



## **WILLIAM (BILL) A. BRANDT, JR.**

BILL BRANDT has been in the business of workout, turnaround and insolvency consulting for more than thirty years and is widely recognized as one of the foremost practitioners in the field. He is President and CEO of Development Specialists, Inc. (“DSI”), a firm specializing in the provision of management, consulting and turnaround assistance to troubled or reorganizing enterprises. The firm maintains offices in Chicago, New York, Los Angeles, London, Miami, San Francisco, Cleveland, Columbus and Boston.

Mr. Brandt and his firm continue to be involved with some of the more celebrated financial restructuring cases in the nation’s history, including Mercury Finance Company, Southeast Banking Corporation, Malden Mills, the Keck, Mahin & Cate law firm, the Coudert Brothers law firm, the Ohio “Coin Fund” scandal, and the Bernie Ebbers Settlement Trust. Recently, and upon the invitation of both business and political leaders in the People’s Republic of China, he has been working with public policy, law and banking leaders in that country on approaches to the reorganization and restructuring of some of China’s state-owned industries.

He has advised Congress on matters of insolvency and bankruptcy policy, and in that capacity was the principal author of the amendment to the Bankruptcy Code permitting the election of trustees in Chapter 11 cases. Mr. Brandt was also involved in drafting several amendments to the bankruptcy code enacted into law in April 2005 as part of the Bankruptcy Abuse Prevention and Consumer Protection Act of 2005, which substantially rewrote the nation’s bankruptcy laws. During the Clinton administration, he served as a member of the President’s National Finance Board as well as serving as a delegate from the State of Florida to the 1996 Democratic National Convention. In 2000, he served as a member of the Democratic Party’s Platform Committee. In 2002, he served on the Illinois Gubernatorial Transition Team as well as on the State of California’s Business Delegation, dispatched to Cuba to discuss politics, business and trade, and in 2008, he served as a delegate from the State of Illinois to the Democratic National Convention.

Recently, Mr. Brandt was appointed by the Governor of Illinois to the position of Chair of the Illinois Finance Authority. The IFA is one of the nation’s largest self-financed entities principally engaged in issuing taxable and tax-exempt bonds, making loans, and investing capital for businesses, non-profit organizations and local government. Mr. Brandt serves as a member of the National Advisory Council for the Institute of Governmental Studies at the University of California at Berkeley, while also serving as a member of the Board of Trustees of Loyola University Chicago. Additionally, he is a member of the Board of Directors of Future Music, Inc., and was also featured in *What Happened*, a documentary film humorously chronicling the dot-com “bust,” which premiered at the New York City Film Festival.

Mr. Brandt has written for publications that span a broad spectrum of thought, ranging from *Maclean's*, Canada's Weekly Newsmagazine, to *Directors & Boards*, *Corporate Board Magazine*, the *Florida Real Estate Journal*, and the *American Bankruptcy Institute's Law Review*, published in conjunction with St. John's University School of Law. He is a frequent lecturer and speaker on topics of corporate restructuring, bankruptcy and related public policy issues and regularly appears on CNN, CNBC, CNNfn, and Bloomberg, as well as the CBS Radio and National Public Radio networks. He has been profiled and interviewed in a wide array of periodicals including, among others, *The Wall Street Journal*, *The New York Times*, *The International Herald Tribune*, *Business Week*, *The Miami Herald*, *The Chicago Tribune*, *The Boston Globe*, *Billboard Magazine* and *Bank Bailout Litigation News*.

He served several terms as a member of the Board of Directors of the American Bankruptcy Institute, as well as also serving several terms on the Advisory Board for that organization's *Law Review*. He served for almost 20 years as a member of the private Panel of Trustees for the United States Bankruptcy Court for the Northern District of Illinois and briefly served as a member of the same panel for the Bankruptcy Court in the Southern District of Florida in the late 1980s. He is a member of the Executive Committee of the Bankruptcy Section of the Commercial Law League of America and serves on their National Government Affairs Committee. Mr. Brandt is a member of the Board of Advisors for the American Bankruptcy Institute's Bankruptcy Battleground West seminar held annually in Los Angeles and is also currently serving a three-year term as a member of the Board of Directors of the San Francisco Bay Area Bankruptcy Forum. In addition to the Commercial Law League of America and the American Bankruptcy Institute, he holds memberships in the National Association of Bankruptcy Trustees, the International Council of Shopping Centers and the Urban Land Institute. Mr. Brandt is a former governing member of the Chicago Symphony Orchestra, a former Governing Member of the Sustaining Fellows of the Art Institute of Chicago and a life trustee of Fenwick High School in Oak Park, Illinois.

His biography appears in a number of reference works including *Who's Who in America*, *Who's Who in Finance and Industry*, and *Who's Who in American Law*. For the past nine consecutive years his firm, Development Specialists, Inc., has been rated as one of the outstanding turnaround firms in the world by the publication *Turnarounds & Workouts*. Mr. Brandt has also been routinely listed in the K & A Restructuring Register, an annual roster of the country's top 100 restructuring advisors. He received his B.A. from St. Louis University and his M.A. from the University of Chicago, where he also completed further post-graduate work toward a doctoral degree.

## OFFICES

Three First National Building  
70 West Madison Street  
Suite 2300  
Chicago, Illinois 60602-4250  
312/263-4141  
312/263-1180 (Fax)

Wells Fargo Center  
333 South Grand Avenue  
Suite 4070  
Los Angeles, California 90071-1544  
213/617-2717  
213/617-2718 (fax)

California Center Building  
345 California Street  
Suite 1150  
San Francisco, California 94104-2664  
415/981-2717  
415/981-2718 (fax)

6375 Riverside Drive  
Suite 200  
Dublin, Ohio 43017-5045  
614/734-2717  
614/734-2718 (Fax)

26 Broadway  
New York, New York 10004-1840  
212/425-4141  
212/425-9141 (Fax)

Wachovia Financial Center  
200 South Biscayne Boulevard  
Suite 1818  
Miami, Florida 33131-2329  
305/374-2717  
305/374-2718 (Fax)

Two Oliver Street  
Eleventh Floor  
Boston, Massachusetts 02109-4901  
617/423-2717  
617/423-2718 (Fax)

Devonshire House  
60 Goswell Road  
London EC1M 7AD  
United Kingdom  
020.7250.3260  
020.7566.4010 (Fax)

### E-MAIL ADDRESS

[bbrandt@dsi.biz](mailto:bbrandt@dsi.biz)

### WEB SITE

[www.dsi.biz](http://www.dsi.biz)

## **PROFESSIONAL HISTORY**

1976 – Present	President and Chief Executive Officer of Development Specialists, Inc.
1977	Commentator, business/political affairs, CBS Radio (WBBM-AM), Chicago, Illinois
1975 – 1976	Melaniphy & Associates, Inc. [management/urban affairs and economic development consulting firm], Chicago, Illinois
1972 – 1974	Assistant to the President, Pyro Mining Co. [coal], Chicago, Illinois

## **EDUCATION**

B.A. (with honors) in Sociology/Urban Affairs from St. Louis University (St. Louis, Missouri), 1971

M.A. in Sociology, University of Chicago (Chicago, Illinois), 1972

ABD (All-but-Dissertation) in Sociology, University of Chicago (Chicago, Illinois)  
(Course work, special field exams, and language requirements completed in 1974)

## **AWARDS AND FELLOWSHIPS**

Alpha Sigma Nu, the National Jesuit Honor Fraternity  
(elected to at St. Louis University, 1971)

The La Verne Noyes Scholarship for Graduate training  
(University of Chicago, 1971 through 1974)

Woodrow Wilson Scholarship Nominee  
(St. Louis University, 1971)

Ford Foundation Research and Training Grant in Demography  
(University of Chicago, Population Research Center, 1971-1972)

Visiting Research Associate, Harvard University  
(Department of Government, 1972)

Former part-time member of the faculties of both the College of DuPage (Glen Ellyn, Illinois) and Thornton Community College (South Holland, Illinois)

Former Advisory Board Member, “Social Welfare, Social Planning & Social Development: An International Database.” Sponsored by Sociological Abstracts, Inc., San Diego, California

## PROFESSIONAL MEMBERSHIPS

American Bankruptcy Institute

(Member of Board of Advisors for ABI's annual Bankruptcy Battleground West seminar and former Member of Board of Directors)

California Receivers Forum

Central Florida Bankruptcy Bar Association

Commercial Law League of America

(Member of the Bankruptcy Section Executive Council, the National Governmental Affairs Committee, and the NCBJ Planning Committee)

Illinois Sociological Association

(Former Member of Executive Committee)

International Association of Restructuring, Insolvency and Bankruptcy Professionals (INSOL International)

International Council of Shopping Centers

Midwest Sociological Association

National Association of Bankruptcy Trustees

South Florida Bankruptcy Bar Association

San Francisco Bay Area Bankruptcy Forum

(Member of Board of Directors, 2003-2006 and 2006-2009)

Tampa Bay Bankruptcy Forum

Urban Land Institute

## OTHER MEMBERSHIPS

National Advisory Council, Institute of Governmental Studies, University of California, Berkeley

Board of Trustees, Loyola University Chicago

Board of Directors, Future Music, Inc., San Francisco

Amelia Island Plantation Club, Amelia Island, Florida

Governing Member of the Chicago Symphony Orchestra's Orchestral Association

Former Governing Member of the Sustaining Fellows at the Art Institute of Chicago

Life Trustee on Board of Trustees of Fenwick High School, Oak Park, Illinois

Miami City Club

Michigan Shores Club, Wilmette, Illinois

Professional Association of SCUBA Diving Instructors

Union League of Chicago

Life Member of Zoological Society of Florida for the Miami Metrozoo

## MOTION PICTURE AND FILM APPEARANCES

### 2002:

**February 7: New York, New York.** Sutton 1 Theatre on East 57<sup>th</sup> Street. Mr. Brandt was featured in the documentary film, *What Happened*, which premiered at the New York International Independent Film and Video Festival. The film humorously depicted the rise and fall of the "dot-coms."

