan Africa to implement a cross-sectoral and integrated approach to rural development.

“When people think of poverty, they often think about it in purely monetary terms,” explains Vibhuti. “But there are so many dimensions to poverty: access to health care, access to food and nutrition, business and educational opportunities. Addressing poverty demands a holistic and community-led approach. When we work with different communities, we work in partnership with village members to prioritize their needs across different aspects of development. We’re not just about building roads or schools and then moving on. We’re about



*Women tend to their sheep in Frewyni, part of the Koraro Millennium Village in Ethiopia. Their cooperative is funded by a start-up grant from the Nike Foundation. These women did not have the opportunity to finish high school and had little hope for a better life. The profits from sheep sales are divided between the cooperative members and a portion is reinvested into the cooperative.*

breaking the cycle of poverty through empowering local people and addressing the interrelated causes of poverty.”

The organization partners with and receives support from a multiplicity of nonprofit and private sources, and the results are impressive. Within the first three years of the Millennium Villages Project, village sites have experienced a more than 50 percent reduction in malaria rates, a 30 percent reduction in chronic malnutrition (stunting) among children under two, an average three-fold increase in maize yields in previously food-insecure areas, and more than 70 percent of residents have access to clean drinking water, an increase of more than 50 percent from when the program started.

Vibhuti is Millennium Promise’s Associate Counsel; her duties derive their interest from the international character of the organization’s efforts. “The legal issues are incredibly varied. We need to move goods through borders tax-free and custom-free,” she says. “We have to hire staff, many of whom are consultants from many different countries. I work with our general counsel to register national branches

*Ms. Khoudia Diaw from the Potou Millennium Village, Senegal. She is the president of the women’s enterprise association, a cooperative of 125 women-led businesses. These are the women who are leading the way in helping end extreme poverty where they live.*





*Vibhuti Jain*

of Millennium Promise in different countries in Africa — not an easy feat.”

The skills she gained at Paul, Weiss are especially helpful in the negotiations surrounding the hundreds of partnership and collaboration agreements involving the organization’s partners. “I negotiate and draft agreements and work on corporate governance issues as well,” she says. “I’ve learned a great deal about the different legal systems and government structures of the countries we work in.”

Born in India, Vibhuti spent most of her youth in Connecticut. She attended Yale University as an undergraduate, studied economics and won fellowships to study community legal rights in New Delhi.

Law school was a natural choice for Vibhuti. “Many of the people I looked up to had legal backgrounds. People who were incredibly articulate advocates for causes I admired. So I wanted to study law.” After attending Harvard Law School, Vibhuti joined Paul, Weiss for a sojourn in the Litigation Department, where she worked with Marty Flumen-

baum, Robbie Kaplan and Andrew Ehrlich in representing Fitch Ratings on numerous regulatory and civil litigation matters; Dan Kramer, Robyn Tarnofsky and Andrew Gordon on securities litigation for Merck; and Jay Cohen in the representation of Time Warner Cable in a carriage dispute before the U.S. Federal Communications Commission.

After spending three years at the firm, Vibhuti joined Millennium Promise: “I had always had an interest in international development. And when the position opened up, I knew that it was a rare chance to work for a visionary organization and work on a different set of issues.”

Another plus was the chance to work with one of Millennium’s co-founders, Jeffrey Sachs. “He is a world leader in the field of international development and is currently a professor of economics at Columbia University,” she says. “What sets him apart is that he remains optimistic about the state of the world and development. Many people dismiss whole regions of the world as

## VIBHUTI JAIN

**Job Title:** Associate Counsel and Manager of Strategic Partnerships

**Company:** Millennium Promise

**Years in Current Position:** < 1 year

**Base of Operations:** New York City

**Years at Paul, Weiss:** 2007 – 2010

**Passions Outside the Law:** “I like long-distance running. I hope to one day to run a marathon. I also love to travel, which I get to do on the job — but I also love to do it on my own time.”

hopeless — places like sub-Saharan Africa. But Jeffrey continually advocates for solutions that we can accomplish in our lifetime. He is incredibly inspiring, and I thought it would be a great experience to work for his organization.”

One of Vibhuti’s favorite Millennium Promise programs is a partnership with mobile services provider Ericsson and the Earth Institute. “Connect To Learn supports IT-enabled secondary-school education, with an emphasis on getting girls into schools and giving them access to a 21st-century education,” she says. As part of this initiative, Millennium Promise supports scholarships for girls and boys from impoverished areas to attend secondary school, connecting the classrooms to the Internet and trains teachers to integrate technology into the curriculum.

“With a quality secondary school education, students become competitive candidates for higher education and professional work,” Vibhuti says. “It’s one of the most inspiring things that I’ve worked on, and I’ve had the chance to go to some of the villages and see what’s going on first-hand.

“It’s an eye-opening experience,” she says. “It’s one thing to read about our work and to talk to colleagues on the phone or over e-mail, but it’s another to see the impact on people’s lives.”

*At press time, Vibhuti Jain has returned to law firm practice. ■*

FOR **PEDRO HERMETO**, BLENDING BUSINESS AND PLEASURE IS A FAMILY AFFAIR

# Glorious Food

IF YOU FIND YOURSELF IN THE SANTA TERESA DISTRICT OF Rio de Janeiro — a neighborhood dear to local artists that retains the charm and flavor of the city’s past — visit alumnus Pedro Hermeto and settle down for a meal in his family’s restaurant, Aprazível.

What does Pedro recommend? “To whet your appetite, cheese bread with sausage, a traditional dish from my home state of Minas Gerais. The sausage is made fresh and delivered daily, farm-to-table.” Or consider another appetizer, Brazilian heart of palm. “It melts in your mouth,” Pedro says. “It’s mellow and smooth like butter.”

When it comes to the main course, he’s torn. “The baby goat — tender meat with yam puree and broccoli — is unique in Rio,” he says. But the fresh tropical fish with skin-cooked banana and cashew-nut rice on the side, a colorful delicacy from Maranhao in the north, is also a favorite. Whichever you choose, there’s no doubt about dessert: “Try our ‘marvelous mango’ — a thin, delicate mango cake topped by mango ice cream and mango puree with mango slices on the side.”

Pedro manages Aprazível, a neighborhood institution that began in his mother’s kitchen and took over her home. Along the way, their restaurant has earned international praise for its folksy Brazilian cuisine.

Its story begins in New York City, where Pedro’s stepfather brought his family while working for a trading company. Pedro’s mother, Ana Castilho,

used her spare time to explore her love for the culinary arts, studying at The French Culinary Institute to add technical skills to her intuitive flair. “Minas Gerais, my family’s home, is the Brazilian state most famous for its cuisine,” Pedro says. “Cooking is in my mother’s soul; school added professional polish.”

When the family returned to Rio in 1991, Ana won a position working for a Brazilian master chef, eventually becoming his chef de pâtisserie. During her free time, she used the kitchen in her new home to whip up cakes and bake loaves of bread that she sold out of the house. In 1997, with the encouragement of friends, Ana went a step further. During one of Santa Teresa’s annual arts festivals, when tourists and natives flood the streets, she created a simple menu with a half dozen dishes and set up tables in her home. She hoped to attract some of the street crowd and make a little extra money.

“We expected 40 or 45 people at first, but 200 people showed up,” Pedro says, laughing. “My brother and I were supposed to be the waiters, and we were completely overwhelmed.” The few small tables his family had set out were quickly filled — but customers perched

on windowsills, sat on stairs and squeezed in wherever they could. “They just loved the food!” Pedro exclaims. But then Ana’s newfound devotees started trying to make reservations for the coming week.

“We told them no,” he says. “There are no reservations, we live here — this is a home not a restaurant!” But the diners insisted on coming back. “Two or three months later, people were still coming — 30 a night,” Pedro says. “I looked at her and said, ‘Mom, I think this is a restaurant.’ She agreed.”

Aprazível’s growth was slow but organic. “We steadily added facilities, expanded rooms for more seating, contracted suppliers, grew slowly larger,” Pedro says. “After two years, Aprazível accommodated 100 people; after three years, 200. “We never set down a specific plan; it grew up naturally around my mother’s cooking and the atmosphere of our home. We were always just a little behind. The very last thing we did was to buy a sign that said ‘restaurant.’”

