

AFTERWORDS

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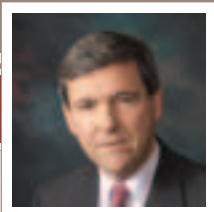
OUT OF AFRICA:

The journal of Lynthia DeGabrielle



An **American** Lawyer in **Paris**





LETTER FROM THE CHAIR

The far-reaching effects of globalization on individuals and businesses are apparent even in this year's issue of *AfterWords*. Just as our law practice at Fulbright & Jaworski has become increasingly international in response to clients' needs, the careers and personal interests of our alumni have taken them across the globe as well.

In this issue, you will see the striking photography and excerpts from the journal that Cynthia DeGabrielle kept while on assignment in Africa for the Department of Justice. Nancy Turck, an attorney for many years in our London office, explains the role of the International Energy Agency in Paris and her position there as chief legal counsel. Robert Valadez describes his part-time hunting guide business, which involves arranging trips to South America, Africa and Alaska.

Here at Fulbright in the past year, we have continued the expansion of our London and Hong Kong offices and also added three new overseas locations in Dubai, United Arab Emirates, Riyadh, Saudi Arabia and Beijing, China. Our global energy practice led us to open an office in Denver, an increasingly important location for our oil and gas industry clients. In addition, we expanded our national health care practice by adding six lawyers in our new St. Louis office.

More of our firm-sponsored events are taking an international focus, as well. In May of this year, we held a highly successful conference in London on energy investments in the Middle East. Speakers and panelists included distinguished experts on the region and Fulbright practitioners with extensive international experience.

I am particularly proud of the international recognition of our work. Last year, Fulbright & Jaworski received the first-ever Client Choice Award for "Excellence in Client Service." It was given to only one law firm for the United States by the *International Law Office*, media partner to the International Bar Association and Association of Corporate Counsel. The award was based on a survey of more than 1,000 in-house counsel around the world.

Finally, I want to wish all of our alumni much success and happiness wherever your travels, interests, careers or community service may take you. Each of you remains an important part of our firm's extended family. I hope you will keep in touch with your former colleagues here at Fulbright.

Steve Pfeiffer

STEVEN B. PFEIFFER
Chair of the Executive Committee
Fulbright & Jaworski L.L.P.



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If life as a prosecutor ever grows tiresome, Cynthia Lemay DeGabrielle can always get a job as a *National Geographic* field reporter. Cynthia, who worked in Fulbright's Houston office, recently opened her journals and her photo album to share her once-in-a-lifetime experience as a resident legal advisor for the Department of Justice in South Africa.





An Award-Winning Tribute to the Colonel

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In honor of the 100th anniversary of Leon Jaworski's birth, Fulbright put together a cinematic journey into the history of "The Colonel." This fascinating DVD, composed of recollections from retired partners, current partners and friends and family of Leon Jaworski, was distributed to all alumni.

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MOTOR CITY

Don Lough | Assistant General Counsel – Product Litigation | Ford Motor Company

View



From its latest hybrid and fuel cell technology to its groundbreaking designs, Ford Motor Company is intent on broadening the automotive industry's horizon. As all eyes are on Ford, Don Lough, assistant general counsel of product litigation, says he strives to guide his department of nearly 40 lawyers and legal assistants to efficiently and effectively serve Ford's business.

"I love working in this industry because it's so interesting and exciting with the endless creativity and innovation," he said. "The competition is tight, and that makes my work environment a dynamic place to be."

Don, who spent eight years in Fulbright's New York office, currently works on numerous issues that come with thousands of product litigation matters.

"I wouldn't trade my experience at Fulbright for anything," he said. "I loved my time at Fulbright, and it did great things for me."

Since joining Ford in 1995, Don has dabbled in seven different practice areas, all in the litigation and regulatory area. Each time, he has gotten challenging assignments with greater responsibilities—from employment and personal injury litigation to commercial and dealer litigation, class actions and special litigation.