## **POLITICAL, LEGISLATIVE & CIVIC ENDEAVORS**

### **2008:**

- Chair, Illinois Finance Authority (2-year Gubernatorial appointment)
- Delegate from the State of Illinois to the 2008 Democratic National Convention, August 25<sup>th</sup> – 28<sup>th</sup>, Denver, Colorado

### **2006:**

- Member, National Advisory Council for the University of California at Berkeley's Institute of Governmental Studies
- National Campaign Finance Chairman for Congressional candidate (Ill. 6<sup>th</sup> Cong. Dist.) Tammy Duckworth

### **2005:**

- Named as Replacement Manager by the State of Ohio to administer two rare coin funds which received \$50 million in investments from the State of Ohio's Bureau of Workers' Compensation

### **2002:**

- Member, Illinois Gubernatorial Transition Team
- Member, State of California's Business Delegation to Cuba, December 6<sup>th</sup> – 11<sup>th</sup>, promoting business, trade and friendship

### **2000:**

- Platform Committee Member for the 2000 Democratic National Convention, August 14<sup>th</sup> – 17<sup>th</sup>, Los Angeles, California

### **1996:**

- National Finance Board Member, Clinton/Gore 1996 Presidential Campaign
- Vice-Chair, City of Chicago's "Chicago '96" Host Committee for the 1996 Democratic National Convention
- Delegate from the State of Florida to the 1996 Democratic National Convention, August 26<sup>th</sup> – 29<sup>th</sup>, Chicago, Illinois

### **1994:**

- Author of the provision within the Bankruptcy Reform Act of 1994 permitting the Election of Chapter 11 Trustees, thereafter included as Section 1104(b) of the United States Bankruptcy Code

### **1988 – 1989:**

- Member, Panel of Chapter 7 Trustees for the United States Bankruptcy Court for the Southern District of Florida

### **1983 – 2000:**

- Member, Panel of Chapter 7 Trustees for the United States Bankruptcy Court for the Northern District of Illinois

## LECTURES, SPEAKING ENGAGEMENTS & OTHER PANEL DISCUSSIONS

Mr. Brandt has delivered several hundred speeches and lectures on a broad range of topics dealing with the bankruptcy, reorganization and insolvency process, and, as well, has been interviewed on bankruptcy and reorganization issues by the Wall Street Journal, Chicago Tribune, Miami Herald, St. Petersburg Times, Florida Times Union, Business Week, New England Business, Miami Today, Successful Restructurings, and Crain's Chicago Business, among others. A few of Mr. Brandt's more notable presentations include:

### 2009:

**October 19: Las Vegas, Nevada.** Panel Member, CLLA's The Honorable Frank W. Kroger 24<sup>th</sup> Annual Current Developments in Hot & Emerging Areas program, being held at the National Conference of Bankruptcy Judges. Topic: "A Phoenix Rising: The Rebirth of Chapter 11."

**June 8: Chicago, Illinois.** Speaker, Renaissance American Management & Beard Group's Tenth Annual Conference on Corporate Reorganizations, CLE Ethics Hour.

**April 28: Cleveland, Ohio.** Speaker, William J. O'Neill Great Lakes Regional Bankruptcy Institute, sponsored by Cleveland Bar Association. Topic: "What's New on the Hill?: Legislative Efforts to Address the Ongoing Crisis."

**April 21: San Francisco, California.** Panel Member, Bay Area Bankruptcy Forum April Meeting. Topic: "Deepening Insolvency."

**April 2: National Harbor, Maryland.** Panel Moderator for Plenary Panel, American Bankruptcy Institute's Annual Spring Meeting. Topic: "The Government-Managed Economy: Is Anything Working?"

### 2008:

**November 21: Newton, Massachusetts.** Guest Lecturer, Boston College School of Law, Professor Ingrid Hillinger's Business Bankruptcy Course.

**November 14: New York, New York.** Speaker, Commercial Law League of America's 88<sup>th</sup> New York Meeting. Topic: "Understanding Receiverships."

**September 15: Chicago, Illinois.** Panel Member, Information Management Network's Managing, Redeveloping & Acquiring Distressed Retail and Shopping Center Real Estate Symposium. Topic: "Turnaround Strategies: Repurposing; Retenancing; Refurbishing."

**June 19: Chicago, Illinois.** Speaker, Renaissance American Management & Beard Group's Ninth Annual Conference on Corporate Reorganizations, CLE Ethics Hour.

**April 17: Newton, Massachusetts.** Guest Lecturer, Boston College School of Law, Professor Ingrid Hillinger's Business Bankruptcy Course.

**March 12: Chicago, Illinois.** Panel Member, Schiff Hardin Teach-In. Topic: "363 Sales."

### 2007:

**November 19: Cincinnati, Ohio.** Speaker, Tri-state Association for Corporate Renewal luncheon meeting. Topic: “Public Sector Failure, Private Sector Skills: The State of Ohio Coin Scandal.”

**November 9: New York City, New York.** Mock Trial Witness, Commercial Law League of America’s 87<sup>th</sup> New York Meeting. Topic: “Bankruptcy Rule 2019 and Multiple Creditor Representation: The Perils of Non-Disclosure.”

**October 12: Rolling Meadows, Illinois.** Speaker, National Association of Credit Management (NACM) Midwest Conference. Topic: “Where Is the Insolvency Business Going in the New Century?”

**May 18 – May 20: Napa Valley, California.** Educational Program Co-Chair, California Bankruptcy Forum.

**April 27: Chicago, Illinois.** Speaker, Arnstein & Lehr Spring Partners Meeting. Topic: “Current Market Trends and Their Impact on Clients.”

**April 27: Cleveland, Ohio.** Panel Member, William J. O’Neill Great Lakes Regional Bankruptcy Institute, sponsored by Cleveland Bar Association. Topic: “Alternatives to Bankruptcy: Workouts, Receiverships, Assignments for the Benefit of Creditors, Foreclosures, Deeds in Lieu: What’s In Your Wallet?”

**April 26: Newton, Massachusetts.** Guest Lecturer, Boston College School of Law, Professor Ingrid Hillinger’s Business Bankruptcy Course. Topic: “New Developments.”

**April 13: Washington, D.C.** Panel Moderator for Plenary Panel, American Bankruptcy Institute’s Annual Spring Meeting. Topic: “And Now for Something Completely Different?: A Roundtable on Bankruptcy, Labor and Credit Issues and the New Congress.”

**February 16: Amelia Island, Florida.** Panel Member, American Bar Association Section of Litigation’s Committee on Corporate Counsel Seminar. Topic: “Deepening Insolvency – Contours of a New Tort.”

## **2006:**

**December 4: New York, New York.** Featured Speaker, meeting of Edwards Angell Palmer Dodge Insurance and Reinsurance Department.

**September 8: Las Vegas, Nevada.** Panel Member, American Bankruptcy Institute’s Southwest Bankruptcy Conference and associated Complex Financial Restructuring Program. Topic: “Where Will the Business Come From?”

**June 22: Chicago, Illinois.** Panel Moderator, Renaissance American Management & Beard Group’s Ninth Annual Conference on Corporate Reorganizations, CLE Ethics Hour.

**April 28: Chicago, Illinois.** Panel Member, Commercial Law League of America Midwest Region’s 76<sup>th</sup> Chicago Meeting. Topic: “A Lesson on the ABCs (Assignments for the Benefit of Creditors): A Discussion on How They Work and Why They Are a Better Alternative to Chapter 11.”

**April 21: Washington, D.C.** Panel Member, American Bankruptcy Institute’s Annual Spring Meeting plenary session. Topic: “Can the Problems Facing U.S. Manufacturers be Fixed?”