Pedro began pursuing a law degree in 1993. “I knew I was a writer, a communicator, a negotiator,” he says. “I just loved the law, and it was a pleasure to study.” In 1997, he earned his degree



*Restaurant Aprazível today*

## PEDRO HERMETO

**Job Title:** Partner

**Company:** Aprazível Sabor Ltda.

**Years in Current Position:** 4

**Base of Operations:** Rio de Janeiro

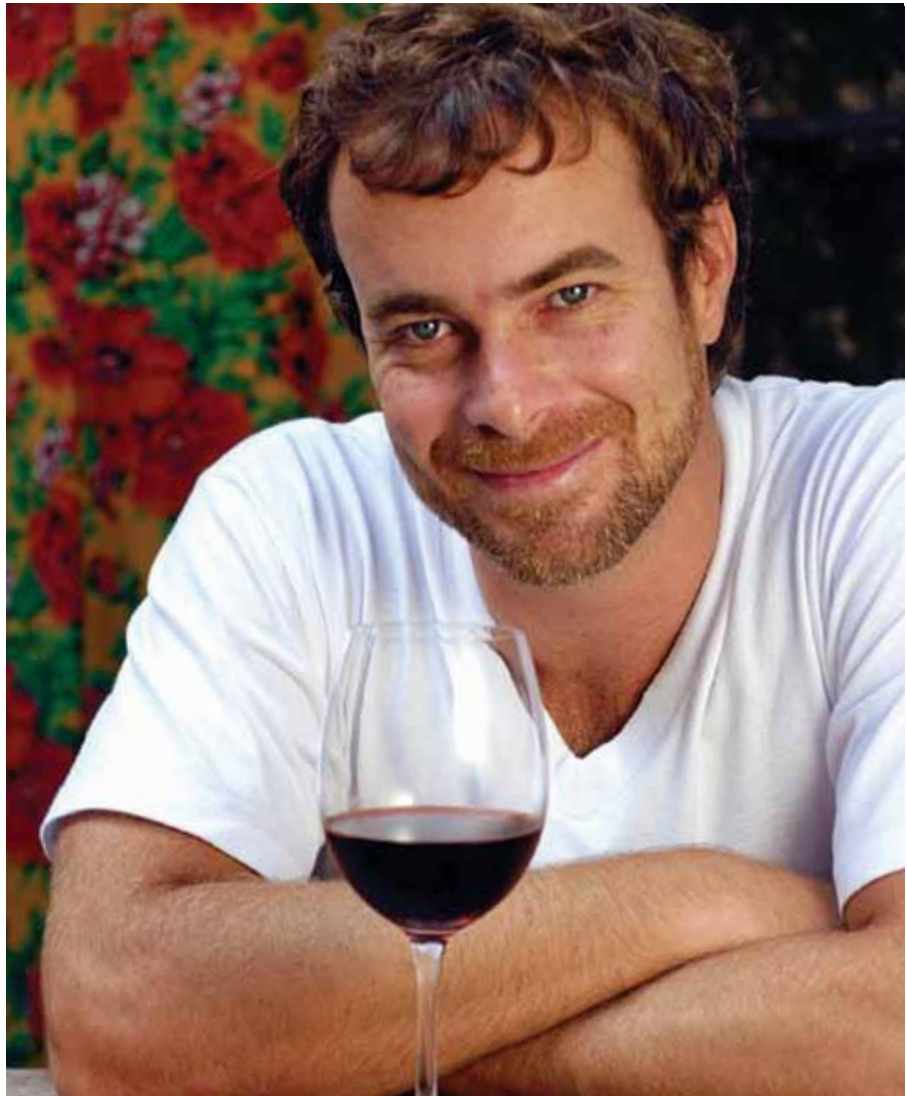
**Years at Paul, Weiss:** (2003 – 2005)

**Passions Outside the Law:** “I am married to Maria de Lourdes; together we have a one-year-old son named Antonio. In my free time I surf, train in jiu-jitsu, play tennis, play percussion and enjoy literature.”

from Pontifícia Universidade Católica do Rio de Janeiro and began working for Rio law firm Vieira, Rezende, Barbosa e Guerreiro Advogados (VRBG). In 2002, Pedro traveled to France to work on a masters of law in commercial law at the Panthéon-Assas Paris II University. As his studies drew to a close, Pedro applied for Paul, Weiss’s foreign lawyers program — a move that his firm sponsored.

“VRBG wanted me to serve as a bridge to Paul, Weiss,” Pedro says. “I joined in fall 2003 and spent most of my time doing corporate work with [then-partner] Ruben Kraiem. But I also worked with Ray Russo and Marco Masotti; both were great teachers.” He honed his skills on a public offering for SpectraSite and helped Paul, Weiss and VRBG coordinate their efforts by studying new developments in Brazilian bankruptcy law.

Pedro returned to Rio and his post at VRBG in early 2005, but the family business beckoned. “Aprazível was already almost 10 years old,” Pedro says. “The restaurant was becoming larger and better known, and my mother was the sole manager of 35 employees.” By 2006, Pedro was working nonstop, juggling his legal practice and management duties at the restaurant. He



decided to leave the firm and joined Aprazível fulltime.

Pedro’s legal training has served the restaurant well. He hammered the administrative side of the business into shape, developed standard contracts and training systems and created professional accounting practices. Four years later, Aprazível continues to flourish — a labor of love for Pedro and his entire family.

Recently, the restaurant has attracted the attention of educators and local businesspeople eager to learn the secret of its success. “My mother and I are sometimes asked to give talks about our unique story,” Pedro says. “And I always say the same thing: We didn’t follow the usual formula. We didn’t develop a business plan or seek out a capitalist partner to fund Aprazível.

“People laugh when I say that, but I’m glad we didn’t. If we had developed a standard business plan when we started, we would have decided not to go ahead,” he continues. “It was just my mother cooking out of her own kitchen, in an out-of-the-way neighborhood. What we are today would have been called impossible then.”

But Aprazível’s quirky virtues — slow, organic growth, soulful cooking and the ambience of a real home — are the secrets of its success. “The only way to follow our success is to have talent. The ‘secret’ is my mother’s initial idea. When I started working on the business side of Aprazível, I made it a much more professional environment. But without the first six dishes she served at that festival 14 years ago, there would be nothing.” ■

*We are greatly saddened by the passing of Ted Sorensen, one of the firm's leading lights and a man whose influence on the life of his country endures.*

# THEODORE C. SORENSEN



**Theodore C. Sorensen**  
1928 – 2010

As special counsel and chief speechwriter for President John F. Kennedy, Ted Sorensen literally helped change the course of U.S. history. He played a pivotal role at Paul, Weiss where he worked for more than 40 years.

Ted was revered for his gentle, self-effacing manner and his legendary gift for the English language. The speeches he wrote for and with Kennedy imbued a generation with idealism.

One of his most celebrated achievements was helping Kennedy avert disaster in what is widely considered the world's most desperate hour. Under the guidance of the president, Ted drafted a letter to Soviet Premier Nikita Khrushchev that helped defuse the Cuban Missile Crisis. As he recounted to *The New York Times*, "I knew that any mistakes in my letter — anything that angered or soured Khrushchev — could result in the end of America, maybe the end of the world."

Born in Lincoln, Nebraska, on May 8, 1928 to Christian Sorensen, a lawyer, and Annis Chaikin, a social worker and a pacifist, Ted earned his undergraduate and law degrees at the University of Nebraska. Despite having left the Midwest only once during his youth, he wrote that through reading he was "carried afar, on the wings of words."

When Ted arrived in Washington in 1951 at age 23, he was without any connections or immediate job prospects. After working for months in obscurity

as a government lawyer, he was hired as an aide by Kennedy, who was starting his first term as a Democratic senator from Massachusetts. The two became close friends, and Ted helped lay the foundations for the young senator's rise to national prominence.

Characteristically, Ted was respected and liked by many of his ostensible opponents. Ted even earned praise from Richard Nixon after helping Kennedy win the bitterly fought 1960 presidential election: "You need a mind like Sorensen's around you that's clicking and clicking all the time," Nixon said.

Ted retained a strong commitment to civil rights throughout his life. At a time when many in the Democratic establishment viewed racial integration as a political third rail, he wrote a televised address for Kennedy that framed civil rights as an issue "as old as the Scriptures and as clear as the Constitution." After watching the speech, Martin Luther King remarked, "Can you believe that white man not only stepped up to the plate, he hit it over the fence!"

After Kennedy's assassination, which he called "the most deeply traumatic experience of my life," Ted moved to New York City where he began writing his definitive books about the Kennedy administration beginning with *Kennedy*, a 1965 biography.

Ted considered joining a number of law firms, but it was Paul, Weiss's



*John F. Kennedy (left) and Ted Sorensen in the late 1950s. Sorensen began working for Kennedy as a research assistant in 1953.*

reputation as a bastion of progressive politics and its commitment to pro bono work that made him choose the firm for his new home in 1966. Ted spent much of his time at Paul, Weiss advising businesses and foreign governments. “Some of my work was simply addressing practical questions regarding negotiations or relations between the client and a given government,” he remembered in 2009. “Some of it was public relations ... and it evolved from negotiating with foreign governments to advising the foreign governments themselves.”

His practice took on its decidedly international flavor when his largest

client, Northville Industries, developed a deep-water port in Panama. This representation was the beginning of what he called “a flood” of international work. As a Paul, Weiss partner, he advised the government of Namibia on presidential succession rights; helped the government of Tajikistan develop economic and legislative reforms, ultimately drafting a new constitution for the country; and represented Nelson Mandela’s African National Congress in fundraising efforts preceding South Africa’s first free elections.

In his autobiography *Counselor: A Life at The Edge of History*, Sorensen

wrote, “Perhaps my proudest legacy is the number of young men and women who worked closely with me at Paul, Weiss before pursuing distinguished careers of their own, in public service and private enterprise.”

In 1969, he married Gillian Martin, an assistant secretary general for external relations at the United Nations and a senior adviser for the United Nations Foundation.

Ted played a leading role in a variety of civic and educational institutions. He was a founding member of the International Center for Transitional Justice and an advisory board member to the National Security Network. For more than 40 years, he was an active member of the Council on Foreign Relations. In 1999, he was appointed founding chair of Brandeis University’s International Center for Ethics, Justice and Public Life. And in 2002, he served as a fellow at the Institute of Politics at the John F. Kennedy School of Government at Harvard’s University.

Throughout his life, Ted remained a committed patriot and an incurable optimist. “I still believe that the mildest and most obscure of Americans can be rescued from oblivion by good luck, sudden changes in fortune, sudden encounters with heroes,” he wrote in his memoir, “I believe it because I lived it.”

