

# LAW DRAGON

# 5000

## LEADING DEALMAKERS IN AMERICA

❧ BY KATRINA DEWEY ❧

**A**fter a second-year summer stint at Paul, Weiss, Rifkind, Wharton & Garrison in 1979, Robert Spatt was ready to take the New York law scene by storm.

First, though, there was the matter of rent to pay on an overpriced New York apartment. He and his high school sweetheart, Lisa, had married before his third year at Michigan Law School, and after graduation had leased a small three-room apartment opposite Lincoln Center.

Small space, killer view.

His classmates took the summer off to study for the bar exam, and maybe climb the Alps, while Rob and Lisa took a week to move from Ann Arbor, Mich., to New York.

The next Monday, Spatt reported to work at Simpson Thacher & Bartlett, juggling bar

review with Manufacturers Hanover financings. Within a year, he was on the team handling Seagrams' multi-billion dollar hostile bids for St. Joe Minerals Corp. and then for Conoco against DuPont. Beware the bite of the M&A bug.

A few more years and Spatt, as an associate representing the financial advisor, was part of watershed deals in M&A's early history, including the Texaco battle with Pennzoil to buy Getty Oil and the Allied/Bendix/Martin Marietta "Pac-Man" deal.

The first billion-dollar leveraged buyout? Kohlberg Kravis Roberts & Co.'s 1984 acquisition of Wometco, a diversified company whose holdings included cable operations and other media. At birth, Spatt's son Mark was given an infant t-shirt, 'Wometco Kid,' commemorating his father's Lamaze lapses.

PHOTOGRAPHY BY HUGH WILLIAMS

RESEARCH DIRECTED BY DRAEGER MARTINEZ

Before you can say “God bless Ronald Reagan” – let alone attend a 10th year law school reunion – it’s 1988 and Spatt, now a young partner, alongside his Simpson mentors Dick Beattie and Casey Cogut, is representing Kohlberg Kravis in its \$25 billion acquisition of RJR Nabisco (page 458 of Barbarians at the Gate). Only recently was that storied deal topped as the largest buyout of all time.

“It was one of those rare times where if you were in the right place at the right time, as I was lucky enough to be, and got lots of firing-line experience and training, you got to negotiate merger agreements as a fifth- or sixth-year associate essentially on your own,” Spatt recalls of the 1980s, the era when acquisitions became hostile takeovers and princes became kings.

Not unlike today. The 500 dealmakers you’ll read about on the pages that follow throw off billion-dollar deals like Barry Bonds hitting one over the fence. They’ve funded hundred-million dollar Hawaiian military housing projects and the Hartford Group’s new headquarters, taken Sabre Holdings private for \$5 billion, redeveloped Howard Air Force Base on the banks of the Panama Canal, negotiated Westfield’s San Francisco Emporium project, helped the CEO of Denver’s Biomedical buy out the company, created California’s largest education financing foundation, built the monorail and Paris hotel in Las Vegas, negotiated a four-country \$1 billion swap for Royal Dutch/Shell and Occidental Petroleum, worked through Bell Atlantic’s \$70 billion joint venture with Airtouch Vodaphone and brokered the \$3.8 billion acquisition of LNR Property Group.

And that’s just the ‘A’s.

They are the top dealmakers in America, encompassing lawyers at the top of the corporate worlds, from M&As and IPOs to project financings and real estate deals. We selected the Lawdragon 500 Leading Dealmakers in America through our proprietary review process that incorporates CV analysis, client and peer evaluations and interviews. These are the lawyers who loom large in the boardroom as opposed to the courtroom or regulatory agency. We’ve included a small group of dealmakers who also work in court because of their unrivaled reputation for making deals happen through litigation and related skills.

As with our other Lawdragon guides to the best of the legal profession, the sole criteria at the end of the day for the Lawdragon 500 is professional excellence: Is this a lawyer you would want to represent your company in its most complicated and most important transactions? The dealmakers represent 152 law firms; some were nominated by their peers, clients or marketing directors, while others we found in interviews with practice leaders nationwide.

Like Spatt, fellow corporate veteran Kris Heinzelman wouldn’t have known a dealmaker if one bit him when he entered law school at Yale. A native of Monroe, Wisc. – the Swiss Cheese Capital

of the U.S. – he appeared as a solider in Orestes and First Fairy in a production of e.e. cummings “him” while gaining his M.A. in philosophy at Brown.

He joined Cravath, Swaine & Moore in 1976 and went straight to work for Chemical Bank (now J.P. Morgan), the firm’s largest commercial banking client. His first M&A deal was in 1977, representing the prestigious Kuhn, Loeb & Co. in its merger with Lehman Brothers. Today, of course, he heads Cravath’s fabled corporate practice and is chief legal financier for the world’s biggest investment houses, including Credit Suisse, for whom he pulled off the largest unsolicited takeover in Australian history.

There’s no question deals will keep getting larger, Heinzelman says. He has no idea at the dollar valuation of the Kuhn Loeb deal, but acknowledges it “would be nothing” compared to today.

“The deals will keep getting larger. There’s no doubt about it,” says Heinzelman. In part, that’s because the law has become vastly more complex. “Like who heard of stock backdating before March 2006? It gets more complex because the world becomes more complex.”

Spatt knows that as well as anyone, having in the last couple of years worked on a laundry list of varied deals, including oil and gas purchases ranging from \$1.5 billion to \$35 billion, gold and copper deals ranging from \$10 billion to \$26 billion and multi-billion dollar deals in the healthcare, concrete, retail, computer and consumer products industries (all the while co-chairing for the past eight years the famed M&A forum, the Tulane Corporate Law Institute).

“The old limits do seem to have stretched,” he says. “The gold deals, the pig deals, the telecom deals, it keeps you interested.”

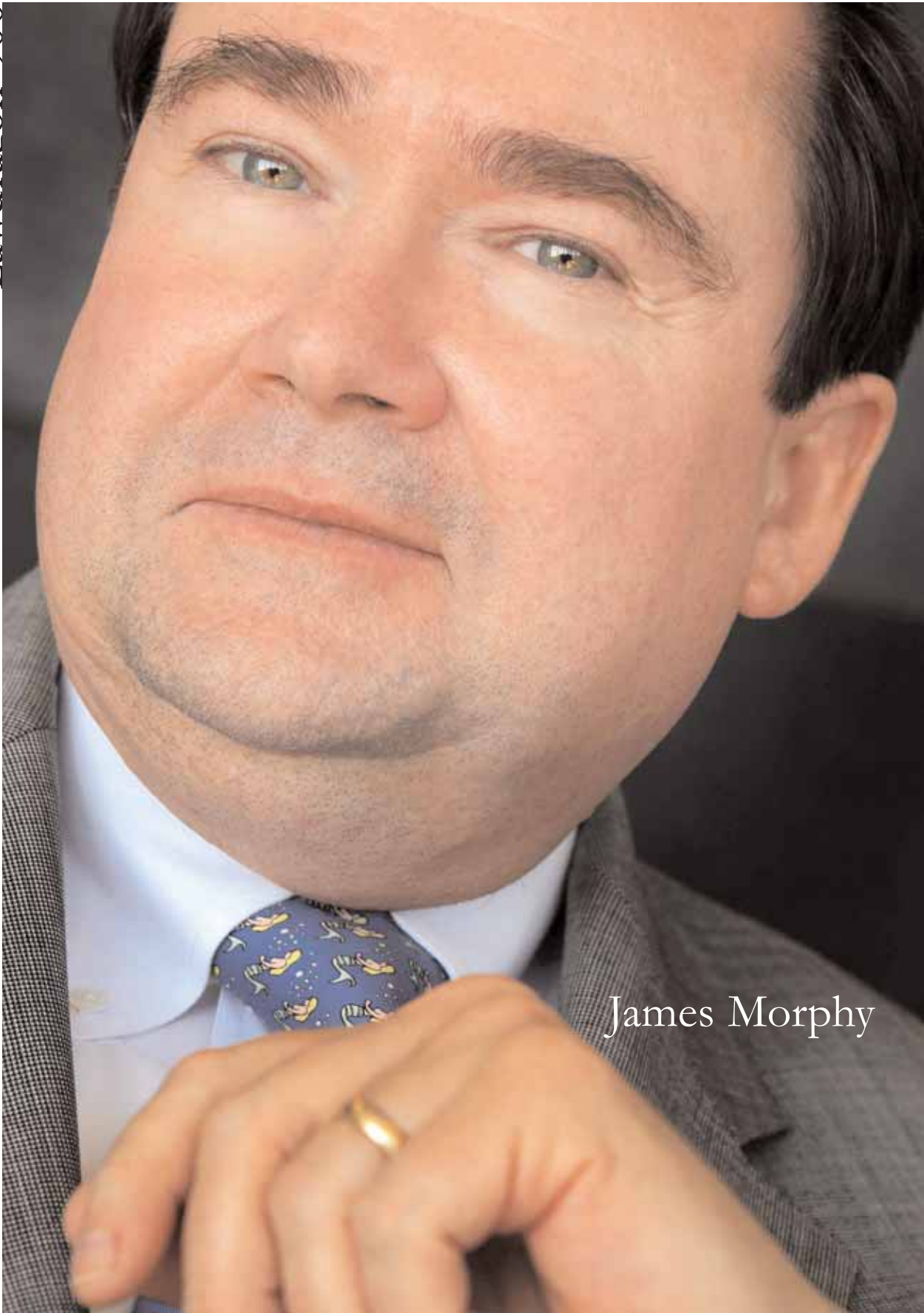
Though the deals are bigger in size, the skills these lawyers developed cutting their teeth in the frenzied 1980s are much the same. What the best dealmakers bring to the table is the ability to bring parties together and guide how a transaction gets done.

“It’s the techniques and understanding of the players and how the courts will react – what’s the game theory of getting from point A to point B,” Spatt says. “You need to be able to see the whole deal, how to get a win/win for everyone. We know the zone and may spend time haggling over a little part of the zone. But at the end of the day you need to recognize what the other side needs and if both can accomplish what they want, that’s when you can reach a successful deal.”

His views are getting a workout these days in a revival of an old field of interest: the print media. In 1993, he represented the New York Times when it bought the Boston Globe.

This year, he advised the board of directors of Dow Jones on the bid by Rupert Murdoch’s News Corporation.

It’s a nasty bug to shake. ■



James Morphy



Kris Heinzelman

**Roger Aaron** Skadden Arps (New York) Allied Domecq, Lazard Freres, Mobil and U.S. Steel **look** to Aaron for steady guidance. **Barry Abelson** Pepper Hamilton (Philadelphia) Abelson has proven quite able handling securities, M&A and venture **capital** transactions, representing issuers, underwriters and investors. **James Alberg** Pillsbury Winthrop (Washington, DC) Alberg arranged the outsourcing of GE's Australian and European data centers, plus **slews** of deals to create Merrill Lynch's new broker workstations. **Steven Alden** Debevoise (New York) Alden helped the Hartford Group **finance** its new headquarters, to say nothing of a \$2.6 billion military housing project in Hawaii. Aloha! **Frederick Alexander** Morris Nichols (Wilmington, Delaware) Alexander's a **great** one to consult about Delaware general corporation law, especially "majority voting" rules. **E. Richard Alhadeff** Stearns Weaver (Miami) Alhadeff provided all advice necessary for companies acquiring Miami Beach resorts, developing Orlando hotels and other **standout** Florida properties. **Pinney Allen** Alston & Bird (Atlanta) Not only did she issue more than 100 transaction opinions in one year, she secured a **unique** tax ruling for a Dutch company making its first U.S. acquisition. **Fred Allen** Allen Matkins (Los Angeles) Want to **build** an industrial park, golf course, resort or office building in SoCal? Allen can make it happen. **David Allinson** Latham & Watkins (New York) Allinson is taking Sabre Holdings private for \$5 billion, and earlier **sold** MediMedia USA to Vestar Capital Partners. **Pedro Alvarez** White & Case (Miami) Howard Air Force Base on the banks of the Panama Canal will soon be **bustling** with a \$700M redevelopment thanks to Alvarez.

**Victor Alvarez** White & Case (Miami) He **rings** up billions in financings for Latin American interests, from Brazilian steel to Venezulean telephone and Colombian wireless lines. **Emilio Alvarez-Farre** White & Case (Miami) He led the team in the restructuring of Latin America's **largest** paper company, Corporacion Durango, in a major test of Mexico's new bankruptcy laws. **Craig Andrews** Heller Ehrman (San Diego) VCs and entrepreneurs appreciate Andrews, especially in the **alternative** energy, biotech, medical device and telecom fields. **David Andril** Vinson & Elkins (Washington, DC) Andril helped **spark** innovations in developing fuel supply, power sales, and natural gas tolling deals for a New England merchant power plant. **Rand April** Skadden Arps (Los Angeles) Rand has run MSD Capital's **purchase** of Santa Monica's Miramar Hotel, plus Westfield Corp.'s Emporium development in San Francisco. **Betty Arkell** Holland & Hart (Denver) She helped the CEO of Denver Biomedical buy-out that company, and **juggled** four simultaneous deal-closings for Accellos Inc. **Daniel Aronson** Bilzin Sumberg (Miami) He **made** it so CHELA became California's largest education-financing foundation, then sold off CHELA's financing arm for over \$2.3 billion. **David Arrajj** Brownstein Hyatt (Las Vegas) When visiting Vegas, enjoy a crepe at Paris or ride the monorail between Bally's and the MGM Grand — then thank Arrajj, who **made** both projects happen. **David Asmus** Baker Botts (Houston) Asmus **greased** the wheels for Royal Dutch/Shell and Occidental Petroleum's four-country property swap worth \$1 billion. **Peter Atkins** Skadden Arps (New York) Atkins advised Warner-Lambert about M&A plans by American Home Products and Pfizer, Bell Atlantic about its \$70 **billion** joint venture with AirTouch Vodaphone, and more. **Alcides Avila** Holland & Knight (Miami) Noted in banking and financing, Avila has also **helped** U.S. megacorporations handle Latin American acquisitions and joint ventures.



David Katz

**Jonathan Awner** Akerman Senterfitt (Miami) Awner's no yawner for Republic Services Inc., a trash-management **giant** which he took public for \$1.5 billion. **Alan Axelrod** Bilzin Sumberg (Miami) Also a top adviser to All American Semiconductor and TradeStation Group, he **brokered** the \$3.8 billion acquisition of LNR Property Group. **Michael Baader** Venable (Baltimore) Baader gave his best toward the **sale** of Pfaltzgraf Inc. and Pimlico racetrack, and handled international hotel projects for Marriott International and Ritz-Carlton. **Katharine Bachman** WilmerHale (Boston) She keeps it real as vice chair of the firm's **prestigious** real estate practice and past president of the New England Women in Real Estate. **Marcia Backus** Vinson & Elkins (Houston) Oil and gas properties worth \$4 **billion**, coal gasification plants and a \$900 million gas/hydro plant all happened because of Backus. **C. Mark Baker** Fulbright & Jaworski (Houston) Energy-sector companies across four continents **rely** on Baker's expertise. **R. Franklin Balotti** Richards Layton (Wilmington, Delaware) Balotti's work has practically **defined** directors' fiduciary and corporate-control duties under Delaware law. **Edward Barad** Brownstein Hyatt (Denver) He helps clients buy and **sell** office buildings, resorts, business parks and more from San Francisco to West Palm Beach. **Jana Cohen Barbe** Sonnenschein Nath (Chicago) Tax credit investments, syndications, derivative **swaps**, reinsurance, Hope VI and Section 8 developments: nothing fazes her. **Robert Barnett** Williams & Connolly (Washington, DC) Comcast, GE, McDonald's, Revlon, Sunbeam and Toll Brothers all **bank** on Barnett. **Michael Barrett** Perkins Coie (Seattle) Barrett **overcame** barriers to Starbucks Corp.'s new office headquarters; ditto the Hilton chain's sale of the Seattle-Tacoma Doubletree Hotel.



Eileen Nugent

**Bonnie Barsamian** Dechert (New York) She **shaped** H&E Equipment Services's \$226 million IPO, and floated \$450 million in "covenant light" notes for Spanish Broadcasting System. **Scott Barshay** Cravath Swaine (New York) Barshay so **impressed** execs at King Pharmaceuticals with work for King's banks, they tapped him directly. Result: a \$4 billion deal with Mylan Laboratories. **George Bason** Davis Polk (New York) Bason's a **behemoth** in financial M&A, matching J.P. Morgan with Chase and DLJ with Credit Suisse First Boston. **William Baxley** King & Spalding (Atlanta) Baxley's been an insurance and M&A **boon** for Coca-Cola, Jefferson Pilot Corp., SunTrust Banks and others. **Brian Beard** Wilson Sonsini (Austin, Texas) He's no slacker, though he **reps** Slacker Inc. as well as Learning Labs, Coherent Logics and Zilliant. **Richard Beattie** Simpson Thacher (New York) Beattie's among the **best**, as proved by his work on J.P. Morgan Chase's \$58 billion acquisition of Bank One Corp. **Jennifer Bellah Maguire** Gibson Dunn (Los Angeles) Bellah Maguire brought great **results** to two recent PIPE transactions, and she's helped Leonard Green & Partners form all four of its investment funds. **Allan Beller** Cleary Gottlieb (New York) Beller's **impressive** for his IPO work, especially Goldman Sachs, Prudential Insurance Co. and Singapore Telecom. **Serge Benchetrit** Willkie Farr (New York) Another week, another \$4 billion in deals for Benchetrit, who worked on the May private **placement** for Zurich Financial as well as a securities offering by Swiss Re. **Stephen Besen** Shearman & Sterling (New York) When Molson felt the urge to **merge** with Coors, or Florida Marlins owner John Henry wanted to buy the Red Sox, they called Besen. **Mark Bettencourt** Goodwin Proctor (Boston) An Internet, robotics and software-company **wiz**, Bettencourt betters the odds for Canadian and Irish tech companies to work with American counterparts.



Robert Denham

**Louis Bevilacqua** Cadwalader Wickersham (New York) Pfizer's probably Bevilacqua's **biggest** fan: He helped the conglomerate buy Pharmacia and Warner-Lambert, while selling its confectionary unit to Cadbury Schweppes.