**April 7: Boston, Massachusetts.** Panel Member, American College of Bankruptcy First Circuit Fellows Educational Program. Topic: “Reorganizations: Then and Now.”

**March 10: Los Angeles, California.** Panel Member, American Bankruptcy Institute’s Bankruptcy Battleground West conference. Topic: “The New Face of American Reorganization and Restructuring.”

**February 4: Honolulu, Hawaii.** Panel Moderator, DSI’s 2006 Mid-Winter Aloha Weekend conference. Topic: “Second Annual Review of the Present Status and Future Prospects for the Restructuring Industry.”

**February 3: Honolulu, Hawaii.** Speaker, Hawaii State Bar Association Bankruptcy Law Section’s Chapter 11 Seminar. Topic: “Chapter 11 Bankruptcy Reform.”

**January 28: Ft. Lauderdale, Florida.** Panel Member, TAGLAW Southeast Regional Meeting. Topic: “Doing Business with Restructuring Professionals.”

**2005:**

**November 18: San Francisco, California.** Panel Member, Meeting of the Northern California Chapter of the Turnaround Management Association. Topic: “Bankruptcy Abuse and Reform Act of 2005.”

**September 29: San Francisco, California.** Panel Member, Association of Insolvency and Restructuring Advisors’ 2005 West Coast Corporate Restructuring Conference: Current Trends and Issues Facing Corporate Restructuring Professionals. Topic: “Real Estate Industry Analysis.”

**August 12: Cincinnati, Ohio.** Panel Member, Midwest Regional Bankruptcy Seminar. Topic: “Asset Protection Trusts.”

**August 12: Cincinnati, Ohio.** Panel Member, Midwest Regional Bankruptcy Seminar. Topic: “Deepening Insolvency & Changing Fiduciary Responsibilities.”

**August 11: Cincinnati, Ohio.** Panel Member, Midwest Regional Bankruptcy Seminar. Topic: “Cross Border Insolvency Proceedings.”

**July 15 and 16: Brewster, Massachusetts.** Speaker, American Bankruptcy Institute’s Northeast Bankruptcy Conference. Topic: “The Business of Workouts & Reorganizations.”

**June 24: Chicago, Illinois.** Panel Moderator, Renaissance American Management & Beard Group’s Eighth Annual Conference on Corporate Reorganizations, CLE Ethics Hour. Topic: “Effects of the New Bankruptcy Code on Corporate Governance.”

**May 11: American Bankruptcy Institute National Telephonic Audioconference.** Panel Moderator, Best of ABI Bankruptcy Battleground West 2005. Topic: “Deepening Insolvency Issues.”

**May 10: San Francisco, California.** Panel Member, Bar Association of San Francisco Commercial Law and Bankruptcy Section’s seminar. Topic: “The Bankruptcy Reform Act: How We Got it and What We Are Doing With It.”

**April 7: Chicago, Illinois.** Luncheon Speaker, DePaul University College of Law Business and Commercial Law Journal Symposium in conjunction with the Commercial Law League of America Midwest Region's 75<sup>th</sup> Chicago Meeting. Topic: "New Industry Developments."

**April 5: New York, New York.** Panel Member, The Deal's Private Equity Symposium. Topic: "Financing Outlook: The Two-Edge Sword of Cheap Debt."

**March 4: Los Angeles, California.** Panel Moderator, American Bankruptcy Institute's Bankruptcy Battleground West conference. Topic: "Deepening Insolvency Issues."

**February 5: Honolulu, Hawaii.** Panel Moderator, DSI's 2005 Mid-Winter Aloha Weekend conference. Topic: "The Changing Nature of the Insolvency Business and the International Restructuring Paradigm: Where is the Industry Headed?"

#### **2004:**

**December 10: Cleveland, Ohio.** Speaker, Cleveland Bar Association Bankruptcy and Commercial Law Section's Alternatives to Bankruptcy Seminar. Topic: "Assignments for the Benefit of Creditors: What Are They? Where Are They in Use? Do They Work? Current Legislative Initiatives."

**December 10: Cleveland, Ohio.** Luncheon Speaker, Cleveland Bar Association Bankruptcy and Commercial Law Section's Alternatives to Bankruptcy Seminar. Topic: "The Changing Nature Of The Insolvency Arena: It Ain't Just About Bankruptcy Court Anymore – And Wait'll You See What We're Going To Do With Insurance Insolvencies."

**December 3: Scottsdale, Arizona.** Panel Member, American Bankruptcy Institute's Winter Leadership Conference. Topic: "The Third Way: Federal Receivership as a Creditor Option."

**November 16: New York, New York.** Panel Member, American Conference Institute's conference on Legal and Strategic Guide to Insurance Insolvency: Overcoming Business, Legal and Regulatory Hurdles. Topic: "Revising the Insolvency Process."

**September 20: New York, New York.** Panel Member, American Bankruptcy Institute's Investment Banking & Restructuring Conference. Topic: "What is Going on Out There: Analysis of the current environment and when and why the next distress cycle will occur."

**June 25: Kauai, Hawaii.** Panel Member, American Bankruptcy Institute's Hawaii Bankruptcy Workshop. Topic: "Developments in Corporate Bankruptcy after Enron and Worldcom."

**June 4: Toronto, Canada.** Dinner Speaker, Annual Retreat hosted by the Ontario Bar Association Insolvency Committee, the Commercial List User's Committee and the Ontario Association of Insolvency and Restructuring Professionals. Topic: "Lessons for Canadian Restructuring and Turnaround Professionals."

**April 15: Chicago, Illinois.** Luncheon Speaker, DePaul University College of Law Business and Commercial Law Journal Symposium on Emerging Trends in Commercial Law: Surviving Tomorrow's Challenges, in conjunction with the Commercial Law League of America Midwest Region's 74<sup>th</sup> Chicago Meeting. Topic: "Challenges of the New Insolvency Paradigm."

**March 5: Los Angeles, California.** Panel Member, American Bankruptcy Institute's Bankruptcy Battleground West conference. Topic: "New Developments."

**February 26: Tampa, Florida.** Speaker, Florida Bar Business Section's Conference on Alternatives to Bankruptcy. Topic: "Receiverships – Real Estate, Corporate, Governmental/Federal Receiverships."

**February 26: Tampa, Florida.** Panel Member, Florida Bar Business Law Section's Conference on Alternatives to Bankruptcy. Topic: "Comparison of Strategies and Hypothetical Problem Analysis."

**January 30: Princeton, New Jersey.** Speaker, Eastern District of Pennsylvania Bankruptcy Conference's Fifteenth Annual Forum. Topic: "Remarks on the Changing Nature of the International Insolvency Business."

## **2003:**

**September 10: Cincinnati, Ohio.** Speaker, Meeting of the Greater Cincinnati Chamber of Commerce's Association for Corporate Growth. Topic: "Fun & Games: Sarbanes-Oxley and Restructuring."

**September 8: Boston, Massachusetts.** Panel Member, LexisNexis Corporate Governance Symposium. Topic: "Bankruptcy Issues."

**August 22: Cincinnati, Ohio.** Panel Member, Midwest Regional Bankruptcy Seminar. Topic: "Creditor Remedies: Alternatives and Strategies."

**August 21: Cincinnati, Ohio.** Panel Member, Midwest Regional Bankruptcy Seminar. Topic: "The Role of the Financial Advisor."

**June 27: New York, New York.** Guest Lecturer, Building Turnarounds that Last course at Columbia Business School. Topic: "The Role of the CRO, the Engagement Letter and Other Corporate Governance Issues."

**June 19: Chicago, Illinois.** Panel Member, the Renaissance American Management & Beard Group's Sixth Annual Conference on Corporate Reorganizations, Ethics/Corporate Governance Panel.

**June 3: San Francisco, California.** Speaker, Meeting of the Bay Area Bankruptcy Forum. Topic: "The Sarbanes-Oxley Act and the Role of the SEC in Public Company Bankruptcies."

**May 23: San Antonio, Texas.** Speaker, Advanced Business Bankruptcy Conference for the State Bar of Texas. Topic: "Workouts: Some Thoughts on Their Changing Nature."

**May 16: Rancho Los Palms, California.** Panel Moderator, California Bankruptcy Forum's Sarbanes-Oxley Panel. Topic: "Thou Shalt Not Steal, Lie or Covet."

**April 8: San Francisco, California.** Keynote Luncheon Speaker, Meeting of the Bar Association of San Francisco's Bankruptcy and Commercial Law Section. Topic: "The Changing Nature Of Our Business: Are You Comfortable With Where We're Going And Can You See The Destination?"

**April 5: Los Angeles, California.** Panel Member, American Bar Association's Business Law Section Mid Year Spring Meeting, Business Bankruptcy Committee Program. Topic: "Anatomy of a Workout."

**March 7: Beverly Hills, California.** Panel Member, American Bankruptcy Institute's Eleventh Annual Bankruptcy Battleground West. Topic: "Sarbanes-Oxley Act Issues."