He is survived by his wife and their daughter Juliet Sorensen Jones; Eric, Stephen, and Phil, sons from his first marriage; and seven grandchildren. ■

# *a* NEW *and* BETTER *life*

Isabela didn't know what to do.

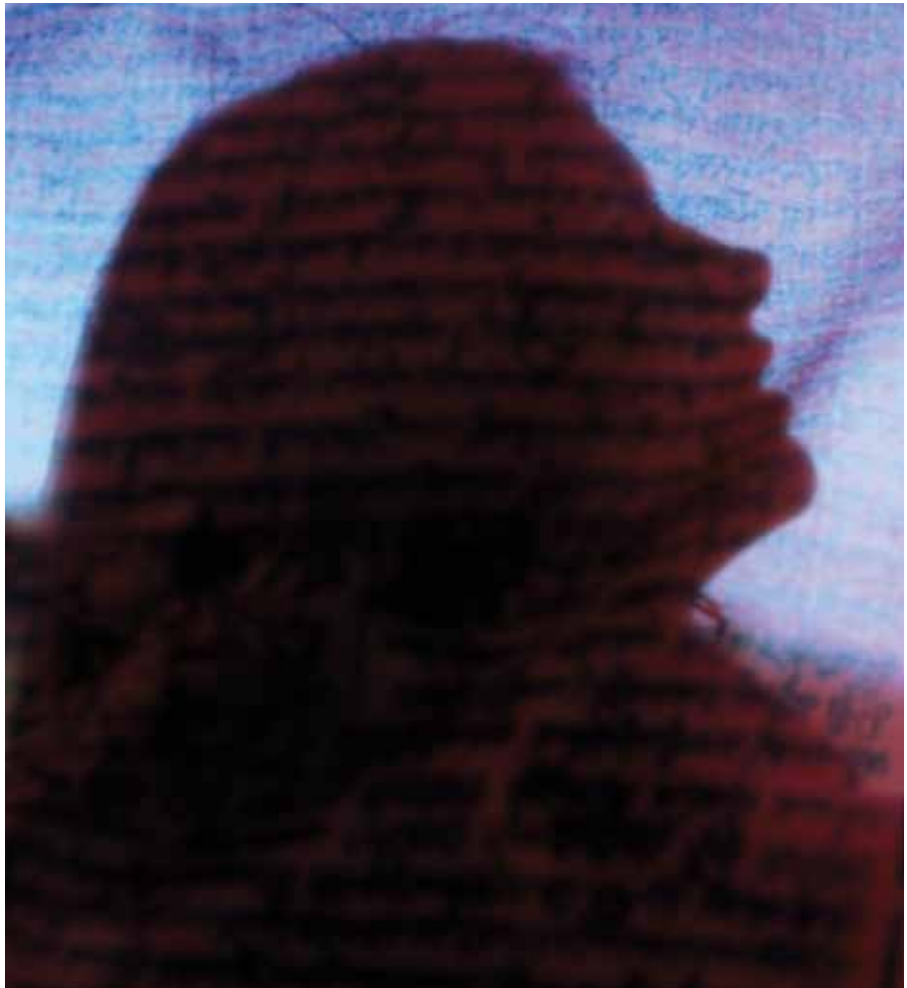
At first, she tolerated her husband's dark moods. Victor had lost his job in early 2006, so she understood why he often seemed curt and dismissive and subject to bouts of sadness. But after a few months, his depressive episodes gave way to harsh words and threats aimed at Isabela and her two young children, especially when he drank, a habit he began indulging with increasing regularity over the course of that summer.

She almost left him in October, when his attacks first became physical. It started with a small argument over a grocery bill that he felt was too high. She sat still at their kitchen table, trying to let his criticism roll off her back. But he was unrelenting. She snapped at him — it was the first time she had ever talked back to him in anger — and in a heartbeat she found herself lying on the floor of her kitchen, warding off his kicks and punches. After he stopped, he fled the apartment, and her six-year-old daughter helped her clean up her face in the sink.

Isabela knew she had to leave Victor, but she was an undocumented immigrant. She used falsified documents to enter the United States in 2003, when she and her daughter left their home country to follow him to Brooklyn. She was convinced that if she reported her husband, who was already a permanent resident in the United States, she would be sent back, and he would be left with her daughter and their new son, who was born in 2005. She decided to stay, hoping he might find a new job, or that she could somehow help him manage his moods.

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This story is a composite scenario derived from incidents in a number of actual cases without direct reference to any particular Paul, Weiss client.



But months passed, and the physical abuse became more frequent. The situation was becoming unbearable, but she held on as best she could, disguising her bruises with makeup and trying to keep her children safe whenever he lost control. Finally, in February 2007, Victor administered a particularly cruel beating that left Isabela unconscious in the doorway of their apartment. Again Victor fled. A concerned neighbor found Isabela, and revived her. When the neighbor insisted on taking her to

the police station to file a report, she didn't know what would happen when they discovered her status. But she didn't object. The abuse had to stop.

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Stories like Isabela's are all too common. Undocumented immigrants — some trafficked into the country as unwilling workers, others having crossed the border illegally themselves — seldom report violent crimes for fear of deportation. Many of them are women who feel doubly trapped by their respon-

sibilities to dependent children.

The Victims of Trafficking and Violence Protection Act was passed in 2000 to help women like Isabela — victims of violence — and those forced into low-wage or slave labor. Under the act, undocumented immigrants can pursue citizenship through two new visa classes in exchange for identifying and aiding in the prosecution of traffickers and violent criminals.

The T-visa program aids victims of trafficking while the U-visa program helps undocumented immigrants who are victims of violent crime. Both allow the individual to apply for a four-year visa and working papers as a first step toward securing permanent residency. But the few immigrants who even knew the program existed often spoke little or no English and lacked even a basic familiarity with the legal system. More important, they were often afraid of applying for the new visas for fear of deportation and separation from their families.

Enter the City Bar Justice Center's (CBJC) Suzanne Tomatore, who expanded the CBJC's Immigrant Women and Children Project to help applicants navigate the T-visa and U-visa process.

"Previously our project operated under the Violence Against Women Act of 1994, helping immigrant women seeking relief against domestic abuse by U.S. citizens or permanent residents," Suzanne says. "The 2000 trafficking act just opened up new avenues for our efforts. It allowed us to broaden our constituency to include immigrant victims of trafficking, sexual assault and gender-based crimes, no matter who the perpetrator was."

But while the law was an important step forward in securing protection for undocumented workers, the implementation of the programs left much to be desired. Suzanne's work has been shaped by the significant lag between the passing of the act and the definition of the regulations that govern it; this discrepancy led ultimately to her partnership with Paul, Weiss and several

of its junior corporate associates.

The first set of rules governing the issuance of T-visas were written in 2002. But U-visa regulations were not finalized until January 2009. While work on T-visa applications began, potential U-visa applicants were stuck in limbo. How could they ask for protection when there was no process to apply for it?

Suzanne and her colleagues in other social services organizations around New York City responded to this confusion by doing what clever advocates do: they improvised. Collaborating with other city organizations, they

We knew well-established regulations and processes could take years to develop, but our clients couldn't wait. They were desperate to avoid becoming undocumented again.

invented a set of documents to record their clients' eligibility and interest in the U-visa program.

"We wanted to force the immigration authorities to recognize our clients' applications," Suzanne remembers. "We developed our own forms, filled them out and began putting our foot in every doorway we could find — trying to secure personal meetings with USCIS [U.S. Citizenship and Immigration Services] staff, hand delivering our applications to the main office downtown, standing around until someone paid attention to us and stamped the forms 'received'. We did whatever we could."

Final U-visa regulations were issued in 2009, bringing order to the application process. Suzanne and the CBJC were finally able to shepherd their U-visa clients safely through the system. However, new regulations were on the horizon — new T-visa rules that created an unprecedented backlog of work for the Justice Center.

Suzanne and the CBJC began processing a steady stream of T-visa

applications in 2002. By 2006, many of the original T-visas held by their clients were beginning to expire. But the federal government had still not released final guidelines about how to secure permanent residence for T-visa rules holders.

"The law is the law," Suzanne says. "And if we have clients who were going to benefit from a certain type of legal relief, we are going to advocate for them. We knew well-established regulations and processes could take years to develop, but our clients couldn't wait. They were desperate to avoid becoming undocumented again."

Once again Suzanne and her staff improvised, submitting partial applications for their clients until the regulations took shape, and processing new applicants as well.

So when new T-visa rules appeared in 2008, it was both a blessing and a curse. "We finally knew what steps to take," Suzanne says. "But now we faced an immense backlog of work." All of the immigrants the CBJC had been representing over the past six years needed to file for permanent residency under the new process. "The sheer amount of paperwork was beyond our capacity," Suzanne remembers. "And on top of that, we had very limited time — the regulations required the applications to be submitted within six months."

Luckily, one of Suzanne's colleagues at the CBJC introduced her to Rebecca Behr, Paul, Weiss's Pro Bono Attorney and a collaborator with the organization on several projects over the course of her career. During a visit to the CBJC office, Rebecca connected with Suzanne and discussed opportunities

## Representing these undocumented immigrants calls for more than just legal excellence. Sensitivity and empathy are just as important.

for Paul, Weiss associates to help the CBJC’s visa applicants.