"Our cases get tougher with time and are obviously more difficult to manage, but I think that's true in our industry as it is everywhere else in the legal system," he said. "We have more cases than we used to have, but our budget doesn't get bigger because of that. So, we're continually looking for ways to work smarter or more efficiently, especially with the financial stress that the industry is in."

"I loved my time at Fulbright, and it did great things for me."



space man

“Nothing like...the face of a person who experiences **zero gravity for the first time...**”



Burke Fort was just 17 when he watched Neil Armstrong take the first steps on the moon. Like billions of other people, it captured his imagination, but he never in his wildest dreams imagined that he'd have a personal role in it. Burke left Fulbright in 1992 to take a planning and development position at the University of Texas Center for Space Research.

“I’ve had many students say, ‘Mr. Fort, you’ve changed my life,’” he said. “That, for me, is an awesome experience. I’m still, after all these years, in the ‘pinch me’ mode.”

As the center’s program director, Burke is the “chief rainmaker,” leading aerospace engineers, planetary geophysicists and others on a half-billion-dollar proposal for a mission to Mars.

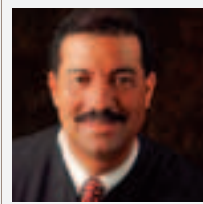
“Over the next several years, the Mars Reconnaissance Orbiter will be sending back very important information that will lay the foundation for future flights with astronauts going to Mars,” he said. “It’s a critical mission. Scientists have mapped Mars to a higher degree of precision than Earth.”

Burke also co-founded the Foundation for Space Exploration. The foundation sets out to educate young people whose lives will be changed by space capabilities. The foundation’s members believe space exploration is essential and work to fund and support students interested in space. A recently launched program allows students to experience weightlessness in a specially designed aircraft.

“We’ve made a difference in people’s lives with this foundation,” Burke said. “There’s nothing like the look on the face of a person who experiences zero gravity for the first time. It’s an ear-to-ear grin, and it’s very gratifying.”

Burke Fort worked in Fulbright’s Austin office.

ASSOCIATE TRAINING LEADS TO D.C. LEGACY



Last August, former Fulbright lawyer Eric T. Washington took the oath of office as chief judge of the District of Columbia Court of Appeals. He spent six years as an associate judge with the Court of Appeals prior to becoming chief judge. We recently spoke with Judge Washington to discuss his memories of Fulbright and the impact that working here still has on him today.

Judge Washington joined the firm fresh from Columbia Law School in 1979. He says that aside from wanting to work at Fulbright because it was a preeminent litigation firm, he had a very personal reason for choosing to join the firm.

"Fulbright had a young African-American partner named Marty Wickliff whom I met during the interview process. Marty was actually one of the lawyers from Fulbright who came to Columbia to participate in the law school's early interview program. Our conversations about the firm started the ball rolling. While firms now openly discuss the benefits of diversity, it wasn't always so, and having someone of color talking about the firm, who was a partner in the firm, was a huge selling point to me."

While at Fulbright, Judge Washington participated in the firm's intense associate training program, which involved associates going through rigorous trial advocacy training under highly experienced trial lawyers.

"I have always felt that Fulbright's litigation-training program would make the National Institute for Trial Advocacy proud. When I started at the firm, all of the new associates in litigation-related practice areas were required to participate in trial advocacy training, which included participation in a mock trial involving senior litigation partners and members of the staff and public. I recall being extremely nervous during my first mock trial because it was a personal injury case, and I was going to have to examine a child witness with Kraft Eidman, one of the firm's most accomplished trial lawyers, acting as the judge. However, I didn't get very far into the trial before I got my first lesson."

"I began to address the jury panel, telling them a little bit about the case so that I could practice questioning them about any biases

they might have. Being from the Northeast, I'd always heard lawyers refer to that exercise with sort of a French pronunciation. So, during the opening moments of the mock trial, I turned to the assembled jury and said, 'Ladies and gentlemen, this portion of the trial is known as a voir dire.' All of a sudden I heard Kraft Eidman bellow, 'Voir dire!? Son, I don't know what they teach up in that Ivy League law school in New York, but down here in Texas, it's known as a VOIR DIRE (vor diy-er).' That was my first real introduction to litigating in Texas. That mock trial helped me begin to appreciate the subtle cultural differences between the Northeast, where I'd been raised and Texas, my new home state. It also taught me another very valuable lesson: Before speaking in public, make sure you know your audience!"