**February 27: New York, New York.** Panel Member, First Annual Turnaround Management & Corporate Restructuring Summit, presented by Institutional Investor Seminars. Topic: "Efficiencies of Turnarounds."

**February 19: New York, New York.** Speaker, Strategic Research Institute's Second Annual Corporate Restructuring and High Yield Debt Conference: Crisis at Maturity. Topic: "Case Study: A Status Report on Leading Asbestos Cases."

**February 18: New York, New York.** Panel Moderator, Strategic Research Institute's Second Annual Corporate Restructuring and High Yield Debt Conference: Crisis at Maturity. Topic: "Preserving Value: Strategic Communications as a Tool for Business Recovery."

**February 6: Las Vegas, Nevada.** Speaker, Conference on Valuation of Assets in Bankruptcy, presented by the William S. Boyd School of Law, University of Nevada, Las Vegas. Topic: "Valuation at the Confirmation Hearing."

**January 31 and February 1: Denver, Colorado.** Panel Member, American Bankruptcy Institute's Eighth Annual Rocky Mountain Bankruptcy Conference. Topic: "Director and Officer Issues: New Theories of Liability."

**January 8: Tampa, Florida.** Panel Member, International Council of Shopping Centers' 2003 Florida Retail Leasing Symposium. Topic: "Current Bankruptcy Issues Affecting Retail Tenants."

**2002:**

**December 4: Chicago, Illinois.** Panel Member, Strategic Research Institute's Fourth Annual Distressed Debt Investing Forum. Topic: "An Overview of the Next Wave of Bankruptcies."

**November 22: Nashville, Tennessee.** Panel Member, Mid-South Commercial Law Institute's 23<sup>rd</sup> Annual Seminar: Workouts, Mediation and Recent Developments. Topic: "Anatomy of a Workout."

**October 29: Miami, Florida.** Speaker, Meeting of the Bankruptcy Bar Association of the Southern District of Florida. Topic: "Prospective Bankruptcy Legislation and Current Trends in the Business."

**October 25: Colorado Springs, Colorado.** Panel Member, Turnaround Management Association's Annual Conference. Topic: "Corporate Governance Issues in a Turnaround."

**October 3: Chicago, Illinois.** Keynote Speaker, Commercial Law League's Opening Breakfast at the 76<sup>th</sup> Annual Meeting of the National Conference of Bankruptcy Judges. Topic: "Political Ramifications Behind the Bankruptcy Legislation and Why It Did or Did Not Become Law."

**September 13 and 15: Las Vegas, Nevada.** Panel Member, American Bankruptcy Institute's Tenth Annual Southwest Bankruptcy Conference. Topic: "Spotting the Downward Spiral."

**July 12 and 13: Cape Cod, Massachusetts.** Panel Member, American Bankruptcy Institute's Ninth Annual Northeast Bankruptcy Conference. Topic: "Workouts, Then and Now."

**June 21: Chicago, Illinois.** Speaker, the Renaissance American Management & Beard Group's Fifth Annual Conference on Corporate Reorganizations. Topic: "Corporate Governance Issues."

**May 14: Chicago, Illinois.** Speaker, University of Chicago Graduate School of Business CEO Roundtable. Topic: "Managing Turnarounds."

**May 6: Chicago, Illinois.** Panel Member, Seventh Circuit Bar Association's Annual Meeting. Topic: "Hot and Emerging Topics."

**April 19: Washington, D.C.** Panel Member, American Bankruptcy Institute's Annual Spring Meeting. Topic: "Controlling Costs in Chapter 11: The Latest on Fees and the Use of Fee Auditors."

**April 10: San Francisco, California.** Panel Member, Meeting of the Bay Area Bankruptcy Forum. Topic: "What Professionals and Management Want and What They Can Get."

**March 13: Cincinnati, Ohio.** Speaker, Meeting of the Cincinnati Association for Corporate Growth. Topic: "The Changing Model of Reorganizations and Restructurings in This Challenging Time."

**March 8: Los Angeles, California.** Panel Member, American Bankruptcy Institute's Tenth Annual Bankruptcy Battleground West. Topic: "Directors and Officers in the Legal Crosshairs: Exploring the Apparent Continuing Evolution of Both Responsibility and Culpability."

**January 25: New York, New York.** Panel Member, Strategic Research Institute's Conference on Corporate Restructuring and High Yield Debt: Crisis at Maturity. Topic: "Asset Sales."

## **2001:**

**December 19: Miami, Florida.** Panel Member, Meeting of the Association for Corporate Growth, South Florida Chapter, Miami-Dade Subchapter. Topic: "The Trials and Tribulations of a Troubled Company."

**December 5: Atlanta, Georgia.** Panel Member, Meeting of the United States Trustees. Topic: "The Financial Market and Trends Affecting Chapter 11."

**December 4: Chicago, Illinois.** Speaker, SHALVA's 15<sup>th</sup> Anniversary Unity Dinner. Topic: "Miracles."

**November 15: Dallas, Texas.** Speaker, Joint Meeting of the Turnaround Management Association and the in the Current Economic Climate – "A 'Big Picture' Review."

**October 23: Cambridge, Massachusetts.** Panel Member, Harvard University's John F. Kennedy School of Government Institute of Politics. Topic: "Money and Politics."

**June 29 and July 1: Maui, Hawaii.** Panel Member, American Bankruptcy Institute's Hawaii Bankruptcy Workshop. Topic: "Workouts: Looking for Firm Footing on the Slippery Slope."

**May 18: Monterey, California.** Panel Member, California Bankruptcy Forum's 13<sup>th</sup> Annual Conference. Topic: "Recent Developments."

**April 20: Washington, D.C.** Panel Member, American Bankruptcy Institute's Annual Spring Meeting. Topic: "The Unthinkable? Professional Service Firm Bankruptcies – Risks and Prospects."

**April 17: Chicago, Illinois.** Speaker, Meeting of the Association for Corporate Growth, Chicago Chapter. Topic: "Views from a Turnaround Professional on Changing Opportunities in a Changing Economy."

**April 3: Cambridge, Massachusetts.** Panel Member, Harvard University Business School's Turnaround Symposium. Topic: "Leading the Turnaround."

**January 8 and 9: Beijing, People's Republic of China.** Panel Member, Conference on Business Reorganization and Commercial Bank Assets Preservation, presented by a consortium of Chinese banks. Topic: "The Workout Specialist's Role in the Reorganization Process."

**2000:**

**December 7: Cleveland, Ohio.** Speaker, Cleveland Bar Association's 2000 William J. O'Neill Bankruptcy Institute.

**December 1: Scottsdale, Arizona.** Panel Member, American Bankruptcy Institute's Winter Leadership Conference. Topic: "Claims Trading: Has It Changed the World of Bankruptcy Forever?"

**November 5: Baltimore, Maryland.** Panel Member, Turnaround Management Association's Annual Conference. Topic: "Fiduciary Responsibilities of Professionals in Insolvencies."

**October 18: Boston, Massachusetts.** Panel Member, Meeting of the American Bar Association Business Law Section, Committee on Business Bankruptcy, Subcommittee on Trustees and Examiners, in conjunction with the 74<sup>th</sup> Annual Meeting of the National Conference of Bankruptcy Judges. Topic: "Contested Elections of Chapter 11 Trustees."

**September 22 and 23: Las Vegas, Nevada.** Panel Member, American Bankruptcy Institute's Eighth Annual Southwest Bankruptcy Conference. Topic: "Lender's Perspective on Pre- and Post-Petition Workouts."

**July 15: Newport, Rhode Island.** Panel Member, Mock Trial in the American Bankruptcy Institute's Seventh Annual Northeast Bankruptcy Conference. Topic: "Motion to Appoint Trustee."

**June 21: San Antonio, Texas.** Panel Member, United States Trustee Program's Tri-Regional Seminar for Regions 5, 6 and 7. Topic: "Venue Issues."

**June 8: Miami, Florida.** Panel Member, Florida Receivers Forum Seminar. Topic: “Florida Receiverships: Making Order Out of Chaos.”

**May 16: New York, New York.** Panel Member, American Conference Institute's D&O Liability Conference. Topic: “Going Broke: Director and Officer Responsibility and Risk During Bankruptcy.”

**April 29: Washington, D.C.** Panel Member, American Bankruptcy Institute’s Annual Spring Meeting. Topic: “Use of Turnaround Consultants in Workout/Underperforming Situations.”

**April 11: San Francisco, California.** Speaker, Meeting of the Commercial Law and Bankruptcy Section of the Bar Association of San Francisco. Topic: “Responding to the Coming Trends.”

**April 4: Cleveland, Ohio.** Speaker, Meeting of the Northern Ohio Chapter of Robert Morris Associates. Topic: “Turnaround Management.”