“I thought this was a tremendous opportunity, not only for our pro bono program in general, but also for our corporate associates,” Rebecca says. “Corporate lawyers have an important set of skills that can be tapped for pro bono work. I knew we had junior corporate attorneys who were eager to volunteer and this seemed like a great fit.” Rebecca and Suzanne developed a training program for the associates, and Paul, Weiss corporate partners Eric Goodison and Marilyn Sobel volunteered to serve as supervising partners.

“It was a terrific response from Paul, Weiss,” Suzanne says. “Every one of the associates just stepped in, picked up the work and did an amazing job.” Together, the CBJC and Paul, Weiss cleared the T-visa backlog before the deadlines set by USCIS to submit additional evidence. Today the partnership continues as associates help shepherd applicants through the T- and U-visa process. As of this writing, CBJC and Paul, Weiss lawyers have shepherded 47 individuals through the T- or U-visa application process.

For the junior corporate associates who dedicate their time and energy to help vulnerable undocumented immigrants, the application process is excellent legal training. The application process includes petitions, forms, checklists and personal affidavits from the client; the whole application can run to more than a hundred pages when complete. Associates must carefully and thoroughly document the client’s current immigration status and qualification for the program; the precision of their work means the difference between a successful outcome and further delay.

But representing these undocumented immigrants calls for more than just

legal excellence. Sensitivity and empathy are just as important. Often the lawyer must engage the client in emotional interviews that document horrific stories of abuse.

Seth Horwitz, one of the Paul, Weiss corporate associates working on U-visa cases, remembers the challenge he faced with his client: “At the beginning, before I’d heard the details of her case, all I knew was that she was a victim of domestic abuse,” he says. “I knew that she cooperated with law enforcement and that her abuser was prosecuted. But just how serious the crime was didn’t hit me until the interview process began,” he says. “She is a very strong person, but our talks were not easy for her. She had to take it slow. She broke down a couple of times. Recounting experiences like hers is not easy.”

Cultural and linguistic barriers also made the interview process difficult. “My client was drawn towards our Spanish translator at first,” recalls Justin Pines, a corporate associate. “She would only make eye contact with the translator in our initial meeting. I’m not sure if she even understood that I was her lawyer.” Over time, their relationship strengthened. “She started realizing that I was her advocate and that she could trust me. And after a while, my Spanish improved, and her English did too, so we were able to interact more directly.”

“The T- and U-visas are still fairly unknown programs,” Suzanne Tomatore says. “Not everyone who can apply will take the first step. It’s a tough sell. We’re not only asking them to step up and identify themselves as undocumented immigrants, we’re asking them to revisit some of the most painful experiences imaginable. It’s a huge step.

“But when they do, it’s for the better. They’re leaving horrible situations behind. We help them stabilize

their lives and their families, hold on to their children. They better themselves. Some of them go back to school. They get on with their lives and put their trauma behind them.”

For Seth, who is beginning his second year at Paul, Weiss, the work he has done for his visa client has been a highlight of his career.

“I’ve been doing M&A and securities-related work for clients,” Seth explains. “And they’re always very appreciative. But when I called this client to tell her that her visa was approved — you could just hear how emotional she was. Immediately. You could just hear her relief and her happiness. ‘Thank you,’ she said. And she doesn’t speak English that well, so it’s ‘thank you,’ ‘thank you,’ over and over again.”

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For Isabela, life is slowly improving.

Supported by her neighbor and her children, she testified against Victor shortly after he was arrested. He served one year of a three-year sentence, followed by a court-ordered therapy program, and has not attempted to contact Isabela since his release.

The district attorney forwarded Isabela’s name and information to a social services organization, which helped her find temporary housing in a city shelter. Her help in Victor’s arrest and prosecution meant that she was eligible to apply for a U-visa, which she did through the CBJC with help from a Paul, Weiss associate. Her working papers cleared soon after her case opened, allowing her to move out of the shelter and into assisted housing. Her visa was granted in 2009; her green card application is in the works.

The closing of her personal affidavit reads:

“Horrible things happened to me and my children. But the support of the police and the legal system meant that I had the strength to make sure that Victor won’t bother us again. And it gave me the opportunity to begin a new and better life.” ■

# ONWARD *and* UPWARD

From working with the Government of Canada on the General Motors IPO (the largest in North American history) to representing Warner Music Group in its recently announced sale, the Paul, Weiss Corporate Department has played a major role in transactions at the center of our rapidly evolving economy.



The **Paul, Weiss Corporate Department** has experienced significant growth and recognition over the last 10 years. During this ever-changing period in the marketplace, the corporate practice turned to new leadership and focused its strategic efforts on expanding its expertise in specific areas of focus. “Our strategy has been relatively straightforward,” says Corporate Chair Bob Schumer. “We have been adept at being lean, while also focused on promoting and recruiting the most talented lawyers in our core areas of strength.”

The Department represents some of the leading firms in the marketplace — some old and some new to the firm — including ADP, Apollo, Blackrock, Carnival, Citibank, Ericsson, General Atlantic, Oak Hill, Time Warner Cable and



*Robert B. Schumer*

Wellspring, to name a few. As the Department's client base keeps growing, so too does the breadth of its transactional practice and the accolades from the community at large. In fact, Paul, Weiss transactional lawyers have been named "Dealmaker of the Year" by *The American Lawyer* in five of the last seven years for their work on transactions such as Time Warner's \$17.9 billion acquisition of Adelphia Communications, Triarc's \$2.34 billion acquisition of Wendy's and CIT's pre-packaged reorganization plan and restructuring. The corporate team recently assisted with the private equity "Deal of the Year" for 2010, awarded for Oak Hill Capital's sale of Duane Reade to Walgreens (*Mergers & Acquisitions Magazine*).

While focused in the specialized practice groups of Finance, Investment Management, M&A, Securities and IP, the Department has also expanded its international presence and reach into Asia, Canada, Europe and the emerging markets. This concerted effort to build deeper and specialized expertise across



Marco V. Masotti

the areas of focus and around the world appears to be paying dividends for the firm and its clients. As Deputy Chair Marco Masotti notes, "Our specialized teams are adept at providing full-service solutions that fit our client's needs." He is joined by Deputy Chair Ariel Deckelbaum who adds: "Our recent success rests on



Ariel J. Deckelbaum

three qualities demonstrated by our lawyers: innovation, practicality and a focus on client service."

### Innovation

The *Financial Times* recently acknowledged Paul, Weiss as a leader in legal innovation for 2010. In particular, the corporate practice was commended by the FT for its creativity in the \$10.8 billion sale of three separate Nikko Cordial businesses on the same day for Citigroup. Toby Myerson, Co-Head of the M&A practice, commented: "One of the most rewarding aspects of the Nikko Cordial transactions was our ability to provide creative solutions to achieve the client's financial and legal objectives, while closing three major divestitures simultaneously." FT's "Innovative Lawyers" report also noted the spin-out of Trilantic Capital Partners, a private equity business, from Lehman Brothers Merchant Banking. One can also look at other recent private equity representations such as General Atlantic's acquisition of First



Toby S. Myerson

Republic Bank from Bank of America (\$1.86 billion) or Kohlberg Kravis Roberts & Co. and General Atlantic's acquisition of TASC from Northrop

Grumman (\$1.65 billion) for innovation at work.

Paul, Weiss's growing reputation for innovation permeates multiple practice areas within the Department. For example, the nationally recognized **Investment Management Group** has earned "Leading" and "Tier 1" rankings from *Chambers USA* and *U.S. News and World Report* in both categories. While top-tier clients such as Apollo,

Avenue Capital, BlackRock, Blackstone/GSO, CI Capital, Fortress, Oak Hill, Reservoir Capital and Wellspring utilize the group's ability to serve clients throughout their fundraising cycles, many also point to the group's overlapping expertise in both the hedge fund and private equity space as a catalyst for success.

Similarly, the Investment Management Group has grown into one of the leading investment management transactions practices in the country, having recently represented such



Robert D. Goldbaum

industry players as Affiliated Managers Group in its majority investment in Pantheon Ventures, Citigroup in the sale of its private equity fund-of-funds

business, Moelis & Company in its acquisition of Gracie Credit, and Religare in its majority investments in Northgate Capital and Landmark Partners. Partner Rob Goldbaum notes: "It has been very rewarding to see the firm gain national prominence so quickly in this complex sector. We believe our depth of expertise with respect to majority-minority ownership structures and 'operating autonomy' governance arrangements in particular have been of significant help to our clients."

The **Finance Group** follows an innovative approach, helping its diverse client base that includes the FDIC and the U.S. Department of Energy, corporations such as Major League Baseball, Time Warner Cable and the Wendy's/Arby's Group, private equity firms such as General Atlantic, Kohlberg, KPS, Oak Hill and TowerBrook, and financial institutions including Bank of America, Barclays Capital, Citigroup, Goldman

Sachs, ING and Perella Weinberg to navigate the legal nuances of novel and multidimensional structures.

The finance practice handles highly complex corporate transactions by advising private equity sponsors and other borrowers on leveraged financings for LBOs and other types of acquisitions. The group also represents clients in bridge loans, recapitalizations, restructurings and general credit facilities and they are regularly involved in the structuring of derivatives instruments for financing, hedging, leverage and synthetic exposure



Valerie E. Radwaner

purposes. According to partner Valerie Radwaner, “Our greatest strength is our interdisciplinary approach, which enables us to bring together experts on all of the various facets of a deal.” The U.S. Department of Energy recently engaged Paul, Weiss for assistance with their \$1.4 billion loan arrangement for Nissan North America, Inc. and its \$465 million loan arrangement for Tesla Motors, Inc., as part of the \$25 billion Advanced Technology Vehicles Manufacturing loan program to promote the development of fuel-efficient vehicles in the U.S.