**John Bick** Davis Polk (New York) Bick has **penned** BrokerTec and TradeWeb's impressive sales, plus Allegiance Healthcare's merger with Cardinal Health.

**Martin Bienenstock** Weil Gotshal (New York) He reps GM in Delphi's bankruptcy, **watched** over Finova for Berkshire Hathaway and successfully reorganized Enron and Republic Steel over multiple objections.

**Bruce Bilger** Vinson & Elkins (Houston) A big-time **player** in the energy industry with M&As and projects touching all regions of the globe.

**Brian Bilzin** Bilzin Sumberg (Miami) Bilzin's not worried if housing keeps **cooling** off: he reps America's largest servicer of defaulted mortgage loans & REO properties.

**Paul Bird** Debevoise & Plimpton (New York) Bird became "the word" for The Carlyle Group, after he helped them **buy** Atlas Roofing Corp. and grab a share of HD Supply from Home Depot.

**Lewis Black** Morris Nichols (Wilmington, Delaware) His **insights** on recent amendments to Delaware law have proven so helpful, Japanese and Chinese business leaders demanded their own translations.

**Stanley Blackburn** Kilpatrick Stockton (Atlanta) Blackburn kept **clients** such as BellSouth, Certegy, Georgia-Pacific and The Weather Channel in the black in deals worth up to 18 billion euros.

**Franci Blassberg** Debevoise & Plimpton (New York) Blassberg **blasted** away obstacles for client Clayton, Dubilier & Rice, which bought ServiceMaster for \$5.5 billion and a chunk

of Hertz with other private investors. **Dennis Block** Cadwalader Wickersham (New York) He **paved** the way for Procter & Gamble to roll the dice on Gillette, and for Pepsico to swallow Quaker Oats.



Robert Spatt

**Fred Blume** Blank Rome (Philadelphia) Blume shepherded a **global** travel-services company in its sale to American Express, and guided a software provider through 20 acquisitions since 2003. **Steven Bochner** Wilson Sonsini (Palo Alto, California) Bochner **built** the Aruba Networks' IPO. Now he's piecing together a merger between Flextronics and Solectron. **Richard Bohm** Debevoise & Plimpton (New York) Clients from the AP and Greater Media to SV Investment Partners **trust** him with their most sensitive matters. **Andrew Bor** Perkins Coie (Seattle) Bor **bypassed** opposition to Esterline Technologies acquisitions, and floated IPOs for Burlington Resources, Starbucks and ZymoGenetics. **Mark Borden** WilmerHale (Boston) He's **handled** more than 100 IPOs for companies and illustrious funders, most recently taking Starent Networks public above its bid price. **Barbara Borden** Cooley Godward (San Diego) She **shines** at joint ventures, M&A, private and public debt and equity securities offerings, and more. **John Bostelman** Sullivan & Cromwell (New York) Bostelman brings great enforcement, investigation and restatement **experience** for banking, entertainment, natural gas, publishing, retailing and steel-industry clients. **Linda Bozung** DLA (Los Angeles) Bozung has **battled** voluminous environmental requirements for a 3-million-sq.-ft.-plus mixed-use complex in Sacramento, and two projects of 1 million sq. ft. each in Southern California. **Denis Braham** Winstead Sechrest (Houston) A multitasking dealmaker in corporate and real estate, Braham is representing the Jones family on a new stadium for the Dallas Cowboys, and he **helped** them lure the 2011 Super Bowl there. **Lawrence Braun** Sheppard Mullin (Los Angeles) He sold Ryan Herco Products Corp. to Flow Solutions Holding, **recapitalized** Warren National University and represented the Rose Bowl in ongoing talks with the NFL.



Michael Meyer

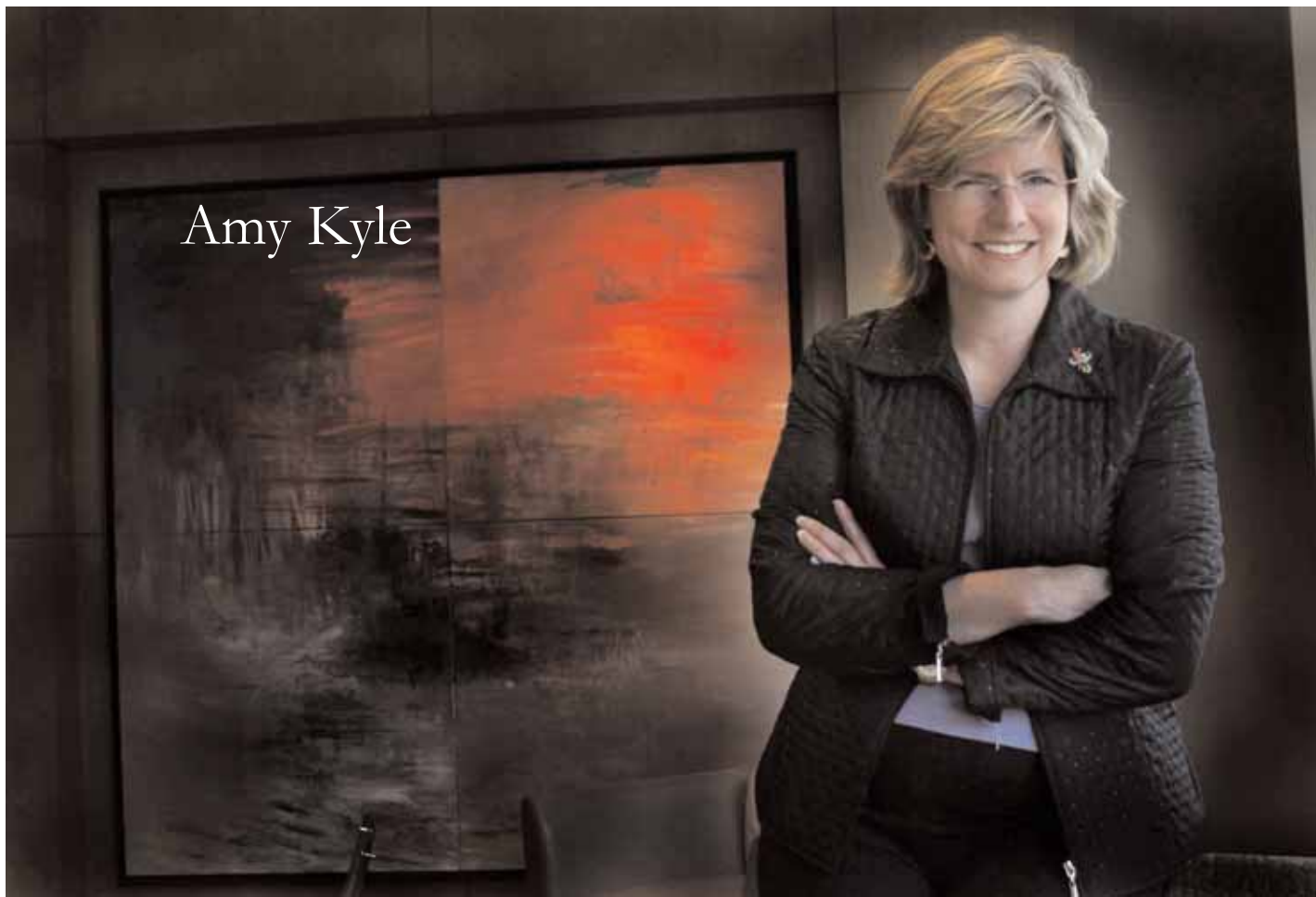
**Stephanie Breslow** Schulte Roth (New York) Breslow has every aspect of inheritance management covered, from fund formation issues to regulatory requirements — even new hybrid hedge/private equity funds. **David Brittenham** Debevoise & Plimpton (New York) His forte is complex acquisition and leveraged financings, such as the \$15 billion deal to acquire Hertz. **Andrew Brownstein** Wachtell Lipton (New York) Brownstein's among the best at blocking takeovers, having run defenses for Household International, Phillips Petroleum Co. and Universal Foods. **L. Edward Bryant** Drinker Biddle (Chicago) Bryant can do it all for healthcare companies: consolidation, hospital closures, special risk audits to address alleged Medicare fraud, and more. **Kevin Buckley** Hunton & Williams (Richmond, Virginia) He's a premier packager of asset-based securities, combining \$500 billion worth of mortgages and other loans selling off "tranches" with different risk ratings. **Michael Buckley** Jones Vargas (Las Vegas) Buckley beat all obstacles to the Citymark Juhl, Newport Lofts and Panorama Towers condo buildings in San Diego. **Rebecca Burnham** Greenberg Traurig (Phoenix) Burnham burned the midnight oil for a 5,000-acre master planned community and a \$500 million silicon chip plant. **Richard Burstein** Honigman Miller (Bloomfield Hills, Michigan) Larson Realty Group, Phillips Edison & Co. and Ramco Gershenson Properties Trust bank on Burstein's real estate skills. **Robert Burwell** Latham & Watkins (San Diego) Bare Escentuals's recapitalization, Design Within Reach's IPO and Gen-Probe's spinoff from Chugai Pharmaceutical happened because of Burwell. **William Busch** Faegre & Benson (Minneapolis) Busch arranged big-ticket sales, such as Forward Communications Corp., CableScope Inc. and the Minnesota Vikings and Timberwolves franchises.

**Donald Bussard** Richards Layton (Wilmington, Delaware) Bussard's **bursting** with useful expertise for directors and board committees, guiding them through recapitalizations, stock issuances, M&A transactions and corporate governance matters. **Ronald Cami** Cravath Swaine (New York) Cami **steered** LS Power Group's \$2-billion-plus deal with Dynegy and Global Aero Logistics' acquisition of World Air Holdings and North American Airlines. **James Candler** Dickinson Wright (Detroit) Candler set up development and financing for the MGM Grand Detroit casino, **plus** the acquisition and sale/leaseback financing for the Chrysler Technology Center. **Richard Capelouto** Simpson Thacher (Palo Alto, California) Capelouto **proved** capable via Intellisync's sale to Nokia, American Media's acquisition of Weider Publications and CNBC's joint venture with Dow Jones. **David Caplan** Davis Polk (New York) When Caplan's clients — which include Comcast, Harvard and Lockheed Martin — **need** transactional help, he's all ears. **C. Kent Carlson** Kirkpatrick Lockhart (Seattle) Carlson solved problems that enabled the MSNBC joint venture, Philips Holding's purchase of Optiva Corp. and the OnHealth Network/WebMD **merger**. **William Carr** Lewis Rice (Kansas City, Missouri) Carr's clearly an **expert** at negotiating commercial leases, "big box" store deals, international real estate and more. **Joseph Caverly** Stone Pigman (New Orleans) Caverly's **calm** and collected demeanor has led his firm to the top echelon of Louisiana real estate practice groups. **L. Kay Chandler** Cooley Godward (San Diego) Chandler's the **right** choice for many life-science innovators, including Acadia Pharmaceuticals, Burnham Institute for Medical Research and Ocera Therapeutics. **Carmen Chang** Wilson Sonsini (Palo Alto, California) Ni hao, China! This one-stop **shop** for deals in China recently rang up a \$124M public offering for Spreadtrum Communications with Morgan Stanley and Lehman.

**Howard Chao** O'Melveny & Myers (Menlo Park, California) As China's importance as a trading partner **grows**, so does the profile of this Mandarin-fluent maven. **David Chapin** Ropes & Gray (Boston) Looking to **sponsor** a private equity buyout of someone big? Chapin's handling the deals for Clear Channel, Dunkin Donuts and Michaels Stores. **James Cheek** Bass Berry (Nashville) Cheek **stood** by HCA's side as the company was acquired in a \$33 billion leveraged buyout, the largest to that point. **Paul Choi** Sidley Austin (Chicago) Choi championed West Corp.'s \$4 **billion** recapitalization and First Data Corp.'s \$14 billion spinoff of Western Union. **John Chory** WilmerHale (Waltham, Massachusetts) This former Army Intelligence Officer also has the **insight** for venture companies including A123, Akamai and Akorn. **Wilson Chu** Haynes and Boone (Dallas) Chu's a **champ** in automotive, energy, healthcare and tech transactions, especially those requiring a Pacific Rim perspective. **Philip Claverie** Phelps Dunbar (New Orleans) Claverie **cleared** \$600 million in financing for an offshore energy concern, and helped a national drugstore chain finance or lease 20-plus store locations. **Jay Clayton** Sullivan & Cromwell (New York) He knows how to **hammer** out deals involving hedge funds, cross-border M&A and global best practices. **Richard Climan** Cooley Godward (Palo Alto, California) Multi-billion-dollar cyberdeals? No problem for this **titan** of technology M&A. **Rachel Coan** Morrison & Foerster (New York) Coan came up with \$500 million in senior and subordinated notes for Aon Corp., and **guided** the issuance of \$3 billion worth of securitized insurance premium finance programs.



Thomas Cole



**Jerome Coben** Skadden Arps (Los Angeles) Coben enabled the \$2.3 billion recapitalization of Wynn Las Vegas, Juicy Couture's **sale** to Liz Claiborne and Mosaic Media Group's acquisition of Dick Clark Productions. **John Cogan** Akin Gump (Houston) Cogan must go through passport-stamps like popcorn, having traveled to 30 foreign nations solidifying **energy** deals. **Doug Cogen** Fenwick & West (San Francisco) Cogen cuts many of Silicon Valley's **biggest** deals, including VeriSign's acquisition of Network Solutions and Adobe's merger with Macromedia. **Charles Cogut** Simpson Thacher (New York) "Casey" has **represented** Kohlberg Kravis & Roberts since the mid-1980s, along with work for Adidas, Nets Sports and Entertainment and Silver Lake Partners. **H. Rodgin Cohen** Sullivan & Cromwell (New York) The M&A **marvel** presided over the unions of Goldman Sachs/Sumitomo, UBS/PaineWebber, Mitsubishi/Bank of Tokyo and Credit Suisse/First Boston. **Jay Cohen** Paul Weiss (New York) This media **maven** guided a multibillion-dollar restructuring of Time Warner Entertainment, and helped smooth out recording-artist snafus for Capitol Records. **Jon Cohen** Snell & Wilmer (Phoenix) Cohen's among the **cream** for corporate law, M&A and public equity offerings. **Thomas Cole** Sidley Austin (Chicago) His billion-dollar **mergers** include Jefferson Smurfit/Stone Container, Tellabs/AFC and Kimberly-Clark/Scott Paper. **Michael Conlon** Fulbright & Jaworski (Houston) Energy, manufacturing and retail **giants** come to Conlon for careful analysis and advice. **Robert Converse** Fulbright & Jaworski (Austin, Texas) Converse can handle **complex** real estate matters, including annexation, economic-development incentive programs, extraterritorial jurisdiction and more.

**Michael Conza** Bingham McCutchen (Boston) Conza **cooked** up huge helpings of funds for GameLogic, Groove Mobile, JBoss and Kayak Software.

**Bryson Cook** Venable (Baltimore) Cook concocted a manufacturing company's family buyout and helped **create** a Dutch holding company to reduce a multinational's worldwide taxes. **Anthony Correro** Correro Fishman

(New Orleans) This bayou **bigshot** arranged Bank One buying First Commerce Corp. for \$3.1 billion, and Tidewater Inc. washing over Zapata Corp.

**Stephen Cowan** DLA Piper (San Francisco) Cowan saw to the sale of San Francisco's Embarcadero Center for \$1.2 billion, as well as **fresh** financing for the Venetian hotels in Las Vegas and Macau. **Cameron Cowan**

Orrick Herrington (Washington, DC) Cowan's experience with MBS and CDO transactions has **taken** him across three continents, working with arrangers, conduits, credit enhancers and issuers alike. **Meredith Cross** WilmerHale

(Washington, DC) Companies know not to Cross the **advice** given by this former chief counsel of the SEC's corporate finance division. **James Curtiss**

Winston & Strawn (Washington, DC) Cameco Corp., Exelon, Fansteel Inc., Louisiana Energy Services, Power Resources Inc. and Urenco **count** on Curtiss.

**John D'Alimonte** Willkie Farr (New York) He's worked on \$9B in deals just since March, most recently a **\$900M** offering for Level 3, an international communications and information company. **Christa**

**D'Alimonte** Shearman & Sterling (New York) She shouldered deals for many, but especially Viacom: its **split** into two companies, its selloff of Blockbuster and four acquisitions by MTV Networks. **Bruce Dallas** Davis

Polk (Menlo Park, California) Dallas dealt out \$9.3 billion in Comcast bonds, plus an innovative **spin-out** of Chipotle Mexican Restaurants from McDonalds.

**Margaret Davenport** Debevoise & Plimpton (New York) Davenport won the gold **star** from Teachers' Private Capital, after helping the fund buy Doane Pet Care, then resell it to Mars Inc. **Gordon Davidson** Fenwick & West (Mountain View, California) Seasoned by 30+ public offerings, Davidson gets it **done** for Cisco, Diamond Foods, VeriSign and many more. **Roger Davis** Orrick Herrington (San Francisco) Davis leads — growing his department from 12 attorneys to 90 — by the **example** set by his pace of 40 transaction deals per year. **Warren de Wied** Fried Frank (New York) He brought Burlington Resources together with ConocoPhillips in a \$35 billion **merger**, and advised Kirk Kerkorian's Tracinda Corp. about how to handle its GM investment. **Laurence Deitch** Bodman (Detroit) Known for his gaming-law expertise, Deitch also does **well** in real estate deals, joint ventures and cross-border transactions. **Robert DeLaMater** Sullivan & Cromwell (New York) When it comes to weighing the relative **strengths** of American, Chinese and European capital markets, few can match DeLaMater. **Elizabeth Dellinger** Benesch Friedlander (Cleveland) She's **solid** across-the-board for private equity, securities and loan transactions, including fund formation, recapitalization and workouts. **Paul DeMuro** Latham & Watkins (Los Angeles) Backed by his MBA and CPA license, DeMuro's downright **good** for hospitals, HMOs, physician groups and integrated health systems. **Alan Denenberg** Davis Polk (Menlo Park, California) AMD, Cisco, Liberty Mutual and Wet Seal all **turned** to Denenberg to handle their high-yield debt and equity offerings. **Robert Denham** Munger Tolles (Los Angeles) Denham **sweated** the details for Berkshire Hathaway's purchase of Iscar, and the Power family's sale of J.D. Power and Associates.