**March 3: Scottsdale, Arizona.** Keynote Speaker, Commercial Law League of America's 1<sup>st</sup> Annual Winter Conference. Topic: “Deciphering the Coming Trends, Restructurings, Turnarounds and Workouts Looming on the Horizon.”

**January 13: Evansville, Indiana.** Speaker, Meeting of the River Valley Chapter of Robert Morris Associates.

**January 12: Chicago, Illinois.** Panel Member, Young Lawyers Section of the Chicago Bar Association’s Seminar on Bankruptcy: Accounting and Turnaround Management. Topic: “How to Identify Operational and Financial Problems and Their Solutions.”

**1999:**

**December 14: Chicago, Illinois.** Speaker, Meeting of the Chicago Bar Association’s Bankruptcy & Reorganization Committee. Topic: “Election of Trustees in Bankruptcy Cases.”

**November 18: Cincinnati, Ohio.** Speaker, Meeting of the Greater Cincinnati/Northern Kentucky Chapter of Robert Morris Associations. Topic: “New Perspectives on Credit Evaluations and Decisions in Real Time: Responding to the Imperatives of Decision Making in the Changing Workout and Restructuring Industry.”

**November 9: Dallas, Texas.** Panel Member on two separate panels for Patton Bogg’s Seminar on Preparing for the Next Economic Downturn. Topic: “Warning Signs on the Horizon (or Whatever Goes Up Eventually Comes Down)” and “Benefiting from Downturn Opportunities – Methods for Taking Advantage of the Next Downturn.”

**October 21: Boston, Massachusetts.** Keynote Speaker, Massachusetts Continuing Legal Education Bankruptcy Conference. Topic: “Restructurings, Turnarounds and Bankruptcies in the New Millennium: Are We All Going to Have to Get Real Jobs?”

**October 4: New Orleans, Louisiana.** Speaker, Robert Morris Associates’ Annual Conference of Lending and Credit Risk Management. Topic: “Timing the Wave: Responding to the Rapid Evolution in the Nature of Workouts and Restructurings.”

**September 28: Chicago, Illinois.** Panel Member, the Renaissance American Management & Beard Group's Second Annual Conference on Corporate Reorganizations. Topic: "Case Study: Mercury Finance."

**September 15: Buffalo, New York.** Panel Member, Joint meeting of the Upstate New York Turnaround Management Association and the Buffalo Chapter of Robert Morris Associates. Topic: "Use of Turnaround Consultants in Workout/Underperforming Situations."

**June 8: Chicago, Illinois.** Speaker, Meeting of the Chicago Bar Association's Bankruptcy & Reorganization Committee. Topic: "Bill Brandt, Live and Unplugged."

**May 7: Cincinnati, Ohio.** Speaker, Ohio Valley Chapter of Robert Morris Associates' Spring Meeting. Topic: "Issues with Troubled Companies."

**April 26: San Francisco, California.** Panel Member, Renaissance American Management & Beard Group's Bankruptcy Sales and Acquisitions Conference. Topic: "The CLE Ethics Hour: Avoiding Conflicts/Avoiding Suits for Disgorgement."

**April 21: Chicago, Illinois.** Panel Member, Association of Legal Administrators' 28<sup>th</sup> Annual Educational Conference and Exposition. Topic: "Law Firm Management Techniques: How to Keep Your Firm Out of Trouble."

**April 16: Washington, D.C.** Panel Member, American Bankruptcy Institute's Annual Spring Meeting. Topic: "Up Close with Top Crisis Managers: Remarks on the Changing Nature of Corporate Restructurings and Turnarounds."

**March 19: Los Angeles, California.** Panel Member, American Bankruptcy Institute's Seventh Annual Bankruptcy Battleground West. Topic: "Thoughts on the Practical Realities of Administering Cases where Federal Communication Licenses are an Issue."

**February 2: Columbus, Ohio.** Speaker, Central Ohio Chapter of Robert Morris Associates' Winter Program. Topic: "Issues with Troubled Companies."

**1998:**

**November 9: Las Vegas, Nevada.** Panel Member, Second Annual Subprime Consumer Finance, Asset-Based Securitization & Servicing Forum Conference. Topic: "Succeeding in an Increasingly Competitive Subprime Market: The Strategy Roundtable for a Successful '99 and Beyond."

**October 17: Williams Island, Florida.** Speaker, Berger Davis & Sugerman's Annual Law Firm Planning Retreat. Topic: "Enhancing Client Services."

**September 18 and 19: Santa Fe, New Mexico.** Panel Member, American Bankruptcy Institute's Sixth Annual Southwest Bankruptcy Conference. Topic: "Financial Issues in Chapter 11 Cases."

**September 15: New York, New York.** Panel Member, International Business Communications' Sixth Annual Conference on Distressed Securities. Topic: "Bankruptcy Business Acquisition Strategies."

**September 9: Chicago, Illinois.** Speaker, Meeting of the National Investor Relations Institute, Chicago Chapter. Topic: “A Presentation on Companies That Have Experienced Financial Difficulties.”

**June 12: Chicago, Illinois.** Keynote Speaker, National Automotive Finance Association’s Annual Non-Prime Auto Lending Conference. Topic: “Coming Back from the Covenant Violation: A Blueprint for Corporate Turnaround Situations and Growing with Restrictive Debt Financing.”

**June 11: Chicago, Illinois.** Keynote Speaker, Renaissance American Conferences & Beard Group’s First Annual Conference on Corporate Reorganizations. Topic: “Avoiding Pitfalls in Successful Turnarounds and Workouts.”

**April 6: Chicago, Illinois.** Panel Member, Institute for International Research’s Conference on Auto Financing in the Age of Consolidation. Topic: “Working Our Way Back to Financial Health.”

**March 20: Los Angeles, California.** Panel Member, American Bankruptcy Institute’s Sixth Annual Bankruptcy Battleground West. Topic: “Remembering Who the Client Is – Effective Representation of Business Debtor Clients.”

**January 30: Scottsdale, Arizona.** Panel Member, Association of Insolvency Accountants’ “Rightsizing Conference.” Topic: “The Mercury Finance Story: This is More Like a Barge than a Cabin Cruiser – You Can’t Turn It on a Dime.”

**1997:**

**October 28: Chicago, Illinois.** Speaker, Meeting of the Chicago Chapter of Robert Morris Associates. Topic: “This Year’s Turnaround Situations.”

**October 21: Boston, Massachusetts.** Speaker, Meeting of the Turnaround Management Association of New England. Topic: “Thoughts on the Convergence (or Collision) of Bankruptcy and Non-Bankruptcy Law from the Workout/Turnaround Perspective.”

**October 17: Philadelphia, Pennsylvania.** Panel Member, American Bar Association Business Law Section, Committee on Business Bankruptcy, Subcommittee on Bankruptcy’s Meeting on Aspects of Business Transactions, in conjunction with the 71<sup>st</sup> Annual Meeting of the National Conference of Bankruptcy Judges. Topic: “And Now for Something Slightly Different: Federal Receiverships as an Alternative to Bankruptcy Proceedings.”

**May 16: Washington, D.C.** Panel Member, American Bankruptcy Institute’s Annual Spring Meeting. Topic: “Keep it Quiet and Cheap: The Fine Art of Out-of-Court Workouts and Liquidations.”

**April 26: Victoria, Canada.** Speaker, Vancouver/Seattle Insolvency Group’s Sixth Annual Conference. Topic: “Current Developments and Hot Trends in the Bankruptcy Biz.”

**April 8: Chicago, Illinois.** Panel Member, Meeting of the Chicago Bar Association Bankruptcy and Reorganization Committee. Topic: “Future of Bankruptcy.”

**March 21: Los Angeles, California.** Panel Member, American Bankruptcy Institute's Fifth Annual Bankruptcy Battleground West. Topic: "Winning the Battle for Ownership: Claims Trading and Corporate Governance Issues."

**February 20: Dayton, Ohio.** Speaker, Robert Morris Association Regional Seminar. Topic: "Review of the Current Bankruptcy Scene and Related Legislative Developments."

**January 28: Tampa, Florida.** Panel Member, Meeting of the Tampa Bay Bankruptcy Bar Association. Topic: "Asset Sales in Bankruptcy."

**1996:**

**December 5 and 6: Cleveland, Ohio.** Speaker, Cleveland Bar Association's 1996 William J. O'Neill Bankruptcy Institute. Topic: "Some Thoughts on the Convergence (or Collision) of Bankruptcy and Non-Bankruptcy Law from the Workout/Turnaround Perspective."

**August 9: Harbor Springs, Michigan.** Panel Member, Eighth Annual Federal Bar Association's Bankruptcy Section Seminar. Topic: "Keeping the Ship Afloat – Duties and Responsibilities of Debtors-In-Possession, Creditors' Committees and their Counsel After Filing and Before Chapter 11 Plan Confirmation."