Eventually, Judge Washington was offered an opportunity to serve as the first legislative director and counsel for former Houston area Congressman Mike Andrews. Had it not been for the encouragement of Gibson Gayle, however, Judge Washington says he might not have made the move.

"I was still a relatively young associate at Fulbright and wasn't sure it made sense at that point in my career to leave Houston, so I went to see Mr. Gayle. He told me he thought it was a great opportunity, and that I should take advantage of it. He also said, 'I have a feeling you're going to catch Potomac Fever and want to stay in Washington, but if I'm wrong and you want to come back to Houston, there will be a place here for you.' He went on to say, 'If you do catch Potomac Fever and want to stay in D.C. after you finish working for the congressman, the firm also has a place for you in our Washington office.' He made my decision a no-brainer, and he was right about my catching Potomac Fever. So, after a few years of working for Congressman Andrews, I rejoined Fulbright in the D.C. office. Without the firm's support and confidence, I might not have moved to D.C. and become a judge, let alone the chief judge of the District of Columbia Court of Appeals."

President Bill Clinton appointed Judge Washington to the Superior Court bench in 1995. He then appointed him to the D.C. Court of Appeals in 1999. In 2005, Judge Washington succeeded Judge Annice M. Wagner as the chief judge of the district's highest court.

Judge Washington worked in both the Houston and Washington, D.C. offices.



Ahead of the Compliance Curve

Larry Parsons | Vice President – Business Conduct and Ethics | Freescale Semiconductor, Inc.



Larry Parsons knows the fallout from Sarbanes-Oxley. While most ethics and compliance officers around the country shuddered at the complicated smorgasbord of SOX scenarios, Larry felt the pressure of this responsibility, but at the same time knew he was fortunate. As chief ethics and compliance officer for Freescale Semiconductor, he didn't face the swelling prospects of starting his ethics program from scratch like so many other companies did.

"SOX has certainly increased the workload and responsibility for people in my position," Larry said. "Properly implementing and managing the disclosure and certification process and the other requirements of the Act are time-consuming and expensive processes. However, I think it was an easier transition for companies like Freescale and our predecessor, Motorola, which had a strong reputation for integrity and a structured ethics program well before Sarbanes-Oxley."

At Freescale, a publicly traded semiconductor design and manufacturing company, Larry is the internal and external face of the company's ethics program. He shapes strategy, communication and training for the program, assesses compliance risks, investigates allegations of non-compliance and recommends remedies for breaches of the company's Code of Business Conduct and Ethics. Because of the company's size, Larry also has global responsibility for regulatory compliance, labor and employment law, immigration, security and executive protection, records management and privacy.

Larry's role as chief ethics and compliance officer evolved from working as a labor and employment law attorney for Motorola, Inc. In that role, he investigated and resolved many ethics matters, and he later served on the Motorola Ethics Committee. When Motorola spun off its semiconductor business as an independent company, Larry was asked to take on his current role as chief ethics officer.

"Early in my career at Motorola, I had to investigate allegations against an officer of the company. The individual had a good reputation, and his management disbelieved the allegations. In my initial meeting with him, he denied the conduct," Larry said. "My investigation validated the allegations. I had to confront the officer, and when faced with my findings he admitted to the behavior. I then had to meet with his management and review the findings and recommend termination of this long-service and valued employee."

This situation contains many of the elements required of an ethics officer, who must have the understanding, confidence and fortitude to have difficult conversations with employees who have stepped outside the line.

Larry worked in Fulbright's Austin office for three years.