William Hirschberg

**Richard Denmon** Carlton Fields (Tampa, Florida) Denmon's determination has **seen** him through numerous recapitalizations, redemptions and reorganizations for financial clients. **Karen Dennison** Hale Lane (Las Vegas) She's more than sufficient for lenders and developers involved with golf course communities, time share developments, condo-hotels and **power** plant facilities. **Scott Dettmer** Gunderson Dettmer (Menlo Park, California) Long considered one of Silicon Valley's finest, Dettmer demystifies matters for **venture** funds and institutional investors. **Joyce Dixon** Blackwell Sanders (Omaha, Nebraska) Either a lender or a borrower be, as long as Dixon calls the **shots** — she has already handled financing projects totalling \$20 billion. **Ross Docksey** Sonnenschein Nath (Chicago) This globetrotter aided ABN Amro Capital of Holland in acquiring Douglas-Hanson Co., and helped Indian company Ashok Leyland **pick** up Defiance Testing & Engineering. **Richard Dodd** Kirkpatrick Lockhart (Seattle) Among Dodd's daunting deals: Deutsche Telekom's \$32 **billion** acquisition of VoiceStream Wireless, and a \$20 billion public offering for Microsoft. **Daniel Dokos** Weil Gotshal (New York) When Ford Motors turned to Citigroup, Goldman Sachs and J.P. Morgan Securities for \$485 billion in loans, Dokos wrote up **plenty** of lender protections. **Nathaniel Doliner** Carlton Fields (Tampa, Florida) Doliner gets it **done** for clients acquiring manufacturers, software firms, behavioral healthcare companies and others. **Albert Dotson** Bilzin Sumberg (Miami) Dotson dove in and untangled a \$200 million canal dredging **project** involving FEMA, Miami-Dade County and Subaqueous Services Inc. **James Doub** Miles & Stockbridge (Baltimore) Doub prides himself on **advising** clients on daily contracting, finance, strategic planning, M&A and integration of various business units.



John Cogan

**James Dubin** Paul Weiss (New York) Dubin engineered Carnival Corp.'s **hostile** takeover of "The Love Boat," a.k.a. Princess Cruise Lines. Lovely. **Pamela Duffy** Coblenz Patch (San Francisco) Duffy **proved** instrumental in developing the AT&T Park baseball stadium, as well as a 1.5 million sq. ft. retail complex in downtown San Francisco. **Fred Dunlop** Baker Botts (Houston) Before "mixed-use" came into vogue, Dunlop pioneered the **concept** with the Dallas and Houston Galleria complexes, which combine hotel, office and retail components. **Bob Dupuy** Brown McCarroll (Dallas) Dupuy empowers developers to **buy** office buildings, oil/gas interests and prime land all across Texas. **Louis Eatman** Mayer Brown (Los Angeles) Eatman handles tough problems facing commercial banks and **life** insurance companies, plus pension funds and their advisors. **John Egan** Goodwin Proctor (Boston) Egan's excellent for early- and late-stage **venture** financings, joint ventures, strategic licensing and more. **Mitchell Eitel** Sullivan & Cromwell (New York) Eitel and his partner Rodgin Cohen built the artful BlackRock/Merrill Lynch merger, a **hybrid** deal with factors resembling a joint venture, a purchase and a sale. **Howard Ellin** Skadden Arps (New York) Ellin helped News Corp. buy MySpace, merged Boeing with McDonnell Douglas and **sold** Univision to five investors and funds. Magnifico! **Adam Emmerich** Wachtell Lipton (New York) Emmerich has emerged as a billion-dollar force in deals for Acciona, Tishman-Speyer and Starwood. **Gary Epstein** Greenberg Traurig (Miami) Epstein helped the Seminole Tribe buy up Hard Rock International, and represented Ivax Corp. in its **megamerger** with Teva Pharmaceuticals.

**Jay Epstein** DLA Piper (Washington, DC) Even law firms need lawyers to nail down **primo** space for their D.C. offices. Cadwalader, Greenberg Traurig and Epstein's own DLA Piper trusted him to get it done. **John Ettinger** Davis Polk (New York) Ettinger **eased** Morgan Stanley's acquisition of Van Kampen American Capital, as well as its merger with Dean Witter. **Kevin Evanich** Kirkland & Ellis (Chicago) Evanich's whirlwind four-day effort closed acquisition of a **leading** consumer products marketer, letting his client seal the deal before competitors could react. **Lester Fagen** Goulston Storrs (Boston) You're a Danish scanning-tech company that wants to **buy** a Boston-area 3D-software firm? No problem — at least, not for Fagen. **Bob Faiss** Lionel Sawyer (Las Vegas) He helped MGM Mirage buy the Mandalay Resort Group for \$7.9 billion, and set the wheels in **motion** for MGM's \$1.1 billion casino in Macau. **Scott Falk** Kirkland & Ellis (Chicago) Falk is **focused** on tender and exchange offers, divestitures of subsidiaries, and in-bound and out-bound cross-border investments. **Emanuel Faust** Dickstein Shapiro (Washington, DC) Faust set up auction and divestiture **deals** for energy plants worth \$5 billion. **Phil Feder** Paul Hastings (Los Angeles) Feder **found** ways for Morgan Stanley to buy Glenborough Realty Trust, and for Lehman Bros. to land \$500 million to develop the former El Toro air station. **Deborah Feinstein** Arnold & Porter (Washington, DC) She lined up Boston Scientific's \$27 billion acquisition of Guidant, **selling** off the target's endovascular solutions while keeping its drug-eluting stents. **Lew Feldman** Goodwin Proctor (Los Angeles) It all **adds** up: \$50 billion in Feldman-led real estate deals, including master-planned communities, retail malls and brownfield remediation projects. **Michael Feldman** Proskauer Rose (New York) When Feldman plans, he **plans** big: a casino/four-hotel/retail village project in the Bahamas, a hotel/condo resort in Telluride, and so on.



Jesse Finkelstein



Bradley Smith

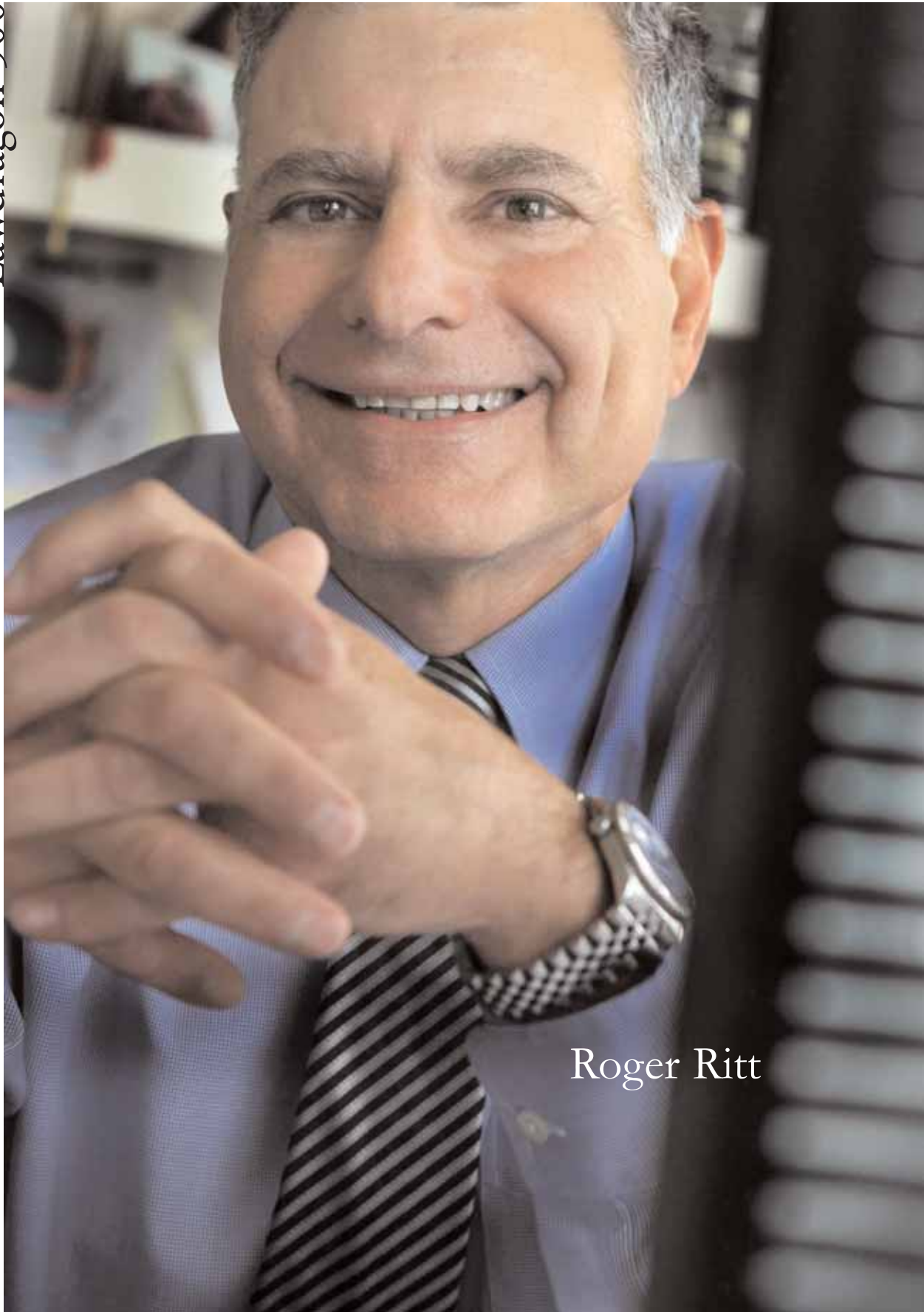
**Edwin Feo** Milbank Tweed (Los Angeles) Feo finalized the \$1.8 billion Chicago Skyway deal, plus he **financed** Three Winds' renewable-energy portfolio. **Charles Ferrell** Faegre & Benson (Minneapolis) Ferrell **led** the development and operation of office buildings, mixed-use and hotels across Minnesota, Iowa and Colorado. **Allen Finkelson** Cravath Swaine (New York) To confirm his influence, just **flip** on a CBS show; Finkelson added the fine touches that allow the network to merge with Viacom. **Jesse Finkelstein** Richards Layton (Wilmington, Delaware) Finkelstein flourished with KKR's leveraged **buyout** of HCA, plus Readers Digest's sale to Ripplewood Holdings. **John Finley** Simpson Thacher (New York) Finley put the final touches on CBS's **sale** of Paramount Parks, the Kmart/Sears merger and Toys 'R Us's sale to private equity. Next up: the announced sale of Claire's Stores. **Morton Fisher** Ballard Spahr (Baltimore) Fisher's just **fine** for department stores, big-box tenants, lenders, developers and other real estate clients. **Louis Fishman** Correro Fishman (New Orleans) Fishman **spawned** \$3 billion in First National Bank of Commerce banknotes, plus Doane Products Co's sale to private investors. **Keith Flaum** Cooley Godward (Palo Alto, California) A **seasoned** vet at megamergers, Flaum added his special touch to Siebel Systems' sale to Oracle Corp. **Gary Fluhrer** Foster Pepper (Seattle) Fluhrer's a **force** in numerous real estate sectors, having worked on apartment buildings, healthcare facilities, office high-rises and shopping centers across six states. **J. Nixon Fox** Vinson & Elkins (Austin, Texas) Fox **fleshed** out the \$650 million acquisition of U.S.-based Dupont Photomask by the Japanese company Toppan Printing Co.



Leslie Silverman

**Stephen Fraidin** Kirkland & Ellis (New York) Fraidin's a **pioneer** in advising leveraged-buyout funds, having counseled Forstmann Little & Co.'s LBO arm since its inception. **Steven Freedman** Schulte Roth (New York) Freedman liberated clients from worrying about Anchor Glass Container Corp.'s prepackaged deal, the auction **sale** of Arthur Little and the acquisitions of National Rental Cars. **Dennis Friedman** Gibson Dunn (New York) Friedman brings his prior experience as an investment banker to **bear** on conflicts of interest, recapitalizations and unsolicited takeover offers. **John Frisch** Miles & Stockbridge (Baltimore) Lauded in the **life** science sector, Frisch has handled business acquisitions across America, as well as various international businesses' dispositions. **Joseph Frumkin** Sullivan & Cromwell (New York) Endesa, General Growth, RR Donnelley, SBC Communications, Tenaris, TXU and USF **found** Frumkin's advice critically important. **Keith Fullenweider** Vinson & Elkins (Houston) BG North America, Enterprise Products Partners, KKR, Reservoir Capital Partners and Texas Pacific Group have full **faith** in Fullenweider. **John Gaffney** Cravath Swaine (New York) First Solar called on Gaffney for its \$460-million IPO — the **largest** ever for a solar energy company — as did the underwriters in Switch and Data's \$200 million IPO. **Robert Gage** Covington & Burling (Washington, DC) The Washington Nationals found Gage a **go-to** guy for their ballpark, as did the developers of Raleigh's Olde Town sector. **Greg Gallo** DLA Piper (Palo Alto, California) Also favored by underwriters, Gallo has **honed** his technology niche with work for Extreme Networks, Protein Design Labs and Salesforce.com. **Sergio Galvis** Sullivan & Cromwell (New York) Galvis speaks fluent **M&A-ese**, as Anglo American, Bancolombia, Camargo Corrêa, GP Investimentos and the Panama Canal Authority can attest.

**Lyle Ganske** Jones Day (Cleveland) Ganske was on call when Nextel merged with Sprint and when Federated Department Stores acquired the May store chain. **Philip Garon** Faegre & Benson (Minneapolis) He oversaw Target's sale of its Marshall Fields and Mervyns arms, plus International Multifoods' sale to The J.M. Smucker Co. **Steven Gartner** Willkie Farr (New York) He's past the century mark on private equity deals, selling iconic baseball card maker Topps Co. to Tornante & Madison Dearborn and helping Warburg Pincus in the \$8.3B Aramark merger. **Philip Gelston** Cravath Swaine (New York) Gelston counseled BAE Systems in its \$4.1-billion acquisition of Armor Holdings Inc. and The Tengemann Group in connection with a \$1.3 billion purchase of Pathmark Stores. **Mark Gentile** Richards Layton (Wilmington, Delaware) A leading expert on Delaware corporate law, Gentile firmly counsels corporations, officers, directors and stockholders regarding acquisitions, divestitures, mergers and recapitalizations. **Mark Gerstein** Latham & Watkins (Chicago) Gerstein got Koch Industries together with Georgia Pacific in a \$22 billion deal, and handled Marriott's \$4.2 billion purchase of Starwood Hotels's REIT. **Glenn Gerstell** Milbank Tweed (Washington, DC) Gerstell got \$500 million in fresh money for Brazilian telecom GVT, plus \$210 million for Asian satellite company ProtoStar Inc. **Michael Gillespie** Debevoise (New York) Gillespie aided the Jim Henson Co. in selling The Muppets to Walt Disney, and guided the merger of pay-TV platforms DirecTV Brasil and Sky Brasil. **Michael Glazer** Goodwin Proctor (Boston) Glazer greased the wheels for the \$5.4 billion Stuyvesant Village and Peter Cooper Town real estate venture. **Louis Goldberg** Davis Polk (New York) He's an MVP for CVS, after guiding the company's merger with Caremark, acquisition of Eckerds, spinoff of Linens 'n Things, and more.



Roger Ritt

**Richard Goldberg** Ballard Spahr (Philadelphia) He made key arrangements for New Jersey's largest mall, and helped **morph** the PSFS office building into a state-of-the-art hotel. **Marcia Goldstein** Weil Gotshal (New York) She's **golden** for turning around troubled companies such as Atkins Nutritionals, BearingPoint, Parmalat and WorldCom. **John Good** Bass Berry (Memphis, Tennessee) Good **overachieves** for underwriters; just ask Columbia Equity Trust, Education Realty Trust or Gladstone Investment Corp. **Jodi Goodheart** Jones Vargas (Las Vegas) Goodheart's **great** work won her a seat at the American College of Real Estate Lawyers, one of only seven Nevada attorneys so honored. **Stephen Goodman** Morgan Lewis (Philadelphia) Goodman's proven **stellar** for startups, such as AirClic, CDnow, ExcellenceRx, ICG Commerce and VerticalNet. **Eugene Goodwillie** White & Case (New York) This law firm leader advises the Sultanate of Oman on its massive \$9B LNG development, as well as **energy** lenders from Kutubu to Cameroon. **Michael Goodwin** Arnold & Porter (Washington, DC) Goodwin's great for Anacostia Waterfront Corp., which **works** to develop the land around the Washington Nationals' planned ballpark. **George Goolsby** Baker Botts (Houston) Goolsby **captained** the development of two "early oil" pipelines running from the Caspian Sea out to Black Sea markets. **David Gordon** Latham & Watkins (New York) Gordon finds the "now" tech sectors — fiber-optic cable in the 1990s, biomass and alternative energy in the 2000s — and energizes their deals. **J. Warren Gorrell** Hogan & Hartson (Washington, DC) Gorrell **grafts** together superdeals, such as the \$8.9 billion acquisition of Trizec Properties, Snyder Communications' \$2.1 billion purchase by Havas of France, and more. **Robert Grammig** Holland & Knight (Tampa, Florida) He represented Harris Corp. in its purchase of Multimax, and **helped** Drummond Co. acquire Ferrocarriles del Norte del Colombia.