In recent years, the Finance Group has worked on highly innovative finance deals involving unusual asset classes, as well as securitizations and bond financings involving a wide range of more traditional assets. Financing matters over the past decade include creative securitizations for the revenue-generating assets of Dunkin’ Brands, Inc., Domino’s Pizza, Inc., Church’s Chicken, IHOP, Sonic and even the assets of two subsidiaries of Local Insight Media, a leading provider of print yellow pages and the

*Corporate Board Member* has ranked Paul, Weiss as one of the top 10 corporate law firms in the United States in 2010, based on its annual survey of corporate counsel and boards of directors.

Internet-based local search services. In addition to earning “ABS Deal of the Year” by *Total Securitization* (IHOP’s \$2.1 billion acquisition of Applebee’s), the group has been recognized by *Chambers* and *Legal 500* for its pioneering work in the securitization of “difficult to monetize assets.”

As Finance Group Co-Head Terry Schimek notes, “Our team is helping clients to successfully finance projects using creative financing techniques.” Jordan Yarett, the group’s other Co-Head, is excited about the future: “We are eager to extend our reach across industries, and know we have the people in place to make it happen.”

In the **Media and Entertainment** sphere, it’s well known that clients demand innovative thinking. The corporate team has helped clients navigate one of the most complex industries in the world. The practice has seen it all over the last few years — every industry sector from motion pictures, music, Internet, cable and broadcast television to live theater, book and magazine publishing — and every type of client, including major film studios, cable companies, record labels, networks, funds, production financing vehicles, playwrights, actors, directors, entrepreneurs and writers. With recent representations of Warner



Terry E. Schimek

Music Group in its \$3.3 billion sale to Access Industries, Time Warner Cable in its acquisition of NaviSite, Apollo in its agreement to purchase CKx, Inc., the company that owns the rights to television shows *American Idol* and the names and likeness rights for Elvis Presley and Muhammad Ali, the mezzanine investor in Digital Cinema Implementations Partners’ \$660 million financing (winner of IDD’s “2010 Media Deal of the Year”), Crestview Partners in its investment in Cumulus Media Inc. as part of the acquisition of Citadel Broadcasting Corporation, the co-founder of The Huffington Post in the AOL acquisition, Endeavor in its precedent-setting Hollywood deal with William Morris to create William Morris Endeavor, Current TV in its deal to bring Keith Olbermann over from MSNBC and the Shanghai Shendi Group in its theme park joint venture with Disney, it’s easy to see how the group is excited about what the future holds.

### Client Service

The Corporate Department has grown with clients for years, forming strong relationships with clients as they have progressed through the business lifecycle. The **M&A Group** has maintained this strong tradition. Often lauded for its innovation, business pragmatism and client service, the M&A Group represents a broad spectrum of companies in a variety of industries. According to partner Jeff Marell, “The cross-pollination



Jeffrey D. Marell

of ideas from a diverse client base, combined with industry knowledge, gives us a deep pool of ideas, approaches and techniques to innovate the structuring and implementation of transactions for our clients.”

Today, the Paul, Weiss M&A team represents a wide variety of industry



Angelo Bonvino

leaders in the full range of transactions, advising on the purchase, sale and financing of corporations, financial institutions and investment managers.



John C. Kennedy

Recently, the M&A Group has represented such heavyweights as Agrium (CF Industries), Centerview Capital (Del Monte), Citigroup (Nikko),

Ericsson (Nortel), The Lightstone Group (Prime Outlets Acquisition Company/Simon Property Group), Nextel (Sprint), Oak Hill (Duane Reade/Walgreens), Shanghai Shendi Group (Walt Disney JV), Time Warner (NaviSite) and Universal American Corp (CVS), among others. As partner Angelo Bonvino notes, “The diversity of our practice is one of our greatest strengths because we understand the business ramifications and implications of legal challenges and opportunities across both industry and client types.”

The **Capital Markets Group** has also nurtured long-standing relationships with numerous leading companies, and in many cases has represented them since their beginning. Representing issuers and underwriters in the full complement of equity, debt and hybrid product offerings and transactions, the firm has served clients such as ADP, Agrium, Carnival Corporation & plc, Ivanhoe Mines, Polo Ralph Lauren, UFJ Mitsubishi, Time Warner Cable and even the United States Treasury in a number of TARP transactions.

As partner John Kennedy notes: “Our goal is to partner with our clients and develop long-term relationships. As a result, we have a deep understanding of our client’s businesses and their strategic objectives.”

### Practicality

In **Canada**, the firm continues to build on its sterling reputation for client service, pragmatism and creativity. The Canadian practice has been led by partners Ted Maynard, Andrew Foley, Matt Abbott and Ariel Deckelbaum, who bring a combined experience of more than 40 years advising Canadian companies and their underwriters on transactions involving U.S. legal matters. The recent addition of Chris Cummings and Adam Givertz, combined with the opening of the firm’s Toronto office, gives the practice an even stronger foothold in Canada. Recently, the firm represented the Government of Canada in the GM IPO (the largest in North American history) and the Caisse de dépôt et placement du Québec in its \$5 billion offering of debt securities, which was the largest non-governmental offering to date



Edwin S. Maynard

by any Canadian issuer in the United States. In addition, the practice has also recently represented Cenovus Energy, EnCana Corporation, JH Investments, Ivanhoe Mines, MEG Energy (for which MEG earned “IPO of the Year” by the *Globe and Mail*), Teck Resources and Western Coal. Partner Ted Maynard notes: “With experience comes trust, which has earned us our strong reputation in Canada. We believe that Canadian companies and financial institutions want us in their corner, and we do what it takes to help them succeed.”

Partner Matt Abbott agrees. “Because our Canadian cross-border transactions often require an interdisciplinary approach, we work closely with all of the firm’s practice groups to develop practical, fully integrated solutions for our clients.”



Matthew W. Abbott

The **Intellectual Property Group** is composed of a versatile, experienced group of transactional lawyers who understand how the interplay of business objectives, practical pressures and timing fit into the overall structure of a deal. The practice has seen every kind of deal and knows how to help clients avoid pitfalls and take advantage of the opportunities that accompany intellectual property issues. The group assists clients throughout every stage of the transaction, from negotiating a transition services agreement to assisting with post-acquisition integration.

Whether the Corporate Department’s success is due to innovation, practicality or a dedication to client service, one thing is clear: the marketplace seems to be taking notice. ■

# NEW PARTNERS 2010 – 2011

IN ADDITION TO MARK MENDELSON, WHO JOINED THE FIRM as partner in June of 2010 and MARIA VULLO who rejoined as partner in February 2011, the following lawyers were elected partner effective January 1, 2010 and January 1, 2011.

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## NEW PARTNERS 2010 – 2011

### Craig A. Benson

A partner in the Litigation Department, Craig Benson focuses his practice on antitrust, intellectual property and major commercial disputes. Mr. Benson's experience has involved representing clients in industries including financial services, pharmaceuticals and biotechnology, automotive, chemicals, oil and gas, tobacco and hospitality.

### Alice Belisle Eaton

A partner in the Bankruptcy and Corporate Reorganization Department, Alice Belisle Eaton advises companies, financial institutions and investors in corporate restructurings and bankruptcies, focusing on transactions arising in the context of out-of-court workouts, postpetition and rescue financing, and emergence transactions.

### Andrew C. Finch

A partner in the Litigation Department, Andrew Finch has extensive antitrust experience, including civil and criminal government investigations, private litigation and appellate matters. Mr. Finch joined the firm from the Antitrust Division of the United States Department of Justice (DOJ), where he served as Counsel to the Assistant Attorney General.

### Neil Goldman

A partner in the Corporate Department and the Mergers and Acquisitions Group, Neil Goldman has extensive experience with public and private company transactions, including mergers and acquisitions, private equity investments, divestitures, restructuring transactions and joint ventures.

### David S. Huntington

A partner in the Capital Markets and Securities Group, David Huntington focuses his practice on corporate finance and securities transactions. Prior to joining Paul, Weiss, Mr. Huntington served as counsel to Chairman William H. Donaldson and Chairman Christopher Cox of the U.S. Securities and Exchange Commission in Washington, D.C. and, prior to that, as senior counselor to the general counsel of the SEC.

### Elizabeth R. McColm

A partner in the Bankruptcy and Corporate Reorganization Department, Elizabeth McColm specializes in the areas of corporate restructurings and bankruptcy. Ms. McColm has been involved in major in-court and out-of-court restructurings and bankruptcies representing debtors, creditors and acquirers of assets.

### Audra J. Soloway

A partner in the Litigation Department, Audra J. Soloway represents clients on a broad variety of commercial litigation matters, specializing in complex securities litigation and regulatory defense. Ms. Soloway has expertise in matters involving federal and state regulatory inquiries, as well as civil litigation in multiple jurisdictions.

## Mark F. Mendelsohn

HE CHANGED THE WAY OUR GOVERNMENT PROSECUTED Foreign Corrupt Practices Act (FCPA) cases. Now Mark Mendelsohn has set his sights on building the nation's pre-eminent private FCPA practice.

"When I left the Department of Justice, I was fortunate to have a range of options," Mark says. "I could join a firm that had a large, well-established FCPA practice and just fit right in and be on my way. Or I could go to a firm that had great lawyers and great clients, with a less developed FCPA practice and build it into a market leader."