Fulbright Alum Heads Cape Bar Council in South Africa

Ashton Schippers | Chairperson | Cape Bar Council

Growing up on the Cape Flats in South Africa, life could've easily been much different for former Fulbright attorney Ashton Schippers. Many kids in the flats got their education through gang life on the harsh Bridgetown streets. But Ashton wanted a different life. As a kid, he dreamed of driving buses, flying planes and eventually practicing law.

"Being one of seven children from a working class family, life in Cape Flats was a continual struggle," says Ashton.

Today, Ashton is the chairperson of the Cape Bar Council and leader of the Cape Bar. His responsibilities include overseeing the council's mission that centers on promoting access to justice for all, ensuring that the members of the Cape Bar render the highest standard of legal services and helping to change the composition of the Cape Bar's membership to be representative of South African society.

Ashton attended the University of the Western Cape, a traditionally black university, but in his second year at the college, the costs became too much, so he joined a fishing company and did other odd jobs while

"Being one of seven children from a working class family, life in Cape Flats was a continual struggle," says Ashton.

completing his studies part-time. In 1982, he completed his B Proc through the University of South Africa. He qualified to practice as an attorney in 1985 and finished an LLB the following year. Later, he gained a Master of Laws in company law and international law of the sea through the University of Cape Town and eventually completed a second LLM in constitutional and international law at Harvard Law School on a Fulbright scholarship. Three years later, he was admitted to the New York Bar.

His enthusiasm for debate attracted him to law. "I did not know anyone who was a lawyer, but I was fascinated by logic and reasoning."

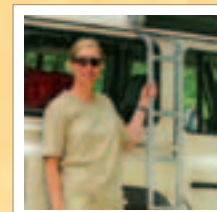
Ashton worked in Fulbright's Washington, D.C. office in 1991-1992, after Nelson Mandela had been released from prison, but before the end of apartheid in South Africa. He was one of several South African attorneys of color provided training at the firm in those years. Ashton focused his practice on international and corporate law. Since returning to South Africa, Ashton has practiced full-time as a barrister at the Cape Bar, first as junior counsel and later senior counsel. From 1998 to 2003, he served as an acting judge of the Cape High Court.



OUT OF AFRICA:

The journal of Cynthia DeGabrielle

If life as a prosecutor ever grows tiresome, Cynthia Lemay DeGabrielle can always get a job as a *National Geographic* field reporter. Cynthia, who worked in Fulbright's Houston office, recently opened her journals and her photo album to share her once-in-a-lifetime experience as a resident legal advisor for the Department of Justice in South Africa.



"For two years, I lived and worked in Pretoria, South Africa, on loan from the U.S. Department of Justice (DOJ) in my professional

capacity as an experienced Assistant United States Attorney. My official title was resident legal advisor (RLA) to South Africa. My host agency was a component of the DOJ called the Office of Overseas Prosecutorial Development, Assistance and Training (OPDAT).

My job primarily involved working with the National Director of Public Prosecutions Bulelani Ngcuka, roughly the equivalent of the U.S. Attorney General. I advised on law enforcement policy and provided technical legal assistance to South African law enforcement, guided by the treaty and other agreements between our two nations, OPDAT, and my own observations and experience in-country.

I've long had the wanderlust for unusual places and people, but I knew that living in a foreign country would be very different from visiting as a tourist, and it was the former that I craved. I have a passion for the principles of law enforcement and democracy, and I was long-in-the-tooth enough to be qualified for the position. Fortunately, in 15 years as a prosecutor, I had tried a lot of cases, done a lot of writing and teaching, and apparently hadn't aggravated anyone who had veto power. As you can imagine, RLA positions are highly coveted, so I was privileged to be chosen.

My RLA experience was thoroughly enjoyable and incredibly enlightening. Truly, it changed me forever, for the better I believe. For reasons I don't fully understand, I am drawn to African and Asian cultures. However, funding for foreign technical legal assistance has diminished in the wake of other world events, but I am intrigued by the idea of any foreign position."

"I've long had the wanderlust for unusual places and people..."