**Mary-Laura Greely** Mintz Levin (Boston) She **arranged** \$600 million in financing for International Shipping Enterprises, and helped North Star Chemicals attract 3M to acquire it. **Jonathan Green** Milbank Tweed (New York) Green was **good-to-go** for the \$1.5 billion purchase of Transelec, and Brascan's acquisition of 72 hydroelectric plants in New York. **Joel Greenberg** Kaye Scholer (New York) Domestic or cross-border, **merger** or acquisition, private or public — Greenberg can do 'em all. **Mark Greene** Cravath Swaine (New York) The perennial cross-continental **all-star** handled Mylan Laboratories' \$6.7 billion purchase of Merck KGaA and Novartis AG's sale of its Gerber business to Nestlé S.A. for \$5.5 billion. **John Grenier** Bradley Arant (Birmingham, Alabama) He handled Hyundai's process in picking an Alabama auto-plant site, and **guided** Revco Drugs in its hostile tender offer for Big B Drugs. **Joseph Gromacki** Jenner & Block (Chicago) Gromacki merged WPS Resources with Peoples Energy, and demutualized the Chicago Board of Trade, then **prompted** its \$200 million IPO. **John Grossbauer** Potter Anderson (Wilmington, Delaware) He **crossed** all T's and dotted all I's for AmeriTrade's acquisition of TDWaterhouse, Knight-Ridder's purchase by McClatchy Co. and Premium Standard Farms' proposed sale to Smithfield Foods. **Daryn Grossman** Proskauer Rose (New York) She has done great **work** for GMAC, Microsoft, Standard & Poors and schools ranging from the University of Bath to Le Centre National de la Recherche Scientifique. **David Guedry** Jones Day (Dallas) Guedry's **golden** for EDS, Perot Systems Corp., CGI, the Houston Independent School District and more. **Guy Guinn** Squire Sanders (Cleveland) Guinn has represented syndicate agents in syndicated-credit **deals** topping \$1.8 billion.



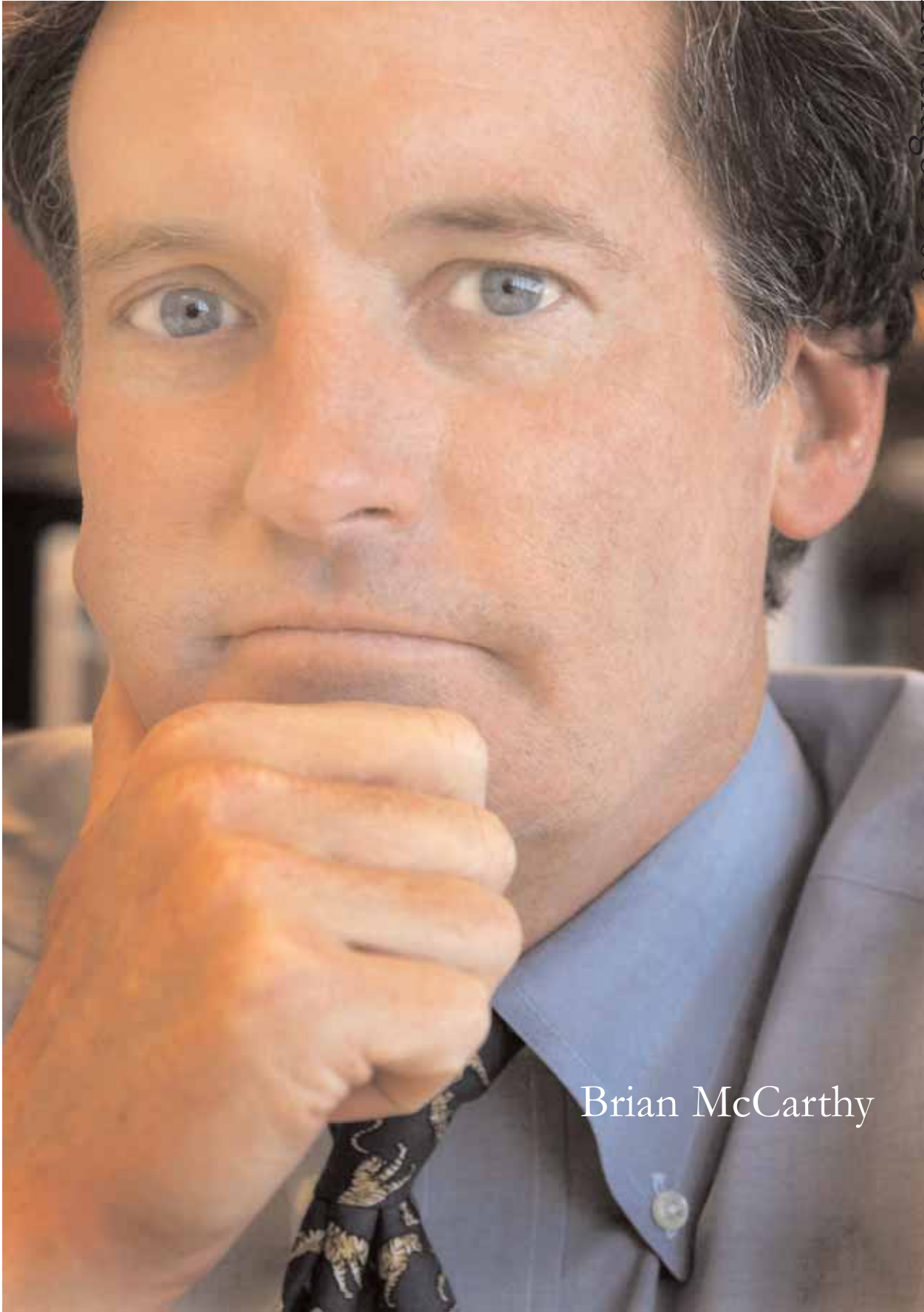
Alfred Youngwood

**Bob Gunderson** Gunderson Dettmer (Menlo Park, California) Gunderson's **great** as principal outside counsel for leading VC firms and investment banks. **Richard Hall** Cravath Swaine (New York) Hall handled Time Warner's \$5-billion debt offering and **repped** Basic Element in a subsidiary's \$1.5 billion investment in Magna International. **Mark Hamel** Dorsey & Whitney (Minneapolis) Hamel **handled** SuperValu's \$17.4 billion purchase of Albertsons groceries, which involved 1,400 owned and leased properties across 27 states. **Gregg Harris** Fulbright & Jaworski (Washington, DC) Harris helped take a Kenyan-Ugandan railway private, and represents lenders **financing** a diesel power-plant and pipeline in Senegal. **David Heiman** Jones Day (Cleveland) Carmike Cinemas, Olympia & York, Pillowtex Corp. and USG Corp. gladly **heeded** Heiman's bankruptcy advice. **Benjamin Heineman** WilmerHale (Washington, DC) He's not Jack Welch, but Heineman was his top lawyer, so when he **speaks** on fusing performance and integrity, lawyers listen. **Kris Heinzelman** Cravath Swaine (New York) Have some high-yield **bonds** to sell? Better hope Heinzelman is by your side. **Susan Hendrickson** Arnold & Porter (McLean, Virginia) "You've got deals" — that's what America Online, plus throngs of other technology companies, have **heard** from Hendrickson. **Edward Herlihy** Wachtell Lipton (New York) Herlihy handled Express Script's acquisition of Caremark RX, the **IPO** of KBW Inc., and many more. **Bruce Herzog** Vinson & Elkins (Houston) Herzog has heaps of advice about financings and liquidity transactions, fund formation projects, LBOs, portfolio company acquisitions and managing liability issues.



Deborah Feinstein

**John Hession** McDermott Will (Boston) Hession's a **heavyweight** for financings in the electronic-commerce, life science, medical device and software fields. **Paul Hilton** Hogan & Hartson (Denver) Going-private transactions, IPOs, **tender** offers and Rule 144A deals: These are Hilton's home fields, and he plays for keeps. **William Hinman** Simpson Thacher (Palo Alto, California) Hinman's the heavy-hitter behind **Google** acquiring YouTube, Seagate Technology's IPO and Veritas Software's merger with Symantec. **William Hirschberg** Shearman & Sterling (New York) Hirschberg **hooked** up seven separate equity funds to buy SunGard Data Systems, plus \$1.1 billion for Cricket Communications and \$1 billion for Sensata. **Phil Horowitz** Venable (Washington, DC) Horowitz helped the SEC **secure** new headquarters, and guided Westfield Realty's sale of 12 Northern Virginia buildings worth \$1.05 billion. **L. Francis Huck** Simpson Thacher (New York) Huck handled \$4.45 billion in J.P. Morgan **credit** lines, which enabled Apollo to purchase Realogy Corp. **Marshall Huebner** Davis Polk (New York) Huebner's bankruptcy team **poured** more than 100,000 hours over three years into bringing Delta Air Lines successfully out of Chapter 11. **James Hughey** Balch & Bingham (Birmingham, Alabama) He represented Compass Bancshares in its \$9.6 billion cash-and-stock sale, plus he **wrangled** a Mercedes Benz auto plant for Alabama. **Robert Insolia** Goodwin Procter (New York) Insolia's the **insider** of choice for mezzanine financings, real estate investment trust IPOs and the creation of commingled real estate funds. **Valerie Jacob** Fried Frank (New York) This firm chairperson **aided** ANC Rental Corp. in its spinoff from AutoNation and Procter & Gamble in raising \$4.5 billion to acquire Clairol.



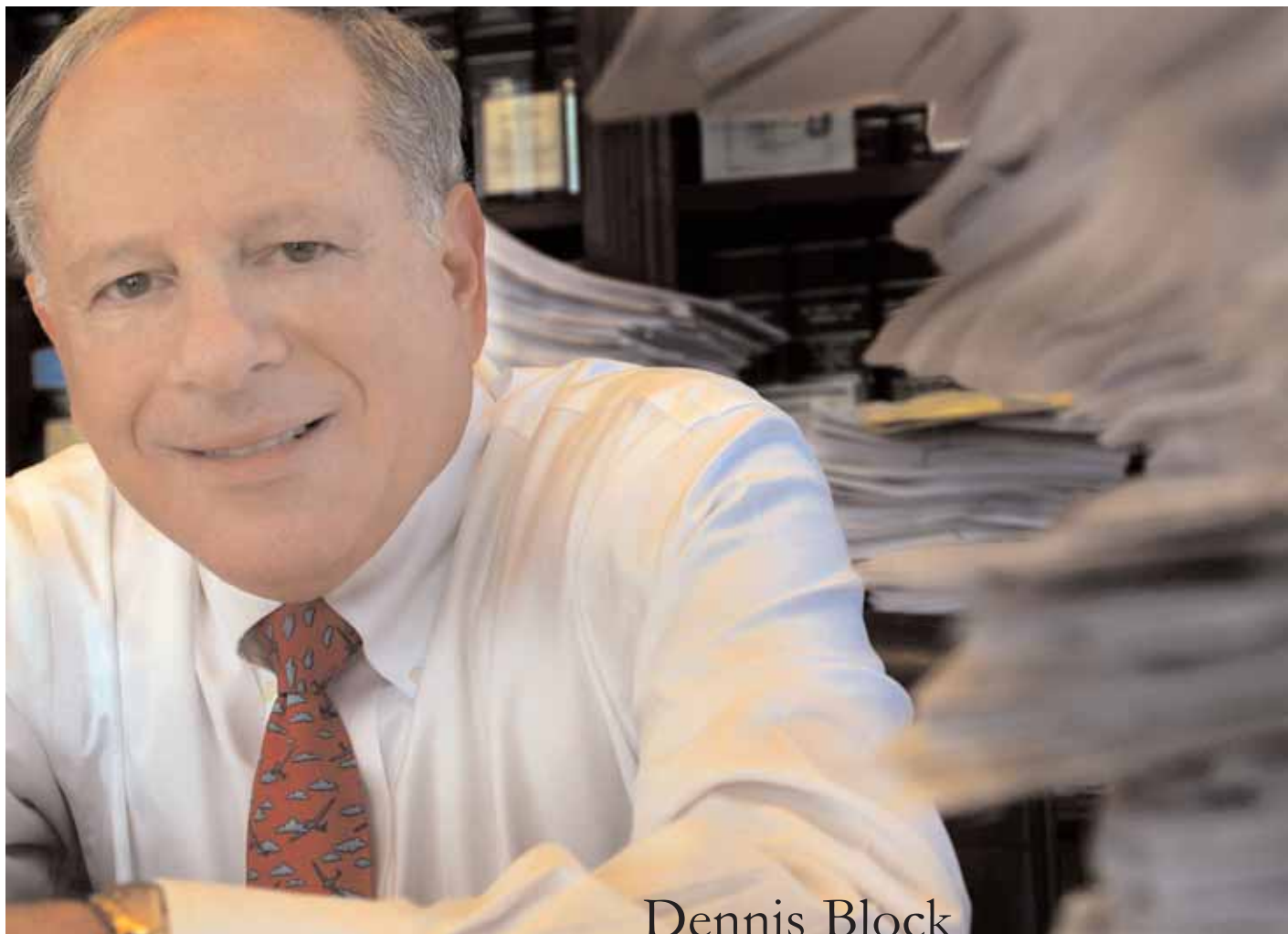
Brian McCarthy

**Leslie Jay** Orrick Herrington (San Francisco) Whether in Europe or San Francisco, **listen** to what Jay has to say about compliance, disclosure and officer/director issues. **Sarkis Jebejian** Cravath Swaine (New York) Jebejian handled Abbott Laboratories' acquisition of Kos Pharmaceuticals, and **aided** Florida Power & Light in its proposed merger with Constellation Energy. **B. Gerald Johnson** Kirkpatrick Lockhart (Seattle) Johnson's credited with revitalizing Seattle's retail **core** via relocating Nordstrom's flagship store, plus the development of Tacoma's waterfront, Safeco Field and more. **Christopher Johnson** Squire Sanders (Phoenix) Johnson  **juggled** many details on a \$2.5 billion trucking company LBO, disposition of \$2.5 billion of power-plant projects, and more. **John Johnston** Morris Nichols (Wilmington, Delaware) Johnston's just the ticket for corporations seeking to **build** their deals in ways to avoid potential Delaware fiduciary or statutory obstacles. **Martha Jordan** Latham & Watkins (Los Angeles) Jordan's judicious nature **enabled** the reorganization of Red Lion Hotels, the sale of Wine World Estates and the acquisition of Orchard Supply Hardware. **Steve Kaplan** Arnold & Porter (Washington, DC) Kaplan captured Allfirst Financial (\$3 billion) for M&T Bank Corp., and CSX Corp.'s \$1.15 billion sale of **assets** to Dubai Port International. **Richard Katcher** Wachtell Lipton (New York) The 40-plus year **veteran** has maintained a diverse client base with deals in recent years for AT&T, Engelhard and Sports Authority. **David Katz** Wachtell Lipton (New York) This dynamo **merged** Lucent Technologies with Alcatel, and empowered McClatchy Co. to buy Knight-Ridder. **Kit Kaufman** Latham & Watkins (Menlo Park, California) Advanced Micro Devices, the Coral Fund, Mayfield Fund and Next Level Communications have all **prospered** under Kaufman's care.



Jerome Coben

**Stanley Keller** Edwards Angell (Boston) Keller **gives** compelling advice for Genzyme, Lamar Advertising, Teco Energy and many others. **Jay Kelley** Vinson & Elkins (Houston) Kelley was **key** for BG Group in its recent agreement to supply, and take partial ownership of, Chile's first liquefied natural gas import terminal. **Kevin Kelley** Gardere (Dallas) American Airlines, Cisco Systems and Lone Star Opportunity Fund consider Kelley a **keeper**. **Mark Kelly** Vinson & Elkins (Houston) Kelly's mix of big M&As and IPOs **transcends** his firm's energy focus and touches a diverse range of public and private companies. **William Kelly** Davis Polk (Menlo Park, California) Kelly's cyberstrengths **paved** the way for Oracle to acquire PeopleSoft, and for Yahoo to yoke Inktomi. **Linda Kelso** Foley & Lardner (Jacksonville, Florida) Kelso **clears** the decks for hedge funds, REITS and other complicated enterprises. **Michael Kennedy** O'Melveny & Myers (San Francisco) Kennedy's frequently consulted about hostile transactions and **proxy** fights, after guiding complex matters in the automotive, building products, media and technology fields. **Tom Kennedy** Skadden Arps (New York) Kennedy **cooked** up AOL's acquisition of Netscape, the formation of TradeWeb and the "prenegotiated" bankruptcy of NTL Inc. **Nancy Kennerly** Kennerly Lamishaw (Los Angeles) Her project list ranges from regional malls and **power** centers to urban in-fill developments and resort/recreation properties. **Peter Kerman** Latham & Watkins (Menlo Park, California) He works handsomely for strategic buyers, investment banks and VC firms regarding acquisitions and dispositions of companies, with a **strong** technology emphasis. **Kurt Kicklighter** Luce Forward (San Diego) Kicklighter **led** a "community development" IPO by the owners of Market Creek Plaza, a Southeast San Diego commercial and cultural center.



Dennis Block

**B. Robbins Kiessling** Cravath Swaine (New York) Kiessling's work with J.P. Morgan includes the Idearc **spinoff** and Freeport McMoRan's acquisition of Phelps Dodge. **Kenton King** Skadden Arps (Palo Alto, California) King decreed that Compaq merge with Hewlett-Packard, Yahoo! invest in Alibaba.com and Ascend Communications **sell** out to Lucent for \$20 billion. **Gregg Kirchoefer** Kirkland & Ellis (Chicago) He's a **standout** for biotechnology, computer, telecommunications and other technology businesses. **Martin Klepper** Skadden Arps (Washington, DC) Klepper made **helpful** calls for Dabhol Power Co., lenders backing six sports arenas and power-plant planners in China, Indonesia and the Philippines. **Lou Kling** Skadden Arps (New York) He handled a \$10 **billion** recapitalization of Ford Motors, News Corp's spinoff of Fox Entertainment Group and Apax Partners's LBO of Tommy Hilfiger. **Teddy Klinghoffer** Akerman Senterfitt (Miami) Klinghoffer's **handy** for ADP TotalSource, H.I.G. Capital and MBF Healthcare Partners. **Mary Korby** Weil Gotshal (Dallas) She counseled Millennium Chemicals' \$3.6 billion **deal** with Lyondell Chemicals, Voyager Expanded Learning in its divestiture to ProQuest Co. and Lone Star Technologies's \$2.1 billion disposition to U.S. Steel. **Stephen Kotran** Sullivan & Cromwell (New York) Kotran **guided** American Express in buying Bank of Hawaii and ShopRite's credit card portfolios, as well as AIG's acquisitions of Hartford Steam Boiler and Williams Gas Pipelines Central. **Andrea Kramer** McDermott Will (Chicago) Currently a champion for taxpayers in contested tax matters with the IRS, Kramer previously represented the Options Policy Assoc. to **keep** options exchanges lightly regulated.