Instead of taking the easy path, Mark joined Paul, Weiss, where he saw a different kind of opportunity. "It's just a phenomenal firm," he says. "It has a great client roster, a phenomenal white collar and internal investigations practice ... from my perspective, it's the best litigation shop in the country."

And without a dedicated FCPA group, the firm afforded him a platform to create something unique. "Paul, Weiss has certainly done some great FCPA work, but it has never been a focus of the firm," he says. "So I saw an opportunity to take advantage of our deep litigation and internal investigations expertise to build a practice and be a little more entrepreneurial."

"I came to Paul, Weiss to build the leading FCPA and anticorruption practice in the country," Mark continues. "I want us to cover the issues from A to Z. FCPA counseling, designing and imple-

menting compliance programs, assisting clients with transactions. Handling FCPA diligence issues and conducting global internal investigations. Helping clients manage and navigate multijurisdictional investigations."

Mark's plans spring from the same energy and ambition that helped him transform the U.S. Department of Justice's FCPA program.

The FCPA was enacted in 1977 to stop corrupt payments made by U.S. companies and individuals while doing business overseas. For many years, FCPA enforcement resulted in a few prosecutions each year, but during Mark's tenure at DOJ, the number of cases brought under the act exploded. In 2009, his last full year at the helm, more than 65 separate actions were filed, an astounding increase over the eight filed in 2004, the year before he arrived. "I was not the only reason there were more prosecutions," he maintains. "The picture is more complicated than that."

Mark credits the increase to heightened scrutiny by public company audit staffs in the wake of Sarbanes-Oxley, the widening scope of the global economy and the ease with which regulators can now share information across

the globe. But Mark does acknowledge a personal role in the prosecution uptick: his leadership in fostering collaboration among international prosecutors, as well as his success in building a team of skilled, dedicated prosecutors and resourceful FBI agents.

"In some sense, prosecutors around the world are all the same," he says. "If you actually get to communicate with them, one-on-one, over a beer let's say — no matter what country they're from, they're all motivated by the same things. They want to make their cases, find out the truth, prosecute the bad guys and put them away." Mark worked hard at DOJ to develop relationships with prosecutors from across the globe, and to use those relationships to increase referrals and joint investigations.

But while Mark prosecuted some of the largest and most significant FCPA cases in history — he mentions the Siemens, BAE, Halliburton/KBR and Daimler prosecutions with pride — he believes that the institutional and policy changes that he effected at the DOJ are the foundation of his legacy.

"I tried to have an impact beyond any single prosecution," Mark says. "We set very high compliance standards in the U.S., and then worked to get them accepted as global anticorruption compliance standards. We worked through the Organisation for Economic Cooperation and Development and other international bodies to level the global playing field by encouraging enforcement efforts in other countries. And we made the case for more resources, more prosecutors and modern law-enforcement techniques. We made changes to the entire system."

Raised in Norfolk, Virginia, Mark developed an interest in the law as a corollary to his academic interests. "I've always had a very strong interest in government, debate and international affairs," Mark says. "I participated in Model United Nations in high school, that kind of thing." For a while, he considered a career in the Foreign Service, so studying law was always on his mind. "I didn't know if I would be a practicing lawyer, necessarily, but I always



## MARK MENDELSON

**Job Title:** Paul, Weiss Litigation Partner

**Wife:** Elise Becher

**Children:** Ava (9) and Max (7)

**Base of Operations:** Washington, D.C.

**Passions Outside the Law:** “Jazz music; Cold War-era spy novels; hiking and outdoor activities with my wife and kids.”

thought about law school as good training for the things that were interesting to me.”

After finishing his undergrad years at Yale University, Mark won a job in the Manhattan District Attorney’s office. “It was my first exposure to criminal law, and it all just clicked: I knew I wanted to go to law school, and I knew I wanted to become a practicing lawyer,” he says. He returned to Yale for law school, joined Proskauer Rose after graduation and clerked for the Honorable Denny Chin (recently elevated to the U.S. Court of Appeals for the Second Circuit).

Mark began his public service career as an assistant U.S. attorney in New York City, where he joined the major crimes unit. “I helped start a unit that

prosecuted cyber-crime and intellectual property crime, which was exciting,” he says. “But it was never 100 percent of my time. I was also prosecuting bank fraud, money laundering, health care fraud, sanctions violations and all types of white collar work.” While in New York, Mark connected with some of his future Paul, Weiss partners.

“I prepared for a major trial with Roberto Finzi, actually,” he says. Roberto and Mark were co-counsel in the prosecution of a Colombian drug cartel head who had been extradited to Manhattan from Bogota. “We geared up for a trial, picked a jury and were about to give opening addresses to the jury when the defendant just pled guilty. No plea agreement. No negotiations. No agreement on sentencing. Guilty. Just

didn’t want to face a trial, apparently.” Mark also worked with Mark Pomerantz, who was the chief of the criminal division at the time.

Mark and his wife had their first child in 2001, and a few years later they decided to relocate to Washington, D.C. to be close to their families. Mark continued his work on cyber-crime for the DOJ, but less than a year went by before he was offered the deputy chief position in the fraud section, where he began his transformative oversight of the DOJ’s FCPA activities. It’s a distinguished record of public service that Mark believes contributes naturally to his practice at Paul, Weiss.

While Mark feels privileged to have served the public for 13 years at the Justice Department, and is proud of the progress he and his colleagues made in addressing overseas corruption, he is not looking back. “I can perform a tremendous service for my clients by helping them meet their goals of operating with integrity, dealing effectively with compliance issues, and then defending the organization if necessary.” At the same time, Mark is committed to being an active contributor to the anticorruption movement, including through his service as a board member of Transparency International–USA. “It’s incredibly important that lawyers, who hold a privileged position in our society and on the global stage, give back. Fortunately, public service and pro bono work is a part of Paul, Weiss’s DNA. I could not have found a better professional home.” ■

# PETER L. FELCHER

PETER FELCHER HAS BEEN WITNESS TO PROFOUND CHANGES in his chosen field of entertainment law. While his work is steeped in the golden age of American entertainment, he has also spent four decades guiding businesses through the throes of cutting-edge technological change. Peter took some time to talk to us about the firm's entertainment pedigree, his legal education with the NMPA and why it's now okay to admit you're a copyright lawyer.

## *How did you get started at Paul, Weiss?*

I went into the Army after law school at Yale — the Army being one of those rites of passage that I thought I should do. When I left the Army I went to a downtown law firm, one of the Wall Street firms, where I spent four years doing bank trust indentures, which was not my cup of tea, I'm afraid.

However, around that time I read an article in *The New York Times* about this theatrical lawyer John Wharton, and it was clear to me his practice was a lot more fun than mine. It was a wild coincidence but somebody from my Army Reserve Unit knew John and arranged an introduction. So I met him, and, as one says, the rest is history. I owe the Army for introducing me to Paul, Weiss.

Lateral moves from one large firm to another were very rare then. I went on to become an entertainment lawyer, and to bridge the corporate and entertainment worlds. A significant part of my work was doing acquisitions in the music publishing area. I was very fortunate to be able to do that in my practice here.

## *How has the Entertainment Department changed over time?*

Not so long ago, when you mentioned that you were a copyright lawyer people's eyes would glaze over; now there are articles on the front pages of newspapers covering your work. Copyright, intellectual property and intellec-

tual content have developed into a very important area of the law. They're a part of virtually every corporate deal now.

A lot of the credit in integrating the Entertainment and IP Departments with the rest of the firm goes to Chuck Googe, who is the head of both Departments; he worked hard to make them integral to the firm. He joined our department when John Breglio and I were partners in the entertainment practice and Bob Montgomery was in a senior status.

## *What raised the profile of intellectual property as a discipline?*

It followed the technology. And that's the profound change I've seen. For example, music publishers and songwriters were the poor stepchildren of record companies, back in their heyday in the '50s and '60s. The record companies were the avenue to get your music out to the public in a widespread way, and they called the shots.

Now, with the Internet, the control of distribution is no longer solely with the record companies. Artists can set up a website and do their own distribution — many of them welcome it because they think it's good promotion.

That really changed the ground rules. Copyrights of songs are more valuable. Music publishing catalogs are getting sold for lots of money. People are putting a higher value on content now because the Internet offers so

many more opportunities to develop it. Of course, it has fostered record piracy which is a countervailing drawback. Our work for the National Music Publishers Association (NMPA) has spanned this transformation.

## *The NMPA is one of your oldest clients, isn't it?*

My very first week at Paul, Weiss, Bud Taylor took me over to meet some of the executives at the NMPA — the first client contact I had at Paul, Weiss over 40 years ago. Bud was my mentor and I am deeply grateful to him for his advice and friendship throughout my career. The work involved was like a law school curriculum: it combined corporate, copyright, entertainment, legislative activity, high-profile litigation, antitrust and administrative proceedings. I think we were uniquely qualified to capitalize on representations of the media companies as the technology developed, because of our history of a strong Entertainment Department going all the way back to John Wharton and having clients like the NMPA.

## *What has been the best part of your practice?*

By far the most pleasurable and enjoyable part of my practice has been the Cole Porter Trusts. I grew up in the 1950s as a rock and roller, but — forgive me for using a Porter song title — my "true love" was really the American



Peter L. Felcher

songbook, which wasn't even a term that was coined in those days. I loved the standards and I especially loved Cole Porter songs, and so it was like a dream come true for me to become the Trustee of the Trusts.