31 MARCH: *South Africa*

We see things in South Africa that seem unusual to Americans. Like the embassies of Libya and Iraq. Men in their 50s wearing very short shorts and knee socks, a throwback to their school uniforms. Jacaranda trees in full bloom of lavender blanketing the city in October and November. Sexual orientation protected as a constitutional right. Commas instead of decimal points (written as 1,8 million, and spoken as "one comma eight million"). Quotation marks are inverted commas and the slash symbol is a stroke.

And by contrast, there are things we don't see. Like graffiti. Pigeons on downtown streets. Squirrels in the city. Valet parking. Road kill. Bumper stickers. Clothing with sports team insignia. Designer clothing (except counterfeit Tommy Hilfiger). Garbage disposals.

Despite our position under the hole in the ozone, life is healthier here in some respects. Most foods have no preservatives. Fruits and vegetables are not radiated to extend their life. I have few clothes and worldly possessions, which makes for a life of simpler decisions.

30 MAY: *Namibia*

Namibia might just be Africa's best kept secret. My dune-hopper plane (seating capacity: 4) arrived to fly me to Sossusvlei Mountain Lodge. Flying for an hour at low altitude, I was moved by the vast untamed wilderness that is southern Namibia, an expanse broken only occasionally by a mountain range, a remote outpost, a rare puddle of muddy water. The miles upon miles of unconfined space rolled by beneath me, and I saw not a single living thing. Not a cow, a car, or a bird. That is Namibia—unlimited horizons and plenty of elbow room.

And don't forget the stars. We see the Southern Cross here in Africa. "When you see the Southern Cross for the first time, you understand just why you came this way."





30 JUNE: *Botswana*

You may never have seen stars as bright as those in Botswana. With so little industry, the air in Botswana may be the clearest on Earth. Botswana is a jewel as precious as those mined in its alluvial veins. Botswana is an African success story. Politically, it enjoys enlightened and non-racial policies. This is a peaceful country, a bright and hopeful spot on the African continent.

Arriving in the Maun airport after the two-hour flight from Johannesburg, I hop aboard a small twin-engine plane for the journey deep into the Delta. The view in all directions is utterly flat as far as the eye can see, not so much as a rise on the horizon. As the tiny plane hums along the expanse, I realize that this is some of the last great wilderness left in the world. There is a peace that surpasses all else. As I study the landscape, I realize something is missing. Fences. The Delta has no fences. Nothing to interfere with the ancient migratory patterns and seasonal movements, so animals are still able to cover great distances. The only concession to human habitation is the controversial buffalo fence on the eastern perimeter separating the permanent population centers from the wilderness.

In describing Botswana, superlatives are unavoidable and never quite adequate. In the flood plains of the Okavango, I drifted silently in a mokoro (indigenous canoe) along hippo trails through crystal-clear delta lagoons, admiring the water lilies and the reflections of a lavender and pink sunset on papyrus against the glass-like Delta waters. Waters so pure and clear, even an American with a delicate system can drink straight from the river. Please, don't tell anyone about Botswana.

31 JULY: *Soweto, South Africa*

Africa is holding another spectacular sunset tonight. It is the norm. I have not come to take them for granted. I hope that I never do. The stunning beauty of South Africa makes its social and political turmoil all the more tragic. Crime, in all its permutations, continues to paralyze this country's economic development. It is heartbreaking to see that, while the wealthy have more to lose materially, the poor suffer the most. But South Africans are a resilient lot, and most are hard-working and deeply religious. They need a frame of reference, a comprehension of what it is like to be able to trust your neighbor, the police, your government. Yet despite years of unrest, South Africans have learned to live their lives fairly normally. They shop for groceries, send their kids to school and go on holiday. Naturally, if I am to fit in, I too must explore this country and this continent.

Louisiana P. Bendolph, American, born 1960. "Housetop" variation. 2003. Cotton and cotton blends. 97 x 66 inches. Collection of the Tinwood Alliance. Photo: Stephen Pitkin, Pitkin Studio, Rockford, IL



GEE'S BEND | THE ARCHITECTURE OF THE QUILT

This year, Fulbright sponsored the Museum of Fine Arts, Houston exhibit *Gee's Bend: The Architecture of the Quilt*. The 65-quilt exhibition introduced stunningly original works by the women of Gee's Bend, Alabama from the 1930s into the 21st century.