**Jay Kramer** Fennemore Craig (Phoenix) Kramer collected \$42 million in refinancing for America West Arena, **plus** \$200 million in land banking transactions. **David Krinsky** O'Melveny & Myers (Newport Beach, California) He **boasts** wide experience in big IPOs and follow-on secondary offerings, M&As, going-private and MBO transactions. **Alexander Kritzalis** White & Case (New York) Encyclopedic on law practice in the Middle East, he recently **closed** billions in financing for the Taweelah power expansion project in the Emirate of Abu Dhabi. **Stephen Kudenholdt** Thacher Proffitt (New York) Known for pioneering numerous industry-standard transaction structures, Kudenholdt's equally **adept** for issuers, underwriters and loan sellers. **William Kunkel** Skadden Arps (Chicago) Kunkel handled Woodhead Industries' **sale** to Molex Inc., and Safety-Kleen Systems' recapitalization. **Amy Kyle** Bingham McCutchen (Boston) All modes (of transport and shipping) **lead** to her. Just ask Container Applications International, Moran Transportation Corp. or NetJets. **Michael LaCascia** WilmerHale (Boston) This emerging **force** rolls through deals, from Nordica's acquisition of Rollerblade to the \$1.8B sale of Kronos to Hellman & Friedman. **Chris LaFollette** Akin Gump (Houston) For anything energy-related — M&A, joint ventures, senior-note offerings, disposition of offshore **assets** — she's the one to call. **William Lamb** LeBoeuf Lamb (New York) He **molded** FPL Group's \$11 billion merger with Constellation Energy Group and MidAmerican Energy Holdings's acquisition of PacifiCorp. **Stewart Landefeld** Perkins Coie (Seattle) Landefeld launched Cardiac Science Corp's public offering, merged Expedia with InterActive Corp. and **sold** the SuperSonics and Mariners franchises.

**Christopher Lause** Bryan Cave (Phoenix) Lause laid down **slick** moves in handling Collective Licensing International in its acquisition of Lifestyle Brands Ltd. **Joe Leccese** Proskauer Rose (New York) Leccese guided the New Jersey Devils in all aspects of developing their **new** Prudential Center arena, and represented the Lerner family in buying the Washington Nationals. **John LeClaire** Goodwin Proctor (Boston) LeClaire **specializes** in private equity work for consumer products, financial services, healthcare and technology/information companies. **Kenneth Lefkowitz** Hughes Hubbard (New York) He instructed Educate Inc. to take a \$535 million buyout, and **lined** up \$25.8 million for Rembrandt's rendition of Saint James the Greater. **Richard Leisner** Trenam Kemker (Tampa, Florida) Leisner can guide companies from **startup** to selloff and everything in between, including ongoing SEC reporting, executive pay and benefits, M&A and takeover contests. **Brian Leitch** Arnold & Porter (Denver) Leitch has **given** flight to many top airline restructurings, including US Airways, America West, Delta, Northwest and United. **Daniel Lennon** Latham & Watkins (Washington, DC) Lennon's laudable for The Carlyle Group, guiding its \$22 billion LBO of Kinder Morgan and \$1.85 billion **sale** of Rexnord to Apollo Management. **Don Lents** Bryan Cave (St. Louis) Lents **led** Anheuser-Busch through its \$1 billion investment in Grupo Modelo, and he guided Emerson Electric Co. in numerous acquisitions and spinoffs. **Theodore Lenz** Waller Lansden (Nashville) Lenz recently led a publicly-traded REIT in senior-notes offerings **totalling** \$600 million, as well as a \$145 million common stock offering. **Jack Levin** Kirkland & Ellis (Chicago) Trained as a litigator who **argued** eight cases before SCOTUS, Levin has constructed debt and equity transactions topping \$7 billion.

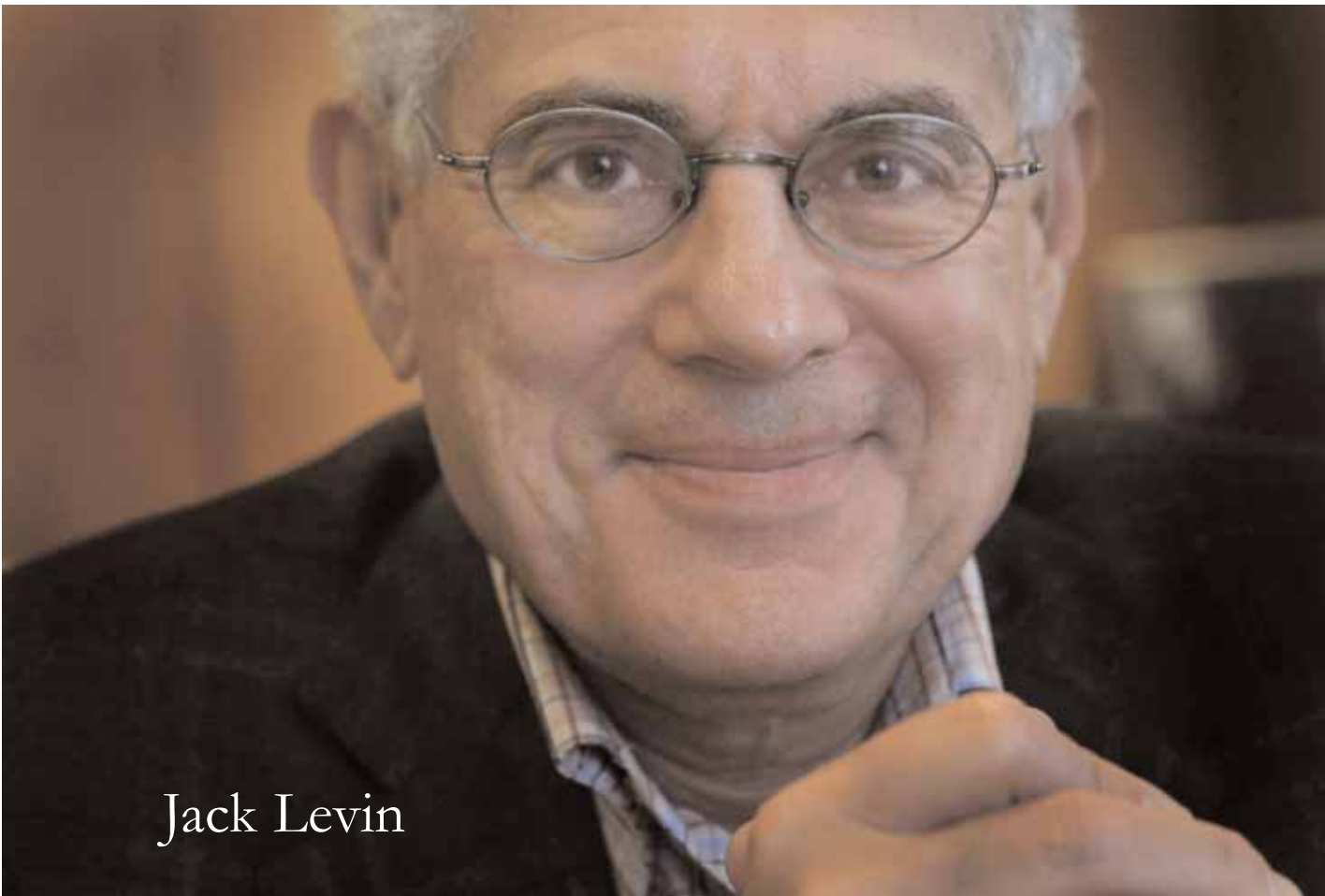


Alison Ressler

**Denise Lewis** Honigman Miller (Detroit) Compuware's new \$350 million headquarters **leads** her deals list, which also includes shopping centers, hospitals and apartment complexes. **Victor Lewkow** Cleary Gottlieb (New York) Lewkow **laid** the groundwork for Banco Bilbao Vizcaya Argentaria to buy Compass Bancshares. Next up: helping the NYSE and Euronext create the first transatlantic securities exchange. **James Leyden** Richards Layton (Wilmington, Delaware) Co-author of The Transactional Lawyer's Deskbook, Leyden **enlightens** Delaware limited liability companies, limited and general partnerships, trusts and corporations. **Bruce Lieb** Proskauer Rose (New York) Morgan Chase's consiglieri for nearly 20 years, Lieb also **advises** Charterhouse Group International, Hyperion Partners and Ranieri & Co. **Michael Liever** Orrick Herrington (San Francisco) Liever **applies** leverage on behalf of Cabot Industrial Trust, CalPERS, New York Life Insurance Company, RREEF America and numerous county-government pension funds. **Jim Linfield** Cooley Godward (Broomfield, Colorado) Linfield brings a distinctive **POV** to his practice; he previously served as CFO/general counsel to Somatogen, which he took public in 1991. **Andrew Lipman** Bingham McCutchen (Washington, DC) Long-distance telecom carriers, Internet companies, wireless startups, **satellite** services: Lipman's good with all of these. **Martin Lipton** Wachtell Lipton (New York) The legendary M&A **sage** and poison-pill inventor continues to handle the corporate matters of Disney, Morgan Stanley and other giants. **Frederick Lowinger** Sidley Austin (Chicago) Lowinger's lauded for the **sale** of Maverick Tube Corporation to Tenaris, Aon's acquisition of Alexander & Alexander and the LBO of Monsanto's consumer foods division. **Kara MacCullough** Akerman Senterfitt (Miami) She guided Technical Olympic USA in issuing stock and notes worth \$1.25 billion, and **counseled** SBA Communications in its \$1 billion acquisition of AAT Communications.



**John Madden** Shearman & Sterling (New York) Madden led winning **teams** in VNU's purchase of ACNielsen, Santa Fe International's merger with Global Marine and Benjamin Moore & Co.'s sale to Berkshire Hathaway. **Jonathan Maizel** Milbank Tweed (Washington, DC) Maizel's monumental deals include a \$1.3 billion **expansion** of Nigerian natural gas facilities and privatizing Chavez International Airport in Peru. **Thaddeus Malik** Jenner & Block (Chicago) Malik's seasoned at six- to 10-figure mergers, joint ventures and **strategic** investments across Europe, Australia and China. **Rick Mallory** Allen Matkins (San Francisco) Mallory's the **main** man for Bay Area landlords, whether they prefer straight leases, lease equity or lease-takeover transactions. **Marilyn Maloney** Liskow & Lewis (Houston) While she's known largely for handling energy loans, Maloney's also **marvelous** at transactions covering mid-stream assets and construction of oil/gas pipelines. **Bruce Mann** Morrison & Foerster (San Francisco) After incubating the megasuccess of Intel, Mann has **molded** more than 200 IPOs in biotech, computer and software companies. **Edgar Marston** Bracewell Giuliani (Houston) Marston has made **sense** for clients in the biotech, cement production, heating/AC manufacturing and telecom industries for more than 40 years. **Katharine Martin** Wilson Sonsini (Palo Alto, California) Martin is architecting the **future** of print media with her recent work assembling the nation's second-largest newspaper company for McClatchy, buying Knight Ridder for \$6.5B then selling off 12 properties for \$2B. **John Martin** Baker Botts (Dallas) Also renowned in M&A and venture finance, Martin also **focus-ES** on helping companies with IT outsourcing and business process outsourcing transactions.



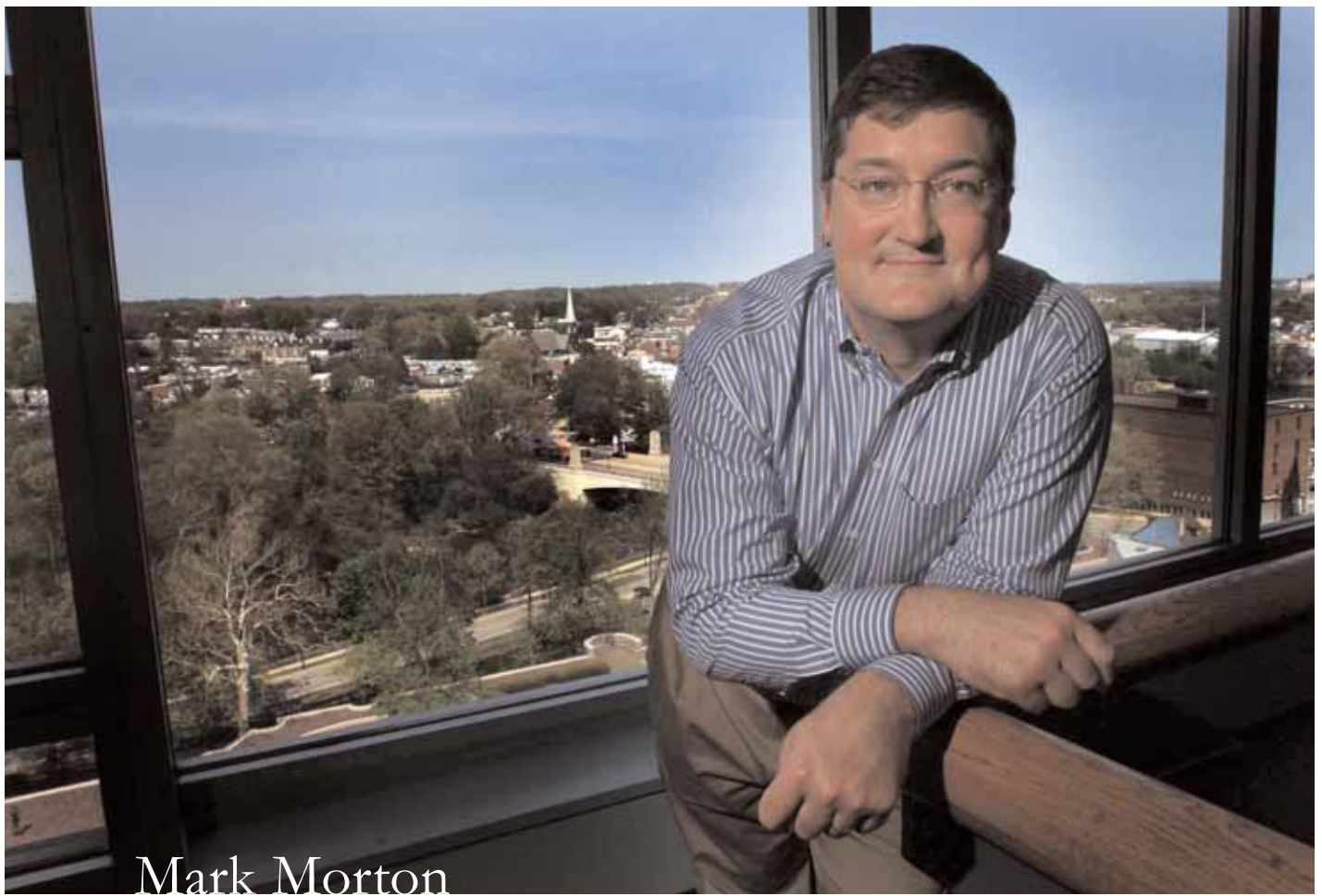
Jack Levin

**Stephen Massad** Baker Botts (Houston) Massad helped Lyondell Chemical Co. acquire Arco and Millenium, plus he **aided** Reliant Energy's transformation into CenterPoint Energy and Reliant Resources. **Nina Matis** Katten Muchin (Chicago) Blackacre Capital Partners, iStar Financial and The Related Companies **rely** on Matis to steer them right. **Brian McCarthy** Skadden Arps (Los Angeles) McCarthy molded Disney's acquisition of Pixar, Oracle's **merger** with PeopleSoft and Shopzilla's sale to E.W. Scripps. **Karen McConnell** Ballard Spahr (Phoenix) A veteran of more than 300 transactions, she's particular **suited** to public offerings and private placements of stocks and bonds. **Duncan McCurrach** Sullivan & Cromwell (New York) McCurrach **navigated** AT&T through selling a directory business to RH Donnelley, Archipelago in its merger with the NYSE and Goldman Sachs in buying Hull & Associates. **Thomas McGuigan** Squire Sanders (Miami) Blessed with finance **skills** across the board, McGuigan's impressive for issuers of \$1.5 billion in mandatory convertible bonds and \$500 million in debenture financing. **L. Richards McMillan** Jones Walker (New Orleans) Also the chairman of a water-purification company, McMillan **excels** for banking, chemicals, defense contracting, ocean shipping and oil/gas clients. **John McNearney** Blackwell Sanders (St. Louis) McNearney recently **juggled** commercial loans for two condo complexes, two shopping centers and a Native American-controlled resort. **Jonathan Mechanic** Fried Frank (New York) Mechanic fixes deal details with aplomb. Just look at the \$5.4 billion **sale** of the 110-building Stuyvesant Town-Peter Cooper Village complex in Manhattan. **Mark Mehlman** Sonnenschein Nath (Chicago) Mehlman's the man for a \$450 million mixed-use **project** in downtown Chicago, plus a multi-state portfolio of 13 hotels.