**May 2: Columbus, Ohio.** Panel Member, Columbus Bar Association's Bankruptcy Law Institute. Topic: "Pre-Packaged Plans and Distresses Sales."

**March 7: Cleveland, Ohio.** Speaker, Meeting of the Cleveland Chapter of the Turnaround Management Association. Topic: "Where Does Responsibility/Liability Stop for Accountants, Attorneys and Turnaround Professionals?"

**February 8 through 10: Denver, Colorado.** Panel Member, American Bankruptcy Institute's First Annual Rocky Mountain Bankruptcy Conference. Topic: "A Review of Asset Sale Mechanisms for the Resolution of Insolvencies Outside Bankruptcy Court."

**January 19: Phoenix, Arizona.** Panel Member, Twelfth Annual Conference of the Association of Insolvency Accountants. Topic: "I Was Thinkin' Along Those Lines Anyhow, or How the Specter of Bankruptcy Proceedings Caused Me to Embrace the Consensual Workout Process."

**January 18: Phoenix, Arizona.** Panel Member, American Bankruptcy Institute's Bankruptcy Reform Study Project, presented to the Twelfth Annual Conference of the Association of Insolvency Accountants. Topic: "How Consensual Workouts are Shaped by Business Bankruptcy."

**1995:**

**October 31: New Orleans, Louisiana.** Panel Member, National Conference of Bankruptcy Judges, Use and Disposition of Property Subcommittee. Topic: "Trustee Elections: Organized Mayhem Under the New Amendments? Politics, Campaigning, Disqualification. A Practical Guide into the Fray."

**September 14 and 15: Cincinnati, Ohio.** Panel Member on two separate panels, 1995 Annual Midwest Regional Bankruptcy Seminar. Topics: “Some Thoughts on the Dilemmas of Retention Facing Non-Lawyers and Non-Accounting Professionals,” and “Democratizing Chapter 11’s: The Election of Trustees Under the Reform Act.”

**September 13: San Antonio, Texas.** Speaker, “Reimer Week 1995.” Topic: “Better, Faster Results in Workouts and Liquidations.”

**August 5: La Jolla, California.** Speaker, Annual Summer Meeting of the Dental Manufacturers of America, Inc.

**July 20 through 23: North Falmouth, Massachusetts.** Speaker, American Bankruptcy Institute’s 1995 Northeast Bankruptcy Conference. Topic: “Financial Restructuring.”

**June 1: Orlando, Florida.** Speaker, National Association of Credit Management’s National Annual Convention. Topic: “Selecting a Chapter 11 Trustee: Actual Cases Tell the Story.”

**May 5: Washington, D.C.** Panel Member, Annual American Bankruptcy Institute’s Spring Meeting, Special Program on the Bankruptcy Review Commission’s Agenda. Topic: “Emphasis Being on ‘Facilitator.’ ”

**March 25: San Antonio, Texas.** Panel Member, American Bar Association Business Law Section’s Spring Meeting, Chapter 11 Bankruptcy Courts Subcommittee. Topic: “The Bankruptcy Court System in 1995: Is It in Need of Major Reform or Minor Refinements? A View from the Bench, the United States Trustee’s Office, and a Bankruptcy Business Consultant.”

**March 6: Crystal City, Virginia.** Speaker, National Association of Credit Managers’ Legislative and Critical Issues Conference. Topic: “Tips for Selecting a Trustee.”

**March 3: Tucson, Arizona.** Panel Member, American Bar Association, Insurance Coverage Litigation Committee, Insolvency Subcommittee’s Annual Meeting. Topic: “Special Issues Involving Bankrupt Insureds in Insurance Coverage Litigation.”

**February 21: Los Angeles, California.** Panel Member, Turnaround Management Association Southwest Chapter’s February 1995 Program. Topic: “So You Wanna Be A Trustee – Creditors Elections of Chapter 11 Trustees under the Bankruptcy Reform Act of 1994.”

**February 15: Miami, Florida.** Speaker, South Florida Secured Lenders Group.

#### **1994:**

**December 14: Chicago, Illinois.** Speaker, Meeting of the Chicago Bar Association’s Financial Institutions Committee.

**October 5: Oak Brook, Illinois.** Speaker, Annual Meeting of the Illinois Bankers Association. Topic: “Committee Lending Practices: Closing and Enforcing the Loan.”

**September 30: Cincinnati, Ohio.** Panel Member, 1994 Annual Midwest Regional Bankruptcy Seminar. Topic: “Commercial Bankruptcy: Chapter 11 Operations – Operation of the Business and Crisis Management.”

**September 28: Charlotte, North Carolina.** Speaker, Meeting of the Carolinas Chapter of the Turnaround Management Association.

**August 13: Paradise Island, Nassau.** Keynote Address, Dental Manufacturers of American 62<sup>nd</sup> Annual Summer Meeting. Topic: “The Impact of Pending Healthcare Legislation on Bankruptcies in the Healthcare Field.”

**May 26: Chicago, Illinois.** Panel Member, Joint Meeting of the American Bar Association and the Chicago Chapter of the Federal Bar Association. Topic: “Critical Issues in Chapter 11 Bankruptcies – Keeping Control: Pre-Petition Planning.”

**May 25: Chicago, Illinois.** Meeting of the Chicago Bar Association’s Real Property Law Committee. Topic: “What if the Builder of Your Client’s New Home Files Bankruptcy?”

**May 4: Chicago, Illinois.** Speaker, Chicago Bar Association Seminar. Topic: “New Construction: Residential Real Estate Contracts – What if the Builder Goes Bankrupt?”

**April 29: Washington, D.C.** Moderator and Discussion Leader, 1994 Annual Spring Meeting of the American Bankruptcy Institute, Symposium on the Role of Government in Bankruptcy.

**April 28: Washington, D.C.** Panel Member, American Bankruptcy Institute’s Law Review Roundtable Discussion. Topic: “What Constitutes a Success in Chapter 11?”

**April 26: Miami, Florida.** Speaker, Monthly meeting of the Economic Society of South Florida.

**April 14: Miami, Florida.** Speaker, South Florida Regional Resource Development Grantsmanship Program Seminar. Topic: “Relationships Between Community Development and Resource Development.”

**April 8: Chicago, Illinois.** Speaker, 64<sup>th</sup> Annual Meeting of the Commercial Law League of America’s Midwestern District Regional Members’ Association. Topic: “It’s *More* Than the Economy, Stupid: The Challenge of Bankruptcy Reform.”

**March 1: Chicago, Illinois.** Speaker, Chicago Bar Association’s Young Lawyers Section, Bankruptcy Committee. Topic: “Workouts Outside of the Bankruptcy Court.”

**February 25: St. Louis, Missouri.** Keynote Speaker, Washington University Interdisciplinary Conference on Bankruptcy and Insolvency Theory. Topic: “It’s *More* than the Economy, Stupid: Lessons Learned in the Turnaround Business About Social Costs, Public Interests, and the Challenge of Bankruptcy Reform.”

**February 22: St. Louis, Missouri.** Speaker, Saint Louis University Law School’s Monthly Corporate Roundtable Luncheon.

**1993:**

**November 3: East Lansing, Michigan.** Speaker, Robert Morris Associates 1993 National Fall Study Conference.

**October 21: Chicago, Illinois.** Panel Member, Executive Enterprise, Inc.'s 14<sup>th</sup> Workouts and Insolvencies Conference Topic: "Early Warning Signs."

**June 3: San Francisco, California.** Panel Member, Executive Enterprise, Inc.'s Real Estate Workouts and Insolvencies Conference. Topic: "Trends and Recent Developments: Reviewing Alternative Solution Vehicles."

**May 20: Chicago, Illinois.** Panel Member, Executive Enterprise, Inc.'s Real Estate Workouts and Insolvencies Conference. Topic: "Trends and Recent Developments: Reviewing Alternative Solution Vehicles."

**May 13: New York, New York.** Panel Member, Executive Enterprise, Inc.'s Real Estate Workouts and Insolvencies Conference. Topic: "Trends and Recent Developments: Reviewing Alternative Solution Vehicles."

**May 7: Columbus, Ohio.** Speaker, 1993 Columbus Bar Association's Bankruptcy Law Institute. Topic: "Alternatives to Bankruptcy."

**April 22: Chicago, Illinois.** Speaker, Banking Law Institute and Bank Lending Institute Program. Topic: "Workouts and Bankruptcy: Recognizing and Dealing with Loan Defaults in a Consensual Manner."

**March 18: Grand Rapids, Michigan.** Speaker, Meeting of the Federal Bar Association of Western Michigan, Bankruptcy Section Steering Committee.

## **1992:**

**December 8: Rosemont, Illinois.** Speaker, Illinois Certified Public Accountants Society and Foundation's 1992 ABC Fall Forum Bankruptcy Conference. Topic: "Alternatives to Bankruptcy: Bulk Sale Transfers, Assignments for the Benefit of Creditors, State Court Receiverships, Federal Equity Receivers, Compositions of Creditors, and Acquisitions of Troubles Companies."