The work involves licensing and protecting Porter's songs and shows; it's been a labor of love for me and really became a major focus in my later years as a partner and into my of counsel period. Something that is going to give me particular personal joy is having the

three generations of the Trusts' beneficiaries present at the Broadway opening of the new production of *Anything Goes* this past April. It's one of Porter's greatest shows.

*Tell us about the history of the Trusts.*

Well, I'm the third Trustee. My two predecessors were icons in the entertainment industry and at Paul, Weiss. John Wharton was the first Trustee and the founder of the entertainment practice. He revolutionized the way Broadway

shows were financed, and his method is still used today. John represented Porter during his life and actually set up the Trusts.

There's a story that he used to tell about Porter as the composer approached the end of his life. John told him, "I think we should make plans to take care of your music after you're gone," and Porter said, "Why are we making all this fuss? After I'm gone my songs, at most, will earn a couple of hundred dollars a year!" Well, a few years ago Porter made *Forbes* magazine's list of the top 10 deceased celebrity earners.

Bob Montgomery was the successor to John Wharton, and Bob was really acknowledged to be the dean of the entertainment bar in New York City. While John Wharton developed the theater practice, Bob really developed our motion picture practice and was responsible for that. Bob had an impeccable reputation. Needless to say I was thrilled when he asked me to be his successor.

*What's retirement like after all this time with the firm?*

I prefer to call it of counsel. It sounds better. When non-lawyers ask what I am doing, I say, "I'm of counsel" and they sort of take on a perplexed look. I say, "It's a very senior position — exalted, very difficult to attain." Of course when I say this to lawyers, they say, "Oh, you've retired."

The firm is really wonderful to its of counsel partners. You have the option to have an office, to have secretarial services, avail yourself of the other office services — you're still part of Paul, Weiss. It's not that way in every firm. ■

# JUDITH R. THOYER

IN THE THIRTY-FIVE YEARS SINCE SHE BECAME PARTNER, Judith Thoyer has enjoyed the confidence of some of the firm's signature clients. Judith, who recently became of counsel to the firm, shares with us the "encouragement" she received at the beginning of her career, her plans for the future, and reflects on the power of preconception.

## *Why did you decide to become a lawyer?*

I wanted to become a civil rights lawyer. I thought I would come here, learn litigation for a while and then go practice civil rights law. But litigation just didn't work out for me so I moved over to corporate. I didn't know anything about business or corporations, but I turned out to be good with business concepts and numbers. I could relate to business people. I understood them and their motives. In corporate, you got to deal with people right away and to solve their problems. It all just clicked very quickly and very easily.

## *What were some of the interesting deals that you worked on during your career?*

The first was the Municipal Assistance Corporation — helping save New York City from bankruptcy. This was 1976; Judge Rifkind was in charge and the city declared a moratorium on its debt. I worked with the judge and investment banker Felix Rohatyn from Lazard and Donna Shalala, who was treasurer of MAC. Donna went on to become Secretary of the Department of Health and Human Services and later Chancellor of the University of Wisconsin-Madison and then of the University of Miami. But for me: Donna was my first woman client.

Revlon was next. That was my first foray into the hostile takeover world. I worked directly with Arthur Liman

in defending Revlon against a hostile attack. The takeover was critical to my career since after Revlon, it was Ampco-Pittsburgh. Having gone through Revlon, I was one of the few people here who knew anything about hostile takeovers. I handled four in a row, this time on the attack!

Another interesting and more recent matter was the Hollinger representation, which started in late 2003 and involved many aspects, including the sale of the *Daily Telegraph* in London, the most interesting poison pill ever, and two major cases in Delaware, and of course it involved the infamous Lord Black, its former CEO.

## *What do you think has changed the most since you became a partner?*

I came from a time when I really did not have to go out and get clients. I was introduced to Revlon as an associate and just stayed with them. A partner introduced me to Ampco and later to Foamex International; I was able to take over and expand those clients. Hollinger is the exception as an important representation that came to me directly. It is different today. Everyone has got to scramble, and I think some of the women find that tough. It is still very much about taking the guys to the basketball game, or out to golf, you know. It is still the way a lot of lawyers get business.

## *What was it like being a woman lawyer when you first started?*

What was it like? I will tell you a story: A reporter came to my house to interview me back in 1976 when I was a first year partner. She interviewed me in my apartment on Fifth Avenue, which was unfurnished. The place wasn't in shape yet; we had just moved in. So we sat and talked on my couch, which I must admit was a bit ratty.

Well, this reporter looked at the furniture and the general state of the apartment and it fit her preconceived notion that made its way into her book. 'Oh, the life of the young woman attorney is so overwhelming! She can't put together a decent home!' When the truth of the matter was that we had just moved in. She came in to prove something and she proved it — right?

But preconception did not seem to exist at Paul, Weiss, where I was accepted right away — at least mostly! There was only one other woman lawyer in the firm when I started. Of course there were no women partners. I did the work, and I worked hard. Nobody seemed to question that I could become a partner.

The truth is that Paul, Weiss wasn't much different back then. The essential culture today at Paul, Weiss is the same. People like each other. They want to work together. They respect each other. It is hard to explain why Paul, Weiss is different from other firms, but it just is!

*But you did do work to help support young women lawyers.*

Well, the rest of the legal industry wasn't as progressive as Paul, Weiss. When I was an undergrad at Michigan, I asked one of the professors there about becoming a lawyer and he gave me this book called *Opportunities for Careers in the Legal Profession*, written by one Talbot Smith (I believe he was a judge in Michigan.) Smith says:

“Once the long years of preparation are over, bar examination successfully passed, she faces the problem today of the woman lawyer. She has to have economic resources beyond those of her brother for her apprentice years will be far more difficult . . . The slightest slip up may cause ill-conceived snickering at the counsel table.” This, this is what they gave me at Michigan. For encouragement.

There was a general negative bias and I tried to help correct that. In 1977, I started what's now called the Women's Initiative Committee and helped the firm focus on women's issues. That continues today and I'm proud of it. But, over time, things changed throughout the legal field. In the '70s, I used to give a speech about what it was like to be a “woman in a major law firm” — people seemed to like that speech. I gave it each summer for a few years. Then out of nowhere, it was irrelevant. Suddenly summer programs had a lot



Judith R. Thoyer

of women. It just wasn't something you needed to talk about anymore.

*What are your plans for retirement?*

Well, one of my great enthusiasms is playing the flute and the alto flute, I will continue that. But I have also set up a tax-exempt organization called Friends of Flutists Foundation, Inc., (FFF) which will provide grants for students who plan to be professional flutists. The grants will be so that the student can take a master class or travel for an audition related to their becoming a professional musician. I got the idea when a student was referred to me who needed

money for a master class with a well-known flutist. I called the school and paid the tuition. I discovered that other people did this too — helped young musicians with small but professionally important grants — and I thought why not do it through a foundation? Make it official, make it tax-exempt, too! Running FFF will take some of my retirement time.

I am also in an ensemble of nine flutes and have started to play the piano again . . . having last played when I was 13. I've already taken two history courses at Columbia. Then we'll see what else. Tap dance, tennis — there's a lot to get done! ■



# EVENTS *of the* YEAR



## *Paul, Weiss Diversity Networking Reception 2010*

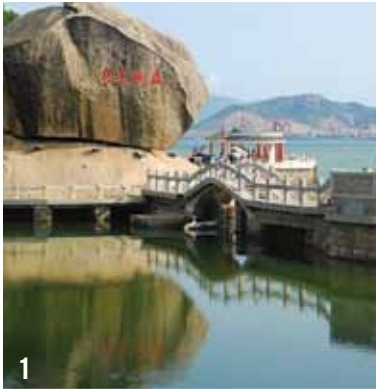


- 1 More than 500 members of the legal and business communities gathered at Jazz at Lincoln Center on July 22, 2010 for the firm's Annual Diversity Networking Reception
- 2 Alumnus Steve Rawlings, branch chief in the division of enforcement of the U.S. Securities and Exchange Commission; and partners Marilyn Sobel and Aidan Synnott
- 3 Partner Ted Wells speaks to the crowd
- 4 Hon. George B. Daniels, US District Court – SDNY; partners Ted Wells and Patrick Campbell; Harvard professor of law and keynote speaker Charles Ogletree; and John Payton, president and director-counsel of the NAACP Legal Defense Fund
- 5 Keynote speaker Charles Ogletree gives his address



## *Summer Associate Events 2010*

- 1 Associate Joshua Rothstein; Partner David Brown; Of Counsel Judith R. Thoyer; and Associate Whitney Russell
- 2 Guest Whitney Montgomery, Morgan Stanley intern; Summer Associate Jennifer Green; Partner Ted Wells and his wife Nina Mitchell Wells
- 3 Associate Evan Zisholtz; alumna Michelle Zimmerman, consultant at The Boston Consulting Group; and Summer Associate Amanda Melvin
- 4 SEO Interns Cynthia Chi, Jamila Hollins, Luke Murumba; and guest Nelly Almeida
- 5 Of Counsel John McEnroe and Summer Associate Gerardo Gomez Galvis
- 6 Paul, Weiss celebrated the summer at MoMA
- 7 Summer Associates Shelly Lin, Anthony Mozzi, Danielle Jackson, Priyanka Deshpande and Mahalia Cole
- 8 Partners Andrew Finch, T. Robert Zochowski, Jr. and Moses Silverman
- 9 Alumnus Alexander Wilson; Associate Kate Brooker; and Summer Associate Guyon Knight
- 10 Partner David Huntington and his wife Sarah Pfuhl
- 11 Alumnus Steven Linde; Summer Associate Shelby Cohen; alumnus Alex Niejelow, counselor and special assistant to the commissioner of the U.S. Customs and Border Protection in the U.S. Department of Homeland Security; alumnus Matthew Cipolla
- 12 Associate Verity Rees; Partner Jeffrey Saferstein; Associate Sarah Mudho; Associate Meagan Fitzsimmons



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## *Asia Office Retreat 2010*

- 1 Members of the Paul, Weiss Hong Kong and Beijing offices held their annual retreat this year in Xiamen, China
- 2 Paul, Weiss team photo
- 3,4 Team-building tour of the sights
- 5 Alumna Eliza AuYeung, regional legal counsel of ING Asia/Pacific Limited; and Partner Jeanette Chan, with husband Peter Jackson
- 6 Associate Stella Jiang; China Law Consultant Iris Wang; and Associate Sue Yang
- 7 Associate Peter Davies with Associate Gloria Liu-Luster's son, Winston Scott Luster



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## *LGBT Panel Discussion and Cocktail Reception*

On June 22, 2010, Paul, Weiss hosted a panel discussion, “The Fight for Marriage Equality – Where Do We Go From Here?” followed by cocktails, at the Standard Hotel in New York City.