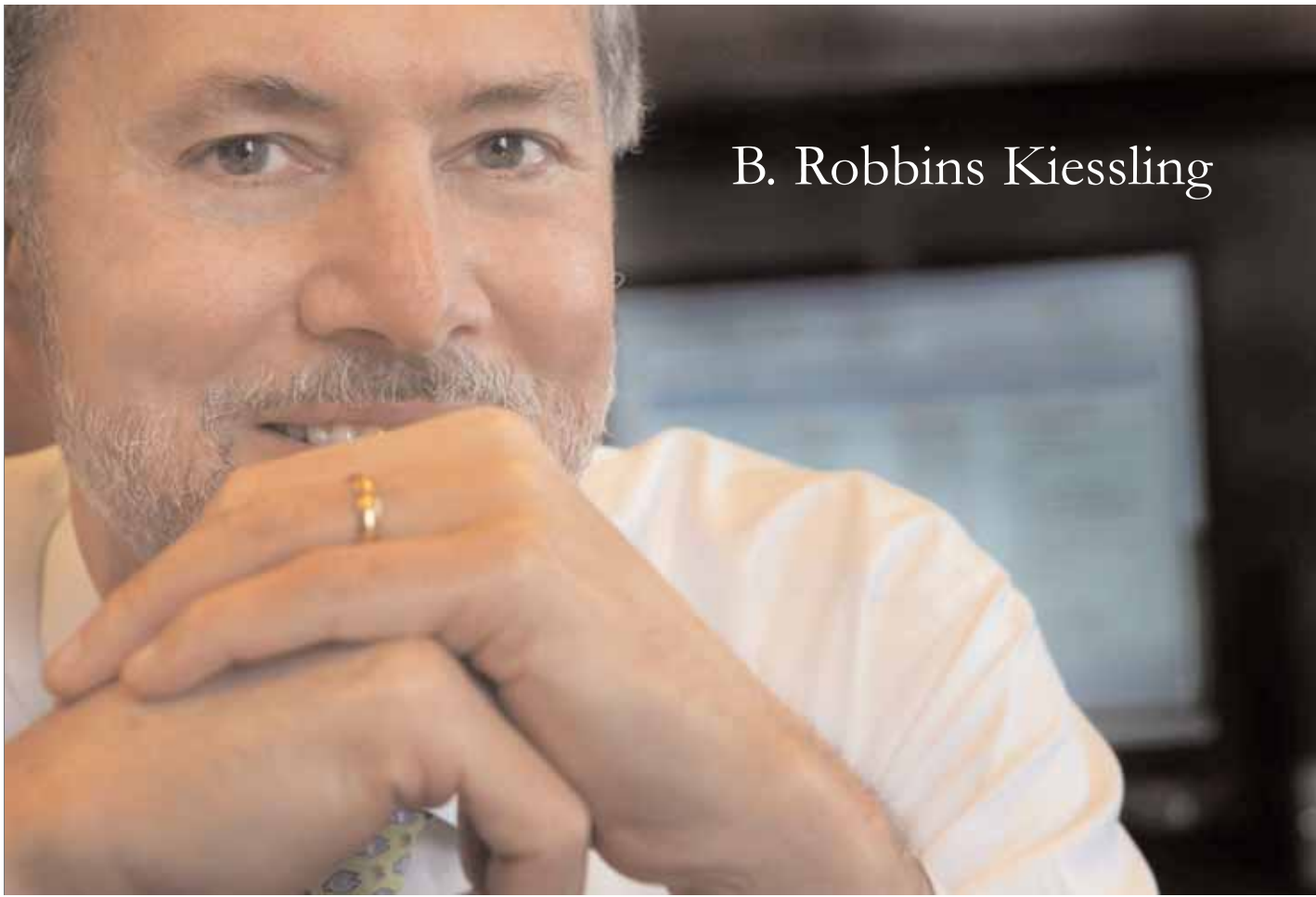
**Sasan Mehrara** Simpson Thacher (New York) He helped The Blackstone Group **acquire** Extended Stay America, MeriStar, Prime Hospitality and Trizec Properties. **James Melville** Kaplan Strangis (Minneapolis) Melville mobilizes whatever's **needed** to make the best deals for clients across the North Star State. **Alan Mendelson** Latham & Watkins (Menlo Park, California) Despite its recent roller-coaster act, Amgen has **grown** like kudzu since 1980, thanks largely to Mendelson's guidance. **Gilbert Menna** Goodwin Proctor (Boston) Menna is simply **mighty**: \$100 billion in M&As, matched with \$30 billion in securities offerings. **Mark Menting** Sullivan & Cromwell (New York) He **brokered** Regions Financial's merger with Union Planter, AssetMark Investment Services' sale to Genworth Financial and Cullen/Frost's purchase of Summit Bancshares. **Michael Meyer** DLA Piper (Los Angeles) Meyer delivers **tons** of office space for clients: 330,000 sq-ft for City National Bank, 300,000 for The Capital Group and 200,000 for Bank of America. **George Muhlstein** Latham & Watkins (Los Angeles) Muhlstein makes **huge** SoCal developments happen, such as Staples Center and the Playa Vista urban-infill community. **Steven Miles** Baker Botts (Washington, DC) Besides an impressive energy practice, Miles has made **megadeals** for Ferralloy Steel North America, Nordam Corp., Raytheon and Saudi American Bank. **O'Malley Miller** Munger Tolles (Los Angeles) Amgen, Children's Hospital of Los Angeles and Maguire Properties all **mind** Miller's advice. **Scott Miller** Sullivan & Cromwell (Palo Alto, California) Miller materialized deals such as Alcan Inc.'s hostile **takeover** of Pechiney and EchoStar Communications's \$3.5 billion offering of high-yield debt. **Charles Miller** Bernstein Shur (Portland, Maine) A real estate maven, Miller's also noted for **asset** and stock transactions, investment banker selection and partnership formation.



Mark Gerstein



**Gail Mills** Burr & Forman (Birmingham, Alabama) A **pioneer** in 1990s health-care "conduit" loans, Mills also proved instrumental in establishing gated golf-course communities in Alabama and Tennessee. **Osborne Mills** Squire Sanders (Cleveland) Mills has proven **marvelous** for bilateral credit facilities, unsecured loans, mezzanine debt transactions and loan restructurings and workouts. **J. Gregory Milmo** Skadden Arps (New York) When client Refco Inc. lost sleep over \$430 million in hidden debts, Milmo stayed **cool** and calmed down stakeholders to reach solutions. **Harold Moore** Skadden Arps (New York) Moore **mobilized** the Qatargas II deal, Mission Energy's Indonesian power project and the CF Industries/Terra ammonia project in Trinidad. **Thurston Moore** Hunton & Williams (Richmond, Virginia) Moore lined up \$700 million in investments for **major** government-pension funds, plus he advised a Mid-Atlantic venture capital firm and a leaf-tobacco processor. **James Morphy** Sullivan & Cromwell (New York) Mighty Morphy guided First Data through its pending \$29 **billion** LBO, Albertson's directors regarding its tripartite acquisition, and Wrigley's special committee about its recapitalization plan. **Mark Morton** Potter Anderson (Wilmington, Delaware) He helped American Pharmaceutical Partners **acquire** American BioSource, and guided InfoUSA through a 2006 proxy contest. **Charles Mulaney** Skadden Arps (Chicago) Ameritech's \$60 billion merger with SBC Communications, Scientific-Atlanta's **sale** to Cisco Systems and Abbott Laboratories's purchase of TheraSense: Mulaney made 'em happen. **John Murphy** Cleary Gottlieb (Washington, DC) This jetsetter **aided** Credit Lyonnais in its ten-figure rehabilitation of Executive Life, and arranged \$3 billion in capital for China Construction Bank. **Frederick Muto** Cooley Godward (San Diego) Bank credit lines, lease lines and off-balance sheet financings are just a few fields Muto has **mastered**.



## B. Robbins Kiessling

**Marlee Myers** Morgan Lewis (Pittsburgh) Myers makes it happen for financing, compliance issues and **strategic** alliances for life science and tech clients. **Charles Nathan** Latham & Watkins (New York) Nathan negotiates humongous **mergers**, including Amgen's \$16 billion acquisition of Immunex and the \$15.8 billion purchase of Honeywell by AlliedSignal. **Anton Natsis** Allen Matkins (Los Angeles) He assembles breathtakingly **big** real estate deals: 930,000 sq. ft. for L.A.'s school district, and MGM's record-price lease of MGM Tower. **Benjamin Needell** Skadden Arps (New York) Needell worked out **nicely** for Bank of America, ING Real Estate, Madison Square Garden and the Port Authority of New York and New Jersey. **Daniel Neff** Wachtell Lipton (New York) Neff handled the acquisitions of Aramark Corp. and Kinder Morgan. Next up: the deal to **merge** Chevron with Unocal. **Christopher Neils** Sheppard Mullin (San Diego) Niels sweated the **details** for the office/hotel/retail Hazard Center in San Diego, and the 1,000-acre Aviara golf resort. **Noel Nellis** Orrick Herrington (San Francisco) REITs find Nellis **nifty** for long-term lending, ground lease and sale-leaseback transactions. **Jane Nelson** Lane Powell (Seattle) Nelson nicely handled acquisitions and **financings** for Chelsea Property Group, Home Depot, Nordstrom and United Dominion Real Estate Trust. **Jay Neveloff** Kramer Levin (New York) An innovator for hotel/condo projects, Neveloff also **helped** N.Y. Life Insurance Co. sell off Manhattan House and guided Credit Suisse in its \$1 billion office building financing. **Steven Newborn** Weil Gotshal (Washington, DC) This antitrust ace has hit **homeruns** for clients from Staples to Hoffman-La Roche.

**Philip Nicholson** Cox Castle (Los Angeles) A **legend** among Los Angeles real estate lawyers, Nicholson has been crafting Southland deals since 1962.

**John Nolan** Winstead Sechrest (Dallas) Dallas Fort Worth Airport's new international terminal got **cleared** for takeoff with negotiations between Nolan and private parties including the Hunts, Pritzkers and Hyatt Hotels.

**Theodore Novak** DLA Piper (Chicago) Novak proved **vital** in making Trump Tower Chicago's arrangements, as well as plans to redevelop the 500-acre U.S. Steel Southworks plant.

**Eileen Nugent** Skadden Arps (New York) Nugent knew the **right** moves for AMC Entertainment's sale to J.P. Morgan Partners and the merger of Endo and Algo pharmaceutical companies.

**Robert Nutt** Ropes & Gray (Boston) Nutt has 35 years' **experience** representing issuers and financial institutions in various private equity, M&A and debt restructuring transactions.

**Clare O'Brien** Shearman & Sterling (New York) She was **super** for Corning International selling its precision lens business to 3M, plus various acquisitions by Boston Scientific and Quest Diagnostics Inc.

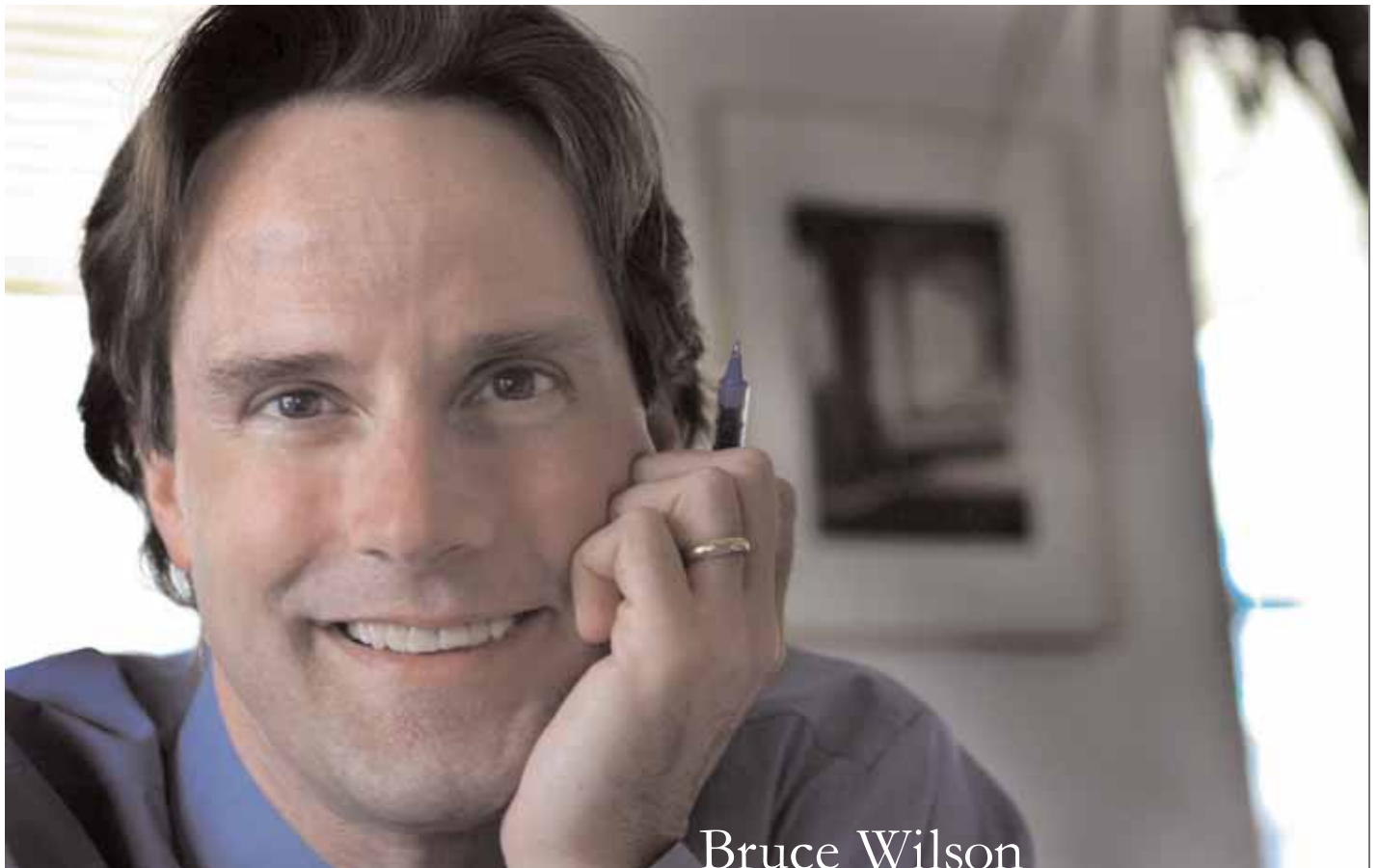
**G. Daniel O'Donnell** Dechert (Philadelphia) Call him O'mazing — he **landed** Worldspan for investors at \$1.1 billion, and now he's arranged to sell it to Travelport for \$300 million more.

**Mark Oland** Bingham McCutchen (Hartford, Connecticut) The **deal** architect for Connecticut power plants, hotels and an NFL stadium, his clients range from AMLI Residential Properties to Wells Fargo.

**Debbie Orshesky** Greenberg Traurig (Miami) Orshesky proved outstanding for **efforts** to develop Miami Beach Marina, Deerfield Beach Energy Center, the Marriott Marco Beach Resort and more.

**Richard Pachulski** Pachulski Stang (Los Angeles) Pachulski **plowed** through obstacles facing the debtors of Commonwealth Equity Trust, Sizzler International and singer Toni Braxton.

**Keith Pagnani** Sullivan & Cromwell (New York) Pagnani proved a prudent **choice** for Andrx, Computer Associates, Rabobank and UnitedHealth Group. **James Palenchar** Bartlit Beck (Denver) He brings 30 years experience to **bear** on clients' M&A, securities regulation, and corporate governance/compliance issues. **Dallas Parker** Thompson & Knight (Houston) Parker unlocked the intricacies of Calpine Corp. for Rosetta Resources, and **pushed** Petrohawk Energy Corp.'s purchase of Wynn-Crosby Energy. **C. Allen Parker** Cravath Swaine (New York) He continues to **shine** as the firm's commercial banking whiz while standing next-in-line to the Cravath throne as deputy presiding partner. **Jay Paxton** Ellman Burke (San Francisco) He handles all real-estate matters for owners of three San Francisco office high-rises, and recently **completed** the sale/leaseback of a Bay Area corporate headquarters. **Michael Pearson** Jackson Walker (Houston) Pearson peeled away obstructions to allow Dune Energy Inc. to **acquire** Goldking Energy Corp. for \$300 million. **Brad Peterson** Mayer Brown (Chicago) Peterson has picked up outsourcing contracts **worth** \$4 billion, advising companies how to relocate their accounting, finance and HR departments. **Ronald Peterson** Jenner & Block (Chicago) Peterson was **crucial** for the creditors' committees of Anicom Inc., Handy Andy Home Centers and Keystone Consolidated Industries. **Steven Pfeiffer** Fulbright & Jaworski (Washington, DC) This globetrotter **smooths** wrinkles for banks, corporations and investors in Africa, Europe and the Middle East. **Eugene Pinover** Willkie Farr (New York) The real estate royale **repped** Paramount Group in its \$1.2 billion sale-leaseback of 60 Wall Street to Deutsche Bank and the \$7.9 billion deal involving The Mills Corp.



Bruce Wilson

**Leo Pircher** Pircher Nichols (Los Angeles) Enjoy visiting the Ritz Carlton and Four Seasons in Chicago, or living in Southern California's Playa Vista development? Pircher **made** them happen. **Martin Polevoy** DLA Piper (New York) Looking for a 1-million-sq.-ft.-plus lease in Manhattan? Polevoy **landed** such spaces for Lehman Brothers, the N.Y. Times Co. and a German real estate fund. **Alan Pomerantz** Orrick Herrington (New York) Pomerantz puts together **money** and planning for global asset managers, private equity real estate funds, real estate investment trusts and more. **Robert Pope** Hunton & Williams (Richmond, Virginia) The Catholic Diocese of Richmond **trusted** in Pope for their bond offerings, as did Rockingham Memorial Hospital. **Maury Poscover** Husch & Eppenberger (St. Louis) Poscover's proficiencies include secured, cash-flow and unsecured loans, financial restructurings, and providing **advice** on avoiding lender liability. **Susan Pravda** Foley Lardner (Boston) This Beantown office head offers **sharp** advice for middle-market companies in the consulting, manufacturing, service and tech sectors. **Beverly Quail** Ballard Spahr (Denver) Quail's the queen of Colorado real estate, plus she coordinated **huge** "senior notes" backed by Las Vegas casinos and resorts. **Kirk Radke** Kirkland & Ellis (New York) Radke gives rockribbed counsel for **carried** interest programs, fund formations and institutional private-equity spin-outs. **Patrick Ramsey** Paul Hastings (Los Angeles) His experience in acquisition, construction, environmental and leasing matters comes in **handy** for clients seeking to buy, lease, finance or develop major commercial projects. **David Redlick** WilmerHale (Boston) Redlick's ready to handle any life science deal, from Cynosure's IPO above the bid **price** to Fabre-Kramer's worldwide development deal for a depression drug with GlaxoSmithKline.