**October 29: Chicago, Illinois.** Speaker, Banking Law Institute and Bank Lending Institute Program. Topic: "Workouts and Bankruptcy: Recognizing and Dealing with Loan Defaults in a Consensual Manner."

**October 22: Chicago, Illinois.** Speaker, Associated Accounting Firms International's 24<sup>th</sup> Annual Tax Seminar. Topic: "Bankruptcy and Debt Restructuring."

**September 25: Cincinnati, Ohio.** Panel Member, 1992 Annual Midwest Regional Bankruptcy Seminar. Topic: "Staying Alive: The Art of Insolvency Practice and Business/Asset Valuation and/or Transfer Outside the Friendly Confines of the Bankruptcy Court."

**July 9: Indianapolis, Indiana.** Speaker, Indiana Continuing Legal Education Forum. Topic: "The Trustee's Administration in the Out-of-Court Bankruptcy."

**June 25: Quebec City, Canada.** Speaker, 1992 Annual Convention of the Florida Institute of Certified Public Accountants. Topic: “Alternative Dispute Resolution: Mediation.”

**April 3: Cincinnati, Ohio.** Speaker, Northern Kentucky Bar Association and Chase College of Law Joint Seminar on Business in the Sour Economy. Topic: “Negotiating Accounts Payable and the Bank – The Workout.”

**March 4: Naples, Florida.** Speaker, National Association of Printers & Lithographers’ Top Management Conference. Topic: “Turning Around a Troubled Company: The Need for Turnaround Management.”

**1991:**

**November 18: Chicago, Illinois.** Speaker, Monthly Meeting of the North Side Bankers Association. Topic: “Management of Troubled Businesses.”

**November 7: New York, New York.** Panel Member, Infocast Incorporated’s Seminar on Resolving the Non-Performing Loan. Topic: “Evaluating the Workout Situation: Business Issues and Options.”

**November 4: Chicago, Illinois.** Panel Member, Infocast Incorporated’s Seminar on Resolving the Non-Performing Loan. Topic: “Evaluating the Workout Situation: Business Issues and Options.”

**October 20 through 23: Palm Desert, California.** Speaker, Certified Public Accountants Associates, Inc.’s 1991 Annual Meeting. Topic: “Bankruptcy and Debt Restructuring.”

**October 17: Los Angeles, California.** Panel Member, Infocast Incorporated’s Seminar on Resolving the Non-Performing Loan. Topic: “Evaluating the Workout Situation: Business Issues and Options.”

**August 8 and 9: Cincinnati, Ohio.** Speaker, 1991 Annual Midwest Regional Bankruptcy Seminar. Topic: “Evaluating the Workout Situation: Crisis Management.”

**June 14: Chicago, Illinois.** Speaker, Meeting of the Turnaround Management Association, Chicago/Midwest Chapter. Topic: “Alternatives to the Bankruptcy Court.”

**April 20: Miami, Florida.** Speaker, Florida Institute of Certified Public Accountants’ Annual Pot-Tax Season Sunshine Seminar. Topic: “Analyzing Workout, Bankruptcy and Insolvency Situations” Issues, Strategies and Options.”

**January 29: Portland, Maine.** Speaker, Industrial Energy Consumer Group’s Sixth Annual Conference. Topic: “Energy and Other Issues Affecting Maine’s Ability to Compete.”

**1990:**

**November 30: Tampa, Florida.** Speaker, Tampa Bay Bankruptcy Bar Association Meeting. Topic: “Managing the Workout.”

**November 29: Los Angeles, California.** Panel Member, Infocast Incorporated’s Seminar on Resolving the Non-Performing Loan. Topic: “Evaluating the Workout Situation: Business Issues and Options.”

**November 15: Chicago, Illinois.** Panel Member, Infocast Incorporated's Seminar on Resolving the Non-Performing Loan. Topic: "Evaluating the Workout Situation: Business Issues and Options."

**November 13: New York, New York.** Panel Member, Infocast Incorporated's Seminar on Resolving the Non-Performing Loan. Topic: "Evaluating the Workout Situation: Business Issues and Options."

**September 27: Chicago, Illinois.** Panel Member, First National Bank of Chicago's Asset Management Department Professional Enhancement Day. Topic: "Know the Player: A Case Study."

**September 10 and 11: Las Vegas, Nevada.** Speaker, Certified Public Accountants Associates, Inc.'s 1990 Law Firms Seminar. Topic: "A Practical Guide to Bankruptcy & Insolvency."

**September 6: Orlando, Florida.** Speaker, Florida Institute of Certified public Accountants' 1990 Annual Accounting Show. Topic: "The Certified Public Accountant's Role in Litigation Support Services During Bankruptcy."

**June 4: Boston, Massachusetts.** Speaker, Infocast Incorporated's Seminar on Resolving the Non-Performing Loan. Topic: "Evaluating the Workout Situation: Business Issues and Options."

**April 11 through 14: Chicago, Illinois.** Speaker, 1990 Midwest Sociological Meeting, Law and Society Session. Topic: "Bankruptcy: The Road to Salvation? Myth and Reality."

**March 14: Boston, Massachusetts.** Panel Member, Sixth Annual New England Bankruptcy Law Conference '90. Topic: "Changing Debtor – Creditor Balance."

**March 1: Chicago, Illinois.** Speaker, Jenner & Block Law Firm's Periodic Transaction Group Seminar. Topic: "Workouts and Reorganizations in the Era of Failing LBOs."

#### **1989:**

**December 8: Palm Beach, Florida.** Speaker, American Institute of Certified Public Accountants' 1989 Conference on the Certified Public Accountant's Role in Litigation Support Services. Topic: "Bankruptcy."

**October 27: Chicago, Illinois.** Speaker, American Institute of Certified Public Accountants' 1989 Conference on the Certified Public Accountant's Role in Litigation Support Services. Topic: "Bankruptcy."

**October 6: Chicago, Illinois.** Speaker, Illinois Certified Public Accountants Foundation's 1989 Show on Midwest Accounting & Business Management. Topic: "Bankruptcy and Assignments."

**July 11: Boston, Massachusetts.** Speaker, American Institute of Certified Public Accountants' 1989 Conference on the Certified Public Accountant's Role in Litigation Support Services. Topic: "Bankruptcy."

**May 12: San Francisco, California.** Speaker, American Institute of Certified Public Accountants' 1989 Conference on the Certified Public Accountant's Role in Litigation Support Services. Topic: "Bankruptcy."

#### **1988:**

**November 4: Columbus, Ohio.** Speaker, Ohio State University College of Law's Conference on the Case Study of an Acquisition and Working Capital Loan. Topic: "Addressing the Issue of Management – The Control and/or Consultant Agenda."

**August 18: Chicago, Illinois.** Speaker, 1988 Midwest Accounting Show. Topic: "Bankruptcies & Insolvencies: A Practical Guide."

**1987:**

**April 30: Chicago, Illinois.** Speaker, Joint ABC Forum Meeting on Bankruptcy: Disaster or Opportunity, presented by the Illinois Certified Public Accountants Society, the Chicago Chapter of Robert Morris Associates, and the Chicago-Midwest Credit Management Association. Topic: "Chapter 11 and Its Alternatives for the Crippled Company."

**1984:**

**September 25: Chicago, Illinois.** Dinner speaker, Chicago Chapter of Robert Morris Associates. Topic: "It's Still a Loan after Chapter 11."

**1982:**

**April 9: Des Moines, Iowa.** Panel Member, Midwest Sociological Society's 46<sup>th</sup> Annual Meeting. Topic: "The Sociological Job Market."

**1981:**

**April 10: Louisville, Kentucky.** Speaker, Southern Sociological Society's 1981 Annual Meeting. Topic: "Sociology for Whom?"

**April 9: Minneapolis, Minnesota.** Speaker, Midwest Sociological Society's 1981 Annual Convention, Law and Social Change session. Topic: "Easin' On Down the Road: Some Social Aspects of the Continuing Evolution of the Bankruptcy Act."

**1980:**

**October 25: Chicago, Illinois.** Speaker, Illinois Sociological Association's 1990 Annual Meeting, Law and Social Change. Topic: "Being Busted and Knowing It: Bankruptcy and the Redefinition of the 'Business' Self."

**1979:**

**October 27: Springfield, Illinois.** Panel Member, Illinois Sociological Association's 1979 Annual Meeting. Topic: "Law and Society."

**1978:**

**October 28: Chicago, Illinois.** Panel Member, Illinois Sociological Association's 1978 Annual Meeting. Topic: "Law and Society."

**August 18: Uppsala, Sweden.** Speaker, International Sociological Association's IX World Congress of Sociology, Urban Residential Patterns: Collective Planning and Individual Response session. Topic: "Community Resurgence Through Economic Revitalization."