Gee's Bend became known for its quilts briefly during the Civil Rights Movement in the mid-1960s when the Freedom Quilting Bee was organized. Many quilters in this community represent second-generation quilting within a family. The exhibit demonstrated how the quilters created a work of art that is based upon a traditional quilt pattern while simultaneously creating a visual vocabulary that was stylistically identifiable as Gee's Bend. Geographically isolated, the women in the community created quilts from whatever materials were available, in patterns of their own imaginative design.

Freedom and Citizenship for Young Zheng

Last March via videoconference, actress Angelina Jolie put out a plea for big-firm lawyers to get involved in helping the more than 5,000 children who have no representation in the complicated U.S. immigration system.

Deeply moved by the plight of these children, Fulbright partner John Sullivan volunteered to serve as the firm's point person on the project. John began working closely with the American Immigration Lawyers Association, which partners with the U.S. Committee for Refugees and Immigrants. Last May, John received an email asking if he could take his first immigration case on an emergency basis. John agreed to take the asylum case, and this changed his life—as well as a handful of other attorneys' lives—forever.

Young Zheng: The Journey To Nowhere

Young's story is remarkable. Born in violation of China's one-child law, he became an economic burden and hardship to his parents. For the one-child law violation, the Chinese government forcibly sterilized his mother. She later died and his father remarried. His stepmother was unkind to him and eventually convinced his father to hire smugglers ("snakeheads") to send him away. Young's father promised the snakeheads that the boy would work illegally in the United States and send the money to pay off the smugglers' compensation. The snakeheads' fee? \$60,000.

At 14, Young was placed on a plane to Newark with a fake passport and a few English words.

Almost immediately after landing in New Jersey, the Department of Homeland Security (DHS) unmasked his documentation papers as bogus. DHS interrogated the boy with questions he couldn't understand, then shipped him off to a youth center in Pennsylvania, where he spent a year before the facility was closed amidst child-abuse scandals.

After more than a year and a half in different U.S. detention centers, Young was finally released to his uncle in Akron, Ohio, where he thrived and became a top high school student, earning a 4.0 grade point average while complying with immigration rules. He didn't work, and he regularly attended his monthly DHS meetings in Cleveland. In February 2005, DHS officers informed him that he could stop reporting monthly to immigration and instead check in every three

months. But when the boy showed up for his next DHS meeting, he was handcuffed and sent to be processed for summary deportation—a victim of left hand-right hand miscommunication within the federal bureaucracy.

DHS promptly flew the boy from Ohio to Chicago. In a vain attempt to avoid deportation, he knocked himself unconscious after repeatedly banging his head against a wall. As a result, he was moved to a Houston detention center in spring 2005. That's where Fulbright attorneys John Sullivan and Hannah Sibiski stepped in.

The Legal Battle

John and Hannah immediately began an intensive investigation to determine the nature of the threats to the boy and identify any grounds for legal relief. If he was returned to China, Young faced almost certain torture and death for defying the smugglers. DHS argued that the boy failed to present convincing proof that he would be tortured by the Chinese government even though his father received visits from the Chinese police seeking a \$60,000 payment for the snakeheads.

Young's case made its way through a labyrinth of courts and administrative bodies, including the U.S. District Court for the Southern District of Texas, the Immigration Court in Philadelphia, the Board of Immigration Appeals in Virginia, the U.S. Court of Appeals for the Third Circuit Court of Appeals and the Harris County 309th District Family Court.

On April 7, the family court ruled that Young's father had abandoned him by handing him over to snakeheads in China. Young was released two weeks later after John and Hannah obtained 'express consent' for him to get permanent resident status from DHS. Young got his green card in September.

In addition to John and Hannah's remarkable legal work, more than 30 Fulbright attorneys and summer associates assisted on Young's case.

"In a vain attempt to avoid deportation, he knocked himself unconscious after repeatedly banging his head against a wall."

QA Tracking a Serial Entrepreneur

Brandon Freeman | CEO | Freeman Group

In 2000, Fulbright alum Brandon Freeman and a few of his friends founded a Dallas-based telecom tech company **LayerOne**, then turned around and sold it for \$25 million. Now, Brandon runs the Freeman Group, a private investment firm headquartered in Dallas. We recently sat down with the 32-year-old entrepreneur to see what's hot in private investments.



Brandon Freeman
Freeman Group
CEO

Q. Explain to me a little bit about what the Freeman Group does.

A. We currently manage a portfolio of five companies that encompasses a broad range of industries, including communications, enterprise services, energy, manufacturing and software. In addition, we manage multiple real estate holdings and approximately 20 oil and gas properties. Our expected investment horizon is typically three to five years with target returns in excess of 20 percent per annum and historical returns in excess of 40 percent per annum.

Freeman Group typically teams up with traditional private equity groups, hedge funds and a number of professional managers and independent investors to participate in venture capital, special situations and turnaround opportunities. Our transactions typically require equity investments from \$5 million to \$50 million. We invest 10 percent to 25 percent of the equity requirement directly and, in many cases, up to 100 percent.

Q. Thus far, has the sale of LayerOne been your largest deal?

A. At \$25 million, LayerOne has been the largest liquidity event to date, but not our largest deal. Our current portfolio of assets far exceeds this value, and we are currently working on a number of asset and business sales that are projected to exceed \$25 million in value.

Q. How did your time at Fulbright help you in your current role?

A. My legal background is invaluable. Every day I work on transactions, financing agreements, customer agreements, employment issues and, at times, litigation. The foundation for my understanding of business law began at Fulbright. I worked on a number of transactions with some very bright Fulbright attorneys. Although I played a minor role, I absorbed a lot.

At the partner level, I worked most closely with two great mentors: Bob Wilson and Laura McMahon. I worked with Bob on my first private company sale. I will always carry a debt of gratitude to members of Fulbright's corporate group in Houston.



A Lifetime of Achievement

ABA Outstanding Service Award | Gibson Gayle Jr.



[L-R] Pike Powers, Otway Denny, Steve Pfeiffer, Gibson Gayle Jr., Terry Tottenham, Jim Sales, Dudley Oldham and Tony Patterson

Former chairman of the firm's Executive Committee, Gibson Gayle Jr. received the 2006 Fellows of the American Bar Foundation's Outstanding Service Award. Presented annually to a fellow of the American Bar Foundation, it is the leading lifetime achievement award given by the ABA. The ABA honored Gib's adherence to the highest principles and traditions of the legal profession and service to the public.

In 2004, French civic organization Légion d'Honneur knighted Gib for his extraordinary support of the Institute of Transnational Law at the University of Texas School of Law.

Healthcare Deal-Maker

In the fast-paced world of deal-making, Tenet Healthcare assistant general counsel Brent McDonald feels he's found his calling.

Brent is the leader of the company's business services group, which has legal oversight for all real estate, information systems, intellectual property, mergers and acquisitions and strategic transactions, including whole hospital and outpatient joint ventures. On any given day, he handles the buying and selling of hospitals, market joint ventures and other transactions of strategic note.

"What I've come to understand about myself is that I'm very performance driven. I'm addicted to deal-making and the stress that comes along with deals. I've also learned at the same time the importance of balancing the human side and the relationships in getting from point A to B."

Brent says that while many factors made him choose the in-house path, one of the biggest things was really wanting to "substantively know the client and be in the bloodstream of the client."

Brent left Fulbright's Dallas office to go in-house for Tenet in 1998. "The importance of urgency, a necessity of client satisfaction and responsiveness and the magnitude of ethics in the practice are just a few things that I picked up during my tenure at Fulbright & Jaworski. Tony Patterson, George Scofield and Lin Barbee definitely influenced me and my legal career."

+ "Substantively know the client and be in the bloodstream of the client."