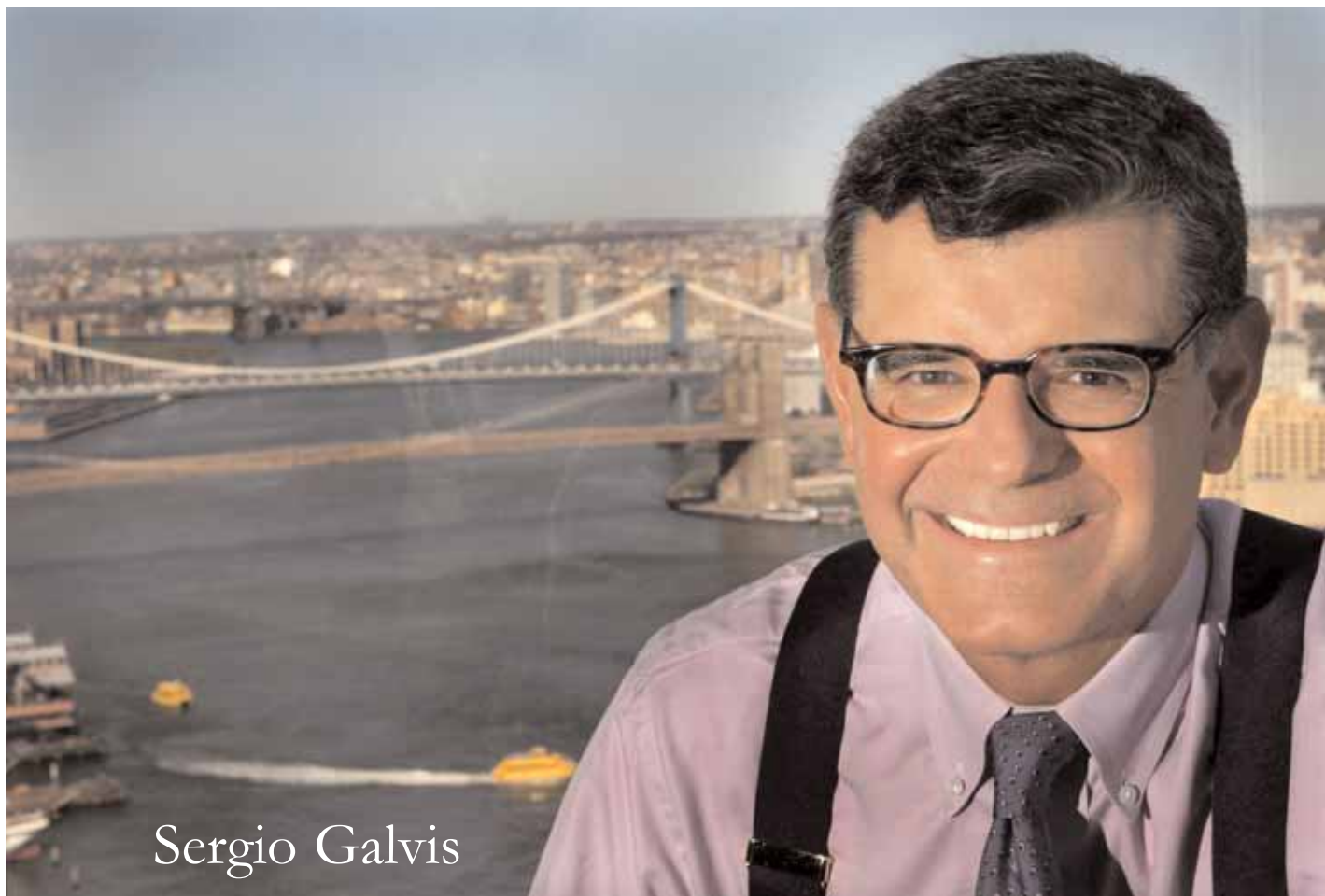
Edwin Feo

**John Reed** Davis Wright (Seattle) The Seattle Times Co. **snapped** up four smaller newspapers, and Lanoga Corp. acquired more lumberyard and a truss plant, thanks to Reed. **F. William Reindel** Fried Frank (New York) Reindel **rode** point on Datek Online's \$1.4 billion sale to Ameritrade and the \$1 billion acquisition of National Golf Properties. **Richard Reinhold** Willkie Farr (New York) Reinhold doesn't find billion-dollar deals taxing - just look at his work in **funding** the privatization of Penn National Gaming and Station Casinos. **Carl Reisner** Paul Weiss (New York) Reisner finds the silver linings **behind** dark bankruptcy clouds, advising buyers interested in financially distressed and bankrupt companies. **Donald Resnick** Jenner & Block (Chicago) If you **need** rock-solid advice on Tax Increment Financing or tax-exempt bond financing, look no further. **Gregory Ressa** Simpson Thacher (New York) When The Blackstone Group bought Equity Office Properties Trust, it **needed** to sell some of its new properties quickly. Ressa prepped the buyers and had contracts ready. **Alison Ressler** Sullivan & Cromwell (Los Angeles) Ressler really came through in the Sprint-Nextel merger, SandRidge Energy's acquisition by Ares Corporate Opportunities Fund and PayPal's **purchase** by eBay. **James Rishwain** Pillsbury Winthrop (Los Angeles) Rishwain runs the **gamut** of deals involving condo complexes, development sites, industrial parks, residential developments, even wineries. **Roger Ritt** WilmerHale (Boston) He's the Tax Man when Medtronic sells \$4.4B in convertible notes or MapInfo is **acquired** by Pitney Bowes. **Harry Roberts** Thompson & Knight (Dallas) Roberts arranged the sale of Dallas's largest office building and a \$235 million loan **secured** by properties in numerous states.

**Charles Robins** Weil Gotshal (Boston) Robins **knew** the right moves for Berkshire Hathaway, N.E.W. Customer Service Companies and Thomas Lee Partners. **Robert Robinson** Fennemore Craig (Phoenix) Buying or selling hotels, office buildings or shopping centers presents **plenty** of challenges. Good thing Robinson has them all beat. **Eddie Rodriguez** Mintz Levin (San Diego) A veteran of 200 merger **deals**, Rodriguez also rules for equity financing, including \$250 million for Rhythms NetConnection and a \$67.5 million IPO for Comps.com. **Patrick Rondeau** WilmerHale (Boston) More than 20 start-ups thank their **lucky** stars for Rondeau, who's handled their financings. **Jeffrey Rosen** Debevoise & Plimpton (New York) Rosen rounded up a complicated **array** of investors to pay \$6.6 billion for 5.7 million acres of International Paper Co.-held forest, spread across 17 states. **Robert Rosenbaum** Dorsey & Whitney (Minneapolis) ADC Telecommunications, Deluxe Corp. and Hormel Foods **count** on Rosenbaum's robust counsel. **Steven Rosenblum** Wachtell Lipton (New York) He can take telecom companies through their entire **life** cycles, from creation and IPO to spinoff, merger or takeover defense. **Barry Rosenthal** Bingham McCutchen (Washington, DC) Rosenthal **handled** the Kennedy-Warren Apartment complex in D.C., the Westwood Retail Complex in Bethesda, Md., The Meridian at Courthouse in Arlington, Va., plus others. **Mike Rosenwasser** Vinson & Elkins (New York) Rosenwasser serves as the New York **anchor** for his firm's esteemed corporate team, having taken the lead on hundreds of M&As, financings and master limited partnerships. **Richard Ross** Sonnenschein Nath (Phoenix) Ross is right-on for the owner and hotel operator of Montage Beverly Hills, a **luxury** hotel/condo/spa/public garden development.

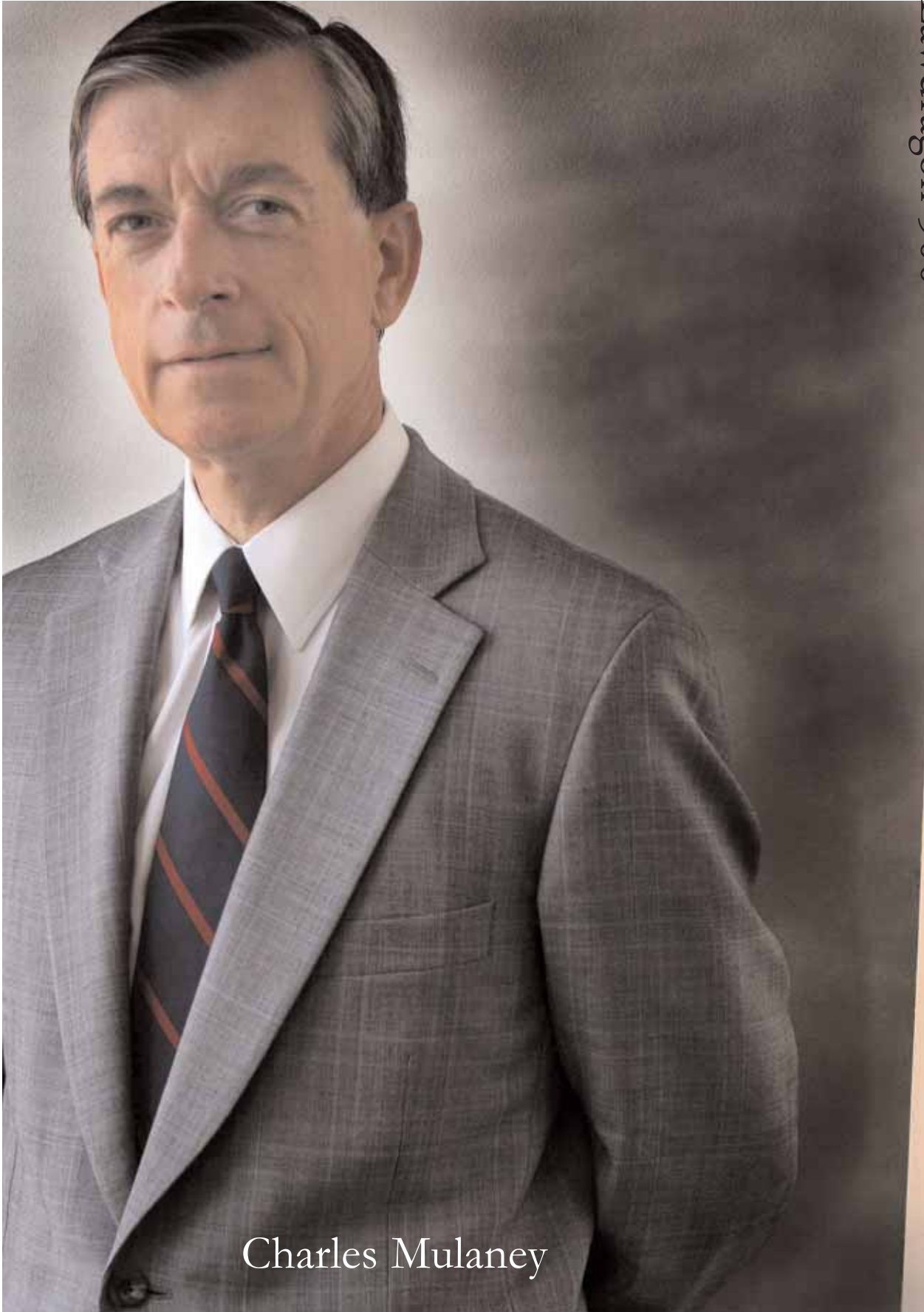


**Carl Roston** Akerman Senterfitt (Miami) Roston **tops** the legal roster for Answerthink Inc., Dade Paper and Bag, Elizabeth Arden and the University of Florida. **Paul Roth** Schulte Roth (New York) His firm's private **equity** practice makes headlines, as evidenced by Cerberus Capital Management, Morgan Stanley Dean Witter and New York Credit. **Charles Ruck** Latham & Watkins (Costa Mesa, California) Ruck proved **lucky** for Harrahs Entertainment in its \$10.3 billion acquisition of the Caesars empire. Next up: Pebble Beach redevelopments worth \$820 million. **Philip Ruegger** Simpson Thacher (New York) Accenture, Blackstone Group and Travelers all **rely** on Ruegger. **Mark Rusche** Alston & Bird (Atlanta) Rusche **guided** a leading real-estate equity fund in acquiring, financing, leasing and/or selling 12 million sq. ft. in Southern office space. **Faiza Saeed** Cravath Swaine (New York) She mixed Seagrams with Vivendi, and **hatched** the Shrek-sized spinoff of DreamWorks Animation from DreamWorks proper. **Nicholas Saggese** Skadden Arps (Los Angeles) Saggese signed off on DreamWorks' **sale** to Paramount, Vulcan Energy Corp.'s acquisition of Plains Resources and Herbalife International's IPO. **Peter Samuels** Proskauer Rose (New York) Samuels **sealed** Price Communications' acquisition of Palmer Wireless, Overseas Shipholding's vessel program with Kvaerner Group, and Lone Star Industries' sale to Dyckerhoff Aktiengesellschaft. **Richard Sandler** Davis Polk (New York) Sandler gave Aetna, Goldman Sachs and PartnerRe just the **advice** they needed. **Stephen Savage** Ballard Spahr (Phoenix) Savage is **solid** for real estate purchases, leases, sales or divestures.



Sergio Galvis

**Arthur Scavone** White & Case (New York) Just call him Windy for his ability to **generate** financing of wind-farms throughout the U.S. for clients including Credit Suisse First Boston. **Steven Scheinman** Akin Gump (New York) Finance, manufacturing, retail and telecom clients **trust** Scheinman, both domestically and in Europe, Latin America and the Middle East. **Charles Schelberg** Miles & Stockbridge (Baltimore) Schelberg **shuffled** U.S. companies' purchase of a British marine engineering/consulting firm and the leveraged recapitalization of a public engineering/energy company. **Paul Schnell** Skadden Arps (New York) Anheuser-Busch, Cigna, Union Pacific and the New York and Brazilian governments **salute** Schnell's skills. **Larry Schoenbrun** Gardere (Dallas) This Texan's **tip-top** for corporate reorganizations, special committee procedures and investigations and various corporate dispositions. **Frank Schreck** Schreck Brignone (Las Vegas) Already the **hot-hand** for gaming companies from Harrahs Entertainment to Wynn Resorts, Schreck recently bet heavily on his firm's merger. **Ellen Schulhofer** Brownstein Hyatt (Las Vegas) She sold a Carl Icahn subsidiary, which **owns** four hotel-casinos worth \$1.3 billion, to an affiliate of Goldman Sachs. **Robert Schumer** Paul Weiss (New York) An M&A mainstay who regularly closes multibillion-dollar deals, Schumer **handled** Time Warner's \$18 billion purchase of Adelphia's cable properties. **James Schwab** Paul Weiss (New York) Boasting a booming corporate practice with an entertainment **flair**, Schwab completed big deals for The Weinstein Co., Sony and the founders of DreamWorks. **Robert Schwenkel** Fried Frank (New York) The king of private equity at Fried Frank **reps** many of the big private funds and handled GS Capital Partners' \$8 billion acquisition of Harman International Industries.



Charles Mulaney

**Patrick Seaver** Latham & Watkins (Costa Mesa, California) Latham's OC ace-in-the-hole takes on **emerging** companies as well as deals for the established likes of Broadcom, Varco, Credit Suisse and Lehman Brothers. **Carl Seneker** Morrison & Foerster (San Francisco) Seneker **sealed** the Clift Hotel deal for Divco West Properties, and sold an L.A. highrise tower for the Takenaka Corp. of Japan. **Mark Senn** Senn Visciano (Denver) The founder and leader of one of Colorado's top boutiques is also one of the nation's most **prolific** dealmakers and lecturers in the area of commercial leases. **Kevin Shepherd** Venable (Baltimore) This real estate veteran was **key** to the development of Baltimore's Marriott Waterfront Hotel and the East Pratt Street office tower on the inner harbor. **Leopold Sher** Sher Garner (New Orleans) An **icon** in the transactional world of America's South who specializes in the most complicated real estate deals. **Paul Shim** Cleary Gottlieb (New York) Shim's a **sure** thing for TPG Capital; he's advising the equity giant in pending investments in Alltel Corp. and Harrahs Entertainment. **Herbert Short** Sutherland Asbill (Atlanta) You can't beat Short's expansive **expertise** and talent when it comes to complicated financings involving the electric utility industry. **Richard Shutran** Dewey Ballantine (New York) A major project finance **power** with clients like PG&E Corp., TECO Energy and Credit Suisse, Shutran's recent deals have touched Mexico, Chile, Colombia and the Philippines. **Leslie Silverman** Cleary Gottlieb (New York) Silverman **shines** in cross-border financings and the development of new financial products. **Joe Sims** Jones Day (Washington, DC) At the top of the list for deals **needing** the most experienced antitrust counseling — just ask Abbott Laboratories, Time Warner, CBS Inc., Chevron and many others.



Richard Pachulski

**Gary Singer** O'Melveny & Myers (Newport Beach, California) Singer **guided** WaterPik Technologies in the company's sale to the Carlyle Group and Zodiac S.A. **Paul Singerman** Berger Singerman (Miami) For negotiations and deals tied to bankruptcies and restructurings, Singerman **leads** what may be Florida's best team. **Pankaj Sinha** Skadden Arps (Washington, DC) His **proven** prowess in the M&A field is evidenced worldwide by multibillion-dollar deals for Duke Energy, AES Corp., PPL Global, Hoechst AG and others. **Joel Sirkin** WilmerHale (Boston) Sirkin **secured** 1 million sq. ft. for Novartis' research headquarters in Cambridge, Mass. **Shannon Skinner** Kirkpatrick Lockhart (Seattle) Her real estate and financing **skills** are key to many of the Northwest's most notable developments, including the Seattle Art Museum and Tacoma's waterfront area. **Sheldon Sloan** Lewis Bribois (Los Angeles) Best to hire this former judge if you've got a complicated development or deal that has to pass **muster** with a governmental agency. **Andrew Smith** Simpson Thacher (New York) Bound to make an impact in the financial world for decades, Smith takes on **huge** deals for The Blackstone Group, Kohlberg Kravis Roberts, Ripplewood Holdings and other giants. **Bradley Smith** Davis Polk (New York) He **keeps** J.P. Morgan on top by handling dozens of financials, restructures and recapitalizations. **Nathan Smith** Bernstein Shur (Portland, Maine) Smith is solid for deals involving **power** plants, railroads, estate properties and forestry and land conservation. **Robert "Jay" Smith** DLA Piper (Baltimore) Educate Inc., Marriott International and T. Rowe Price Group have all **benefited** from Smith's sage advice.