**August 14: Uppsala, Sweden.** Speaker, International Sociological Association's IX World Congress of Sociology, Planners, Managers and Entrepreneurs session. Topic: "The Sociologist as Planner, Manager and Entrepreneur."

**1977:**

**October 28: Charleston, Illinois.** Speaker, Illinois Sociological Association's 1977 Annual Meeting, Coming Decentralization of Urban Areas – Issues, Problems and Prospects session. Topic: "How Are You Going to Keep Them Down in the City After They've Seen the Farm: The Movement Toward Urban Decentralization."

**October 28: Charleston, Illinois.** Participant, Illinois Sociological Association's 1977 Annual Meeting Presidential Plenary Session. Topic: "Some Examples of Current Sociology at the University of Chicago."

**1976:**

**October 22: Chicago, Illinois.** Panel Member, Illinois Sociological Association's 1976 Annual Meeting. Topic: "The Community College: Who Attends the Community College and Why."

**1974:**

**August 20: Toronto, Canada.** Speaker, International Sociological Association's VIII World Congress of Sociological, Internal Migration: Industrial and Post-Industrial Societies session. Topic: "Migration and the American New Town: An Analysis of Patterns of In-Migration to New Communities."

**April 5: Omaha, Nebraska.** Speaker, Midwest Sociological Society's 38<sup>th</sup> Annual Meeting, Demography, Migration & Labor Force Issues session. Topic: "Labor Force Participation in New Communities: A Proposed Approach to New Techniques of Management."

## PUBLICATIONS

“A Man for All Seasons: Bill Brandt.” Receivership Professional Profile in the California Receivers Forum *Receivership News*, Issue 25 (Summer 2007): 13-15.

Co-authored with R. Brian Calvert, Clare Pierce and Catherine E. Vance. “Due Diligence.” In *Bankruptcy Business Acquisitions*, 2<sup>nd</sup> ed., edited by Richard Tilton, 15-1 – 15-44. Alexandria, VA: American Bankruptcy Institute, 2006.

Co-authored with Catherine E. Vance. “Deepening Insolvency and the United Kingdom’s Wrongful Trading Statute: A Comparative Discussion.” *Debt* 21, no. 2 (March/April 2006): 22-24.

Co-authored with Catherine E. Vance. “A Proposed Response to International Insurance Insolvencies.” Financier Worldwide Supplements’ *Global Restructuring & Insolvency Review -- Overcoming Corporate Crisis: Turnaround Management & Corporate Renewal*, 2004, 27-28.

Co-authored with Catherine E. Vance. “Managing the Future of Insurance Insolvency.” Institutional Investors Journals’ *Turnaround Management—A Guide to Corporate Restructuring*, Spring 2004, 118-123.

“Remember When – Recollections of a Time When Aggressive Accounting, Special Purpose Vehicles, Asset-Light Companies and Executive Stock Options Were Positive Attributes.” Transcript of Roundtable Discussion moderated by Mr. Robin Phelan, reported in *American Bankruptcy Institute Law Review* 11, no. 1 (Spring 2003): 1-46.

“Landlords Should Exhibit Flexibility, Avoid Bankruptcy Court Headaches.” *Florida Real Estate Journal* 11, no. 1 (16-30 April 2003): 20-21.

“A View from the Turnaround Trench.” *Directors & Boards*, Summer 2002, 86-88.

“Six Things to Do if You Hear from a Whistle-Blower.” *Corporate Board Member* 5, no. 4 (May/June 2002): 10.

“The Zone of Insolvency: Four Rules for Living for Directors and Officers.” Institutional Investors Journals’ *Turnaround Management – A Guide to Corporate Restructuring*, Spring 2002, 111-114.

“What Constitutes a Success in Chapter 11?” Transcript of Roundtable Discussion moderated by the Hon. Leif M. Clark, reported in *American Bankruptcy Institute Law Review* 2, no. 2 (Winter 1994): 229-267.

Review of *The Ungovernable City: The Politics of Urban Problems and Policy Making*, by Douglas Yates. *Contemporary Sociology* 8, no. 2 (March 1979).

“A Neighborly View of Separatism: Either Way There’s Something in it for the U.S.” *Maclean’s, Canada’s Weekly Newsmagazine* 91, no. 12 (12 June 1978).

## PUBLICATIONS (Continued)

Review of *New Towns and the Suburban Dream: Ideology and Utopia in Planning and Development*, by Irving Lewis Allen. *The American Journal of Sociology* 5, no. 1 (November/December 1977).

Review of *Energy and Social Change*, by James O'Toole and the University of Southern California Center for Futures Research. *The American Journal of Sociology* 4, no. 6 (September/October 1977).

Review of *Suburbanization and the City (Conservation of Human Resources Series: Columbia University)*, by Thomas Stanback, Jr., and Richard V. Knight. *The American Journal of Sociology* 4, no. 3 (March/April 1977).

Review of *The Structure of Urban Reform: Community Decision Organizations in Stability and Change*, by Roland L. Warren, Stephen M. Rose and Ann F. Bergunder. *The American Journal of Sociology* 3, no. 10 (September 1976).

"Migration and the New Town: An Analysis of Patterns of In-Migration to New Communities." In *Internal Migration: The New World and the Third World*, ed. Anthony H. Richmond and Daniel Kubat, 284-315. London: Sage Publications, 1976.

Review of *Mergers: Motives, Effects, Policies*, by Peter O. Steiner. *The American Journal of Sociology* 5, no. 4 (May 1976).

Review of *Easter Hill Village: Some Social Implications of Design*, by Clare C. Cooper. *The American Journal of Sociology* 3, no. 2 (November/December 1975).

Review of *The Great American Blow-Up: Puffery in Advertising and Selling*, by Ivan L. Preston. *The American Journal of Sociology* 2, no. 9 (August 1975).

Review of *Innovation in New Communities*, by Brown Miller, Neil J. Pinner, and William S. Saslow. *The American Journal of Sociology* 80, no. 3 (November 1974).

## LISTINGS

Who's Who in America, 51<sup>st</sup> Edition, 1997.  
Who's Who in America, 52<sup>nd</sup> Edition, 1998.  
Who's Who in America, 53<sup>rd</sup> Edition, 1999.  
Who's Who in America, 54<sup>th</sup> Edition, 2000.  
Who's Who in America, 55<sup>th</sup> Edition, 2001.  
Who's Who in America, 56<sup>th</sup> Edition, 2002.  
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Who's Who in America, 58<sup>th</sup> Edition, 2004.  
Who's Who in America, 59<sup>th</sup> Edition, 2005.  
Who's Who in America, 60<sup>th</sup> Edition, 2006.  
Who's Who in America, 61<sup>st</sup> Edition, 2007.  
Who's Who in America, 62<sup>nd</sup> Edition, 2008.  
Who's Who in America, 63<sup>rd</sup> Edition, 2009.

K&A Restructuring Register, 2001 Edition. [Annual roster of the country's top 100 restructuring advisors.]  
K&A Restructuring Register, 2002 Edition.  
K&A Restructuring Register, 2003 Edition.  
K&A Restructuring Register, 2004 Edition.

Who's Who in Finance and Industry, 23<sup>rd</sup> Edition, 1983-84.  
Who's Who in Finance and Industry, 24<sup>th</sup> Edition, 1985-86.  
Who's Who in Finance and Industry, 25<sup>th</sup> Edition, 1987-88.  
Who's Who in Finance and Industry, 26<sup>th</sup> Edition, 1989-90.  
Who's Who in Finance and Industry, 27<sup>th</sup> Edition, 1992-93.  
Who's Who in Finance and Industry, 28<sup>th</sup> Edition, 1994-95.  
Who's Who in Finance and Industry, 29<sup>th</sup> Edition, 1996-97.  
Who's Who in Finance and Industry, 30<sup>th</sup> Edition, 1998-99.  
Who's Who in Finance and Industry, 31<sup>st</sup> Edition, 2000-01.  
Who's Who in Finance and Industry, 32<sup>nd</sup> Edition, 2001-02.  
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Who's Who in Finance and Business, 34<sup>th</sup> Edition, 2004-05.  
Who's Who in Finance and Business, 35<sup>th</sup> Edition, 2006-07.

Who's Who in the World, 7<sup>th</sup> Edition, 1984-85.  
Who's Who in the World, 8<sup>th</sup> Edition, 1987-88.  
Who's Who in the World, 9<sup>th</sup> Edition, 1989-90.  
Who's Who in the World, 10<sup>th</sup> Edition, 1991-92.  
Who's Who in the World, 11<sup>th</sup> Edition, 1993-94.  
Who's Who in the World, 12<sup>th</sup> Edition, 1995-96.  
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## **PERSONAL DATA**

Place of Birth: Chicago, Illinois, U.S.A.

Date of Birth: 05 September 1949

Marital Status: Married, Four Children