Business of BEER



Bo Huggins | CEO | Houston Distributing Company

Google the word "beer" and you've got about 202 million pages dedicated to the carbonated concoction. Among them are *All About Beer* magazine, The Beer Hunter and The Beer Church. In a world obsessed with beer, annual consumption per capita in the United States is nearly 25 gallons. Fulbright alum and Houston Distributing Company chief executive officer Bo Huggins sees almost 11 million 24/12-ounce cases of the malt beverages leave his docks every year. That's the equivalent of three percent of the entire country's beer consumption.

For Bo, his life was destined to be in distribution. Back in the late 1960s, his father took over Houston Distributing Company, the biggest beer distributor in Harris County. In 1991, Bo joined his family's business, ultimately becoming responsible for sustaining the viability of a company that his father spent almost his whole career building. More than a decade later, Bo knows he made the right choice.

"In addition to the flexibility and lifestyle that came with working for and owning part of a family business, working with Dad and helping him look out for our family's interests was very appealing to me," Bo said. "I also liked the idea of working with many of the same people where I spent most of my summers working as a kid."

Those things, Bo said, were balanced against many of the things that were so great about working at Fulbright—his friends who worked here, the quality and challenge of the work, helping clients with real problems and the amount of experience he gained in such a relatively short period of time.

Bo spent from 1987 to 1991 in Houston's Trusts and Estates section.

"One of the most important things I learned at Fulbright was an ability to analyze different situations to determine people's true motivations or goals and use that knowledge to try to create leverage in the particular transaction or negotiation," he said. "As an associate, I gained the perspective of an employee with no ownership stake, which has helped guide me in how to best and most fairly deal with our company's employees."

"One of the most important things I learned at Fulbright was an ability to analyze different situations to determine people's true motivations or goals..."

Long Shots

Bird Hunting Down South —Way Down

“I don’t make any money on it... I do it mostly for friends, people I enjoy going with.”

Robert Valadez is an avid South Texas bird hunter who has found a wing shooter’s paradise in South America. A Fulbright alum with his own law firm in San Antonio, Shelton & Valadez, Robert is in his fifth year as a part-time outfitter, taking friends and acquaintances on hunting trips several times a year to Argentina. It’s a side business built more on the love of hunting and the outdoors than profits.

“I don’t make any money on it,” Robert said. “I do it mostly for friends, people I enjoy going with. A few times, I’ve taken people I barely knew, but I always made an effort to get to know them before the trip.”

Robert was in the Fulbright San Antonio office for about six years until the early 1990s.

Robert’s recent clients/traveling companions were partner-in-charge of the San Antonio office, George Scofield and George’s son, along with another Fulbright alumnus, Ken Halliday and Ken’s son. Generally, Robert takes about six hunters, 10 at most. They stay at Argentina’s estancias—large working ranches that rent out guest rooms in the main house to travelers. But no one is sleeping on bunks and eating beans. Accommodations are first class, and Robert says every meal is a multi-course gourmet affair.

Still, the trips are not for those who just want a new experience and some fresh air. The duck hunting trips involve getting up at 4:30 or 5:00 a.m. on cold mornings to go out and stand in water for several hours of patient waiting and shooting. After returning to the house for lunch and a brief siesta, it’s back out in the afternoon for dove hunting til dark.

“After a five-course dinner with great Argentine wine, by 10 at night, you’re beat,” Robert said. Then it’s up early again the next morning to do it all over again.

The trips normally start off with two days and nights in Buenos Aires for sightseeing. “It’s a beautiful city,” Robert says. The hunting then lasts five days and four nights. The groups consist of avid hunters and people simply looking for



something different. “I have everything from die-hard duck hunters, who look forward to this trip every year, to guys who are really into dove hunting.”

Robert got started as an outfitter after going on a trip as a client. Although he enjoyed the hunting experience, other aspects of the trip didn’t go so well. “The outfitter messed up several things like airline tickets and hotel accommodations,” he said.

Robert decided not to take another trip with an outfitter because of his bad experience, but a guide with whom he had become friends on the trip recommended he