- 1 Associate Julie Fink; Associate Matthew Moses; Alumnus Davin Rosborough, law clerk at the U.S. Court of Appeals for the Fifth Circuit; Associate Lauren Cutson Janian
- 2 Alumna Kerry Quinn; Alumnus Daniel Garodnick, New York City Council member; and guest Rachel Lavine, CEO of Atrium European Real Estate Limited
- 3 Partners Alan Kornberg and Kelley Cornish
- 4 Panelist Chris Cormier, Director – Political Advocacy, Gill Action
- 5 Associates Ann Young and Abigail Clark
- 6 Partners Andrew Ehrlich and Roberta Kaplan
- 7 Counsel Didier Malaquin and Stephen Koo
- 8 Guests Tom Valentino and Craig Leiby of the Federal Reserve Bank
- 9 Guest Ron Zofnat, investment operations associate at Arden Asset Management; and Associate Mitchel Carbullido



## *Big Apple Circus 2011*

- 1 On January 9, Paul, Weiss hosted lawyers, alumni and employees for a day of fun at Big Apple Circus
- 2 Partner Stephen Lamb's son, Michael, Michael's wife Carrie, and their daughter Tallulah
- 3 Associate Michael Hong with son Joshua
- 4 Alumnus Mark Boidman, director at Barclays Capital, with wife Andrea and daughter Lily
- 5 Alumnus Ronald Soiefer, senior vice president, general counsel and secretary at Unilever United States, with son Alexander
- 6 Paul, Weiss Desktop Systems Manager Alan Azouri with wife Tami and kids Kayla and Christopher
- 7 Partner Yvonne Y. F. Chan with husband Robert Fayne and son Laywood "Woody" Fayne
- 8 Partner Marco Masotti with children Michela, Sophia and Alexander
- 9 Partner Valerie Radwaner, who served as ringmaster, with husband Steven M. Virany and son Joshua Virany
- 10 Partner Thomas de la Bastide with daughter Kathryn
- 11 Associate Nathaniel Marmon with sons Gavriel and Elishama
- 12 Associate Erica Weinberger with sons Eli and Nate and husband James



# ALUMNI NOTES

1949

## Mark P. Schlefer

Mark retired from the practice of law in 2005 after 55 years in Washington, D.C. and moved, with his wife Marion, to a farm in Putney, VT. There, he is on the board of the Wyndham World Affairs Council as well as on a committee to develop affordable housing in Putney, while Marion is on the board of Putney Family and Child Services.

1962

## Maurice de Grasse Ford

Maurice is currently the Chairman of Lawyering for the Homeless, which gets lawyers, internists, psychiatrists and social workers working in teams with the homeless and trying to address the myriad problems they face. He has taught at Harvard Law School, Harvard College, Yale Law School, Harvard Medical School (Law and Psychiatry) and Simmons College, School of Social Work.

1963

## Jeremiah Ginsberg

Jeremiah is President of Jeremiah Theatricals, and since 1982 has written and produced a trilogy of musicals in NYC and Los Angeles, two of which (“Rabboni” and “Mendel + Moses”) are award-winners. He is presently writing an operetta on the story of Esther, the Queen who rescued the Jewish people, which he is planning to premiere at a black-tie concert in NYC in September.

1967

## Edwin A. Frey

Edwin is advocating for Full-Spectrum Democracy, a program requiring that all elected officeholders be required to engage in 30-minute conversations on TV with a citizen, and that all meetings, letters and e-mails regarding public business be videotaped or otherwise recorded and archived on the Internet. He is also advocating for a revocation of the outdoor sleeping ban, based on the Constitution.

1970

## Ronald W. Meister

Ron was recently elected Chairman of the National Institute of Military Justice, and in November 2009 he traveled to Guantanamo Bay as an observer of military commission trials. He was also elected to the Executive Committee of the Yale Law School Association.

1976

## Robert E. Bartkus

Robert worked with Gerry Harper, Jack Baughman and others on a case in New Jersey that will go to trial very soon.

1977

## Michael L. Rugen

Michael is splitting his time between Sidley’s San Francisco and New York offices, and hopes to see more of his old Paul, Weiss friends.

1981

## Philip G. Barber

Philip started his own commercial litigation practice.

1981

## Peter W. Schneider

Peter is Executive Vice President and General Counsel of Primerica, where he was also recently appointed Corporate Secretary and Chief Administrative Officer in Charge of Legal, Compliance, Government Relations, Media Relations and Human Resources. Primerica went public in April 2010 and was one of the top performing IPOs of 2010 in the financial services sector.

1984

## Edward H. Klees

Edward was appointed Chair of the Regulatory Developments Subcommittee of the ABA’s Institutional Investor Committee. He also spoke on the Dodd-Frank Act at the annual National Association of College and University Attorneys conference and at *Institutional Investor* magazine’s annual hedge fund conference.

1988

## Jaime M. Wolf

In September, Jaime was elected to serve on the Executive Committee of the Board of Directors of Yaddo, an artists’ community in Saratoga Springs, NY.

1989

**Lesley Friedman Rosenthal**

Lesley is Vice President, General Counsel and Secretary of the Lincoln Center for the Performing Arts in New York City, where she runs the legal function of the world's largest and most comprehensive performing arts center. She also serves as a trustee of the New York Bar Foundation and sits on the Audit Committees of both the Foundation and the New York State Bar Association. Lesley is working on a book about the legal needs of nonprofits, to be published by John Wiley & Sons in 2012.

1990

**Nina A. Nichols**

Nina joined the Legal & Compliance Department at JPMorgan Chase as Director of Global Anti-Money Laundering.

1998

**Matthew J. Gaul**

After six-and-a-half years serving in the Insurance Department of the New York State Attorney General's Office, Matt joined the New York office of Steptoe & Johnson in January of this year.

1999

**Denny O. Kwon**

Denny became a partner in the M&A Group at the San Francisco office of Wilson Sonsini Goodrich & Rosati on February 1, 2011.

2001

**Eli Wald**

Eli and his wife Ashley welcomed their second child, Dana Kersten Wald, in January 2011. Eli was also named the Charles W. Delaney Jr. Professor of Law by the University of Denver Sturm College of Law.

2003

**Ananda Martin**

Ananda was appointed to the ABA's Global Anti-Corruption Task Force, where she writes about the FCPA and anti-corruption issues related to China.

2005

**Anne C. Yip**

Anne and her husband Jason welcomed a baby daughter, Alice Renee, on September 18, 2010.

2008

**David Frederick Walders**

David recently married his long-time girlfriend, Ella Muradyan (now Ella Walders) who works in the Conflicts Department at Paul, Weiss's New York office. They were married in New York City and are having a second wedding at Ashford Castle in Ireland next fall.

**IN MEMORIAM  
2010 – 2011**

**Kenneth C. Bass III**

Yale Law School, 1969  
Paul, Weiss tenure: 1970 – 1974

**Julius M. Greisman**

Brooklyn Law School, 1937  
Paul, Weiss tenure: 1956 – 1960

**Charles M. Jacobs**

University of Chicago Law School, 1956  
Paul, Weiss tenure: 1960 – 1962

**Thomas V. Lefevre**

Harvard Law School, 1946  
Paul, Weiss tenure: 1952 – 1954

**Abner P. Slatt**

Columbia Law School, 1955  
Paul, Weiss tenure: 1962 – 1964

**Theodore C. Sorensen**

University of Nebraska, 1950  
Paul, Weiss tenure: 1966 – 2010  
(see page 18)

**Steven L. Vollins**

Harvard Law School, 1989  
Paul, Weiss tenure: 1989 – 1991

**W. Willard Wirtz**

Harvard Law School, 1937  
Paul, Weiss tenure: 1957 – 1960

#### **About Paul, Weiss**

Paul, Weiss ([www.paulweiss.com](http://www.paulweiss.com)) is a firm of more than 700 lawyers with diverse backgrounds, personalities, ideas and interests who collaboratively provide innovative solutions to our clients' most critical and complex legal and business challenges. We represent the largest publicly and privately held corporations and financial institutions in the world as well as those desperately in need of pro bono assistance.

For more information about our Alumni Relations Program, please contact Dorothy Blumenthal at 212-373-2686.

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