James Curtiss

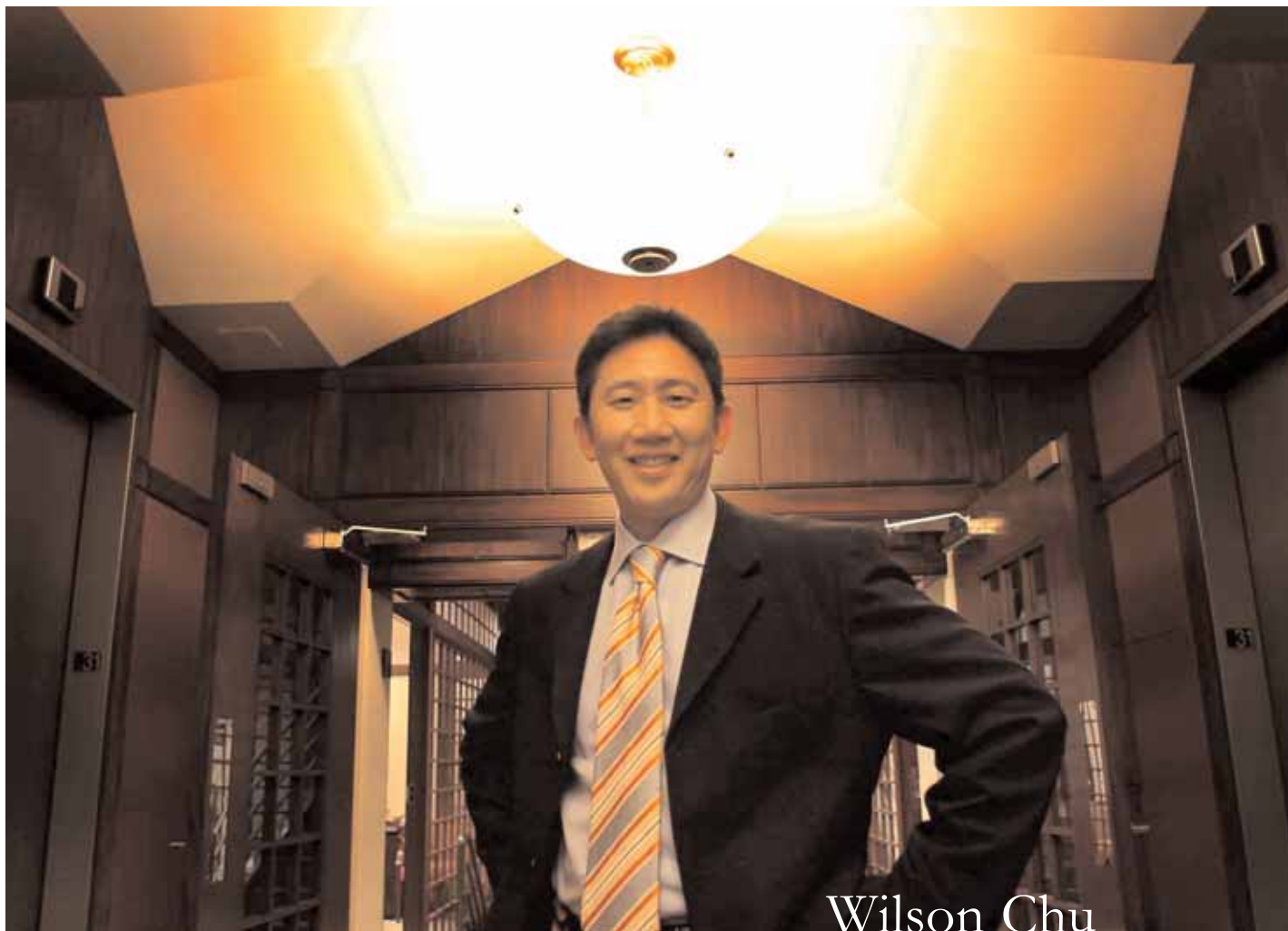
**Edward Sonnenschein** Latham & Watkins (Los Angeles) Sonnenschein's solid in **strategic** partnering and tech-transfer transactions, working for clients in the energy, gaming, hospitality and real estate industries. **Larry Sonsini** Wilson Sonsini (Palo Alto, California) The Valley's dealmaking icon continues to handle some of the biggest **high-tech** transactions, such as repping Pixar in its \$7 billion sale to Disney. **David Sorkin** Simpson Thacher (New York) A star in Simpson Thacher's **unrivaled** private equity practice, Sorkin took lead on KKR and TPG's \$45 billion buyout of TXU. **A. Gilchrist Sparks** Morris Nichols (Wilmington, Delaware) Spin-offs and split-offs, along with regular M&As, **heat** up under Sparks' helmsmanship. **Robert Spatt** Simpson Thacher (New York) It's hardly a surprise that the board of Dow Jones & Co. called on this **savvy** M&A veteran for advice when Rupert Murdoch's News Corp. came calling with its \$5 billion bid. **Lisa Specht** Manatt Phelps (Los Angeles) Specht spoke with, and **won** over, eight community groups which initially opposed The Related Companies' redevelopment of New York's St. Regis Hotel site. **Brian Stadler** Simpson Thacher (New York) Stadler fielded developments that challenged his client The Blackstone Group's **bid** for America's top office landlord. And during Super Bowl weekend, to boot. **John Steel** DLA Piper (Seattle) Steel shines in DLA's Seattle outpost with a **prolific** array of equity financings, M&As, strategic alliances and venture deals. **Alan Stephenson** Cravath Swaine (New York) Stephenson played a **key** role in Abbott Laboratories' \$3.7 billion buyout of Kos Pharmaceuticals. **Jack Stephenson** Burr & Forman (Birmingham, Alabama) Stephenson's solid for corporate and partnership taxation, real estate **development** and securities and insurance regulation.

**Mark Stevens** Fenwick & West (Mountain View, California) Stevens' stint as EVP for Excite@Home didn't slow his **M&A** pace, where he has notched well over \$20 billion in transactions. **Charles Still** Fulbright & Jaworski (Houston) This longtime Texan is one of Fulbright's most reliable veterans for big M&A work, including Stewart & Stevenson's billion-dollar **sale** to Armor Holdings. **John Sullivan** DLA Piper (Boston) The firm's real estate **leader** in Boston has closed project financings, property acquisitions and sales in the billions of dollars in North America and Europe. **John Sumberg** Bilzin Sumberg (Miami) America's Capital Partners, BankAtlantic, Norwegian Cruise Lines and the University of Miami all **depend** on him. **Julie Sweet** Cravath Swaine (New York) Under Sweet's flavorful tutelage, the Kohlberg Kravis & Roberts Co. IPO **grew** from \$1.5 billion to more than \$5 billion. **Charles Szalkowski** Baker Botts (Houston) He **guides** Link Energy, Questia Media, Tanknology and the University of Texas board of regents. **Susan Talley** Stone Pigman (New Orleans) Good luck tossing a stone in Louisiana without hitting a **major** real estate development that Talley has had her hands on. **James Tanenbaum** Morrison & Foerster (New York) An innovator and **force** to be reckoned with atop his firm's top notch capital markets practice, Tanenbaum has a flair for complex offerings and securities transactions. **Andrew Taylor** Choate Hall (Boston) He skippered the formation of a \$400 million health-care VC fund, plus a **buyout** firm's acquisition of an ice cream company. **George Taylor** Burr & Forman (Birmingham, Alabama) In the past year, Taylor has neatly **tied** up automotive, healthcare and manufacturing deals in the \$10-to-\$300 million range.

**Gary Teblum** Trenam Kemker (Tampa, Florida) One of the brightest corporate stars **shining** from Tampa blends an expertise in complex financial transactions and tax law. **Paul Theiss** Mayer Brown (Chicago) The firm's corporate practice **leader** keeps busy with offerings for issuers and purchasers and M&As for emerging and established companies. **Thomas Thompson** Buchanan Ingersoll (Pittsburgh) Blessed with a **diverse** client portfolio, Thompson's also a hometown hero for working to keep the local Penguins and Pirates sports teams local and on-track. **Steven Todrys** Simpson Thacher (New York) Todrys is the tax **master** behind his firm's M&A work, from Kohlberg Kravis' acquisitions to Doubleclick's sale to Google. **Paul Tosetti** Latham & Watkins (Los Angeles) Allergan, Broadcom, Hilton Hotels and other **sizable** clients turn to Tosetti for transaction solutions. **Bruce Toth** Winston & Strawn (Chicago) Toth nabbed \$5.1 billion for the **sale** of Lear Corp., and spun-off Treehouse Foods from Dean Foods. **Donald Toumey** Sullivan & Cromwell (New York) Quite simply the go-to guy when one bank decides to **buy** another bank or an investment firm. **Robert Townsend** Cravath Swaine (New York) Cravath's MP also handles **mas-**  
**sive** deals like Johnson & Johnson's \$16.6 billion acquisition of Pfizer's consumer healthcare business. **Robert Townsend** Morrison & Foerster (San Francisco) The firm's corporate chair has **totaled** deals in the billions for clients like McKesson Corp., Wine.Com and Thomason S.A. **Cheryl Tritt** Morrison & Foerster (Washington, DC) Besides counseling Alltel, Clearwire Corp. and T-Mobile, Tritt aids a nonprofit that's using radio frequencies to **restore** mobility to the paralyzed. Really!



Charles Nathan



**Raymond Truitt** Ballard Spahr (Baltimore) Truitt's **true blue** for real estate deals, including development, financing, leasing and restructuring. **Michael Tumas** Potter Anderson (Wilmington, Delaware) Tumas took point for Cadbury Schweppes' acquisition of Dr Pepper/Seven Up, and grew a joint **venture** to license genetically manufactured seeds. **John Utzschneider** Bingham McCutchen (Boston) American Oil Change Corp., Biomatrix, Energia Global International and PaperExchange.com all rely on his **sage** advice. **Jose Valdivia** Hogan & Hartson (Miami) Expert in energy, water and agricultural deals, Valdivia is the lawyer companies turn to for **complex** projects, negotiations and M&As in Latin America. **Thomas Van Dyke** Bryan Cave (Kansas City, Missouri) Also part of his firm's commercial practice "rapid-response team," Van Dyke specializes in acquisitions of platform and **add-on** businesses. **Julio Vega** Bingham McCutchen (Boston) Clients such as Accenture, Novazyme Pharmaceuticals and Voice Signal Technology **count** on Vega for M&A, strategic alliances, licensing agreements and more. **Jeffrey Vetter** Fenwick & West (Mountain View, California) One of the Valley's **premier** practitioners for public offerings and M&As with a client roster that includes Cisco Systems, Excite Inc., eBay, Homestore and VERITAS Software. **Patricia Vlahakis** Wachtell Lipton (New York) Viva Vlahakis for M&As, cross-border transactions, hostile **takeovers** and private equity investments.

**William Voge** Latham & Watkins (New York) The global chair of Latham's finance team masterminds energy **projects** worldwide, including Alaska's natural gas pipelines from its North Slope to Canada. **William Volk** Vinson & Elkins (Austin, Texas) Volk brings a high-tech and venture capital specialty to Vinson's eminent corporate team, **amassing** stock offerings and acquisitions worth billions. **Paul Walker** Sidley Austin (Los Angeles) Walker's way **strong** in capital markets, creditors' rights, development and leasing, real estate lending and workouts. **Leigh Walton** Bass Berry (Nashville) Talk about full-service: she helps clients **buy** hospital systems, handle any helpful joint ventures, and arrange the moolah to make it happen. **Herbert Wander** Katten Muchin (Chicago) One of the most **respected** veterans of the Windy City counseled a special committee to Nuveen Investments' board on its \$6-billion buyout by Madison Dearborn Partners. **Paul Ware** Bradley Arant (Birmingham, Alabama) Ware represented SouthTrust Corp. in its \$13.4 billion acquisition by Wachovia, then **repped** Wachovia in selling some branches to RG Crown Bank. **Martin Waters** Wilson Sonsini (San Diego) Clients like Genentech, CIPHERgen Biosystems and Cytokinetics **speak** to his prominence in life-sciences and telecommunications deals. **Scott Waxman** Potter Anderson (Wilmington, Delaware) Waxman's **won-drous** for those needing Delaware advice, such as creditors of the federal Tobacco Transition Payment Program. **Marc Weingarten** Schulte Roth (New York) Problem: The FDIC issued a moratorium which threatened Weingarten client Cerberus Capital's bid for half of GMAC. Solution: Ask the FDIC for a waiver, which Weingarten **pulled** off.

**Joseph Weinstein** Davis Wright (Seattle) He helped the Vancouver Grizzlies' owners **sell** the team, and Tyson Foods spin off its seafood division.

**Philip Weller** DLA Piper (Dallas) With broad transactional **skills**

for all types of projects, Weller is the Texas anchor to DLA's renowned real estate group. **Robert Werner** Brown McCarroll (Austin, Texas) Also noted

for his environmental defense practice, Werner's a **winner** for acquiring, developing, leasing or selling real estate. **Glenn West** Weil Gotshal

(Dallas) This lawyer to the Southwest Sports Group (owner of Texas Rangers and Dallas Stars) worked on Alliant Insurance Services' June 2007 **sale** to the Blackstone Group. **Pamela Westhoff** DLA Piper (Los Angeles)

Westhoff **wrestles** with real estate dispositions, joint ventures, restructures and workouts daily. **Julie Weston** Davis Wright (Seattle) She landed

\$900 million in private investments into Clearwire Corp., and **raised** \$600 million in convertible debt for Ico North America. **James Westra** Weil

Gotshal (Boston) Weil Gotshal's Boston **beacon** is representing Thomas H. Lee Partners and Fidelity National Financial in their \$5.3 billion acquisition of

Ceridian Corp. **Peter White** Nixon Peabody (New York) Think you have **busy** days? White closed separate stadium deals for the New York Yankees and Mets, all of 15 minutes apart. **Debra White** Milbank

Tweed (Washington, DC) White's work for the lenders in the \$500 million debt recapitalization of Global Village Telecom is par for the **course** in her

finance and technology practice. **Richard Wiley** Wiley Rein (Washington, DC) Wiley handled the Adelphia/Comcast/Time Warner

**triple-merger**, plus AT&T/BellSouth and XM/Sirius.



George Goolsby

**Sam Williams** Brown Rudnick (Boston) Earnouts, placement of private equity, leveraged buyouts: Williams [slides](#) smoothly through these fields and more. **Marcus Williams** Davis Wright (Seattle) Williams represented Clearwire Corp. in its \$600 [million](#) IPO, and OnFiber Communications in its acquisition by Qwest. **Reid Wilson** Wilson Cribbs (Houston) The commercial real estate and land-use [guru](#) is the guiding force behind Texas' top real estate boutique. **Bruce Wilson** Covington & Burling (Washington, DC) Because of him, the N.J. Nets' [home](#) court will be called Barclay Center. Next up: representing the NFL regarding the proposed New Meadowlands Stadium. **Barton Winokur** Dechert (Philadelphia) Winokur first made [waves](#) by helping Texaco acquire Getty Oil; then he went on to work for Citigroup Venture Capital, Castle Harlan and more. **Barry Wolf** Weil Gotshal (New York) This sought-after counsel to [elite](#) private equity funds worked on GS Capital Partners' \$27.5 billion acquisition of Alltel Corp. **Van Wolf** Snell & Wilmer (Phoenix) Have a deal with a complicated environmental and regulatory [twist](#)? Call Wolf. **Scott Wolfe** Latham & Watkins (San Diego) Last year he [sold](#) Ligand Pharmaceutical Inc.'s oncology group for \$205 million, and its Avinza painkiller for \$300 million plus royalties. **Donald Wolfe** Potter Anderson (Wilmington, Delaware) His broad corporate and courtroom [skills](#) close deals for the likes of Hewlett-Packard Co. and Omnicare.

**Michael Wolitzer** Simpson Thacher (New York) One of the top **experts** regarding private investment funds, Wolitzer reps the likes of Citigroup, Blackstone and Centerbridge. **James Woolery** Cravath Swaine (New York) Woolery repped Manor Care in its \$6-billion **purchase** by The Carlyle Group and the TXU board during the public company's record-setting private equity buyout. **Michael Woronoff** Proskauer Rose (Los Angeles) IPOs, public and private debt **offerings**, private-investment-in-public-equity transactions — there are few deals Woronoff can't do. **Michael Wortley** Vinson & Elkins (Dallas) A 30-year veteran of the highest **caliber**, Wortley shines across private equity, REITS and public M&As. **Kathleen Wu** Andrews Kurth (Dallas) Who else will go the **extra** step of running "service traps" to test a building's electric and waste-management capabilities? Her attention to detail overlooks nothing. **Jordan Yarett** Paul Weiss (New York) Yarett conceived and **executed** a novel whole-business securitization deal for the private equity consortium that bought Dunkin Brands Inc. **Alfred Youngwood** Paul Weiss (New York) Youngwood builds snazzy deals, such as Viacom's **split-off** of CBS and Triarc's disposition of Snapple. **Jeffrey Zucker** Lionel Sawyer (Las Vegas) Unquestionably one of Nevada's **go-to** guys for complicated M&As and real estate deals. **Howard Zucker** Hawkins Delafield (New York) A top authority on housing bonds, he also advised California, New York and four other states on **investing** their Big Tobacco settlements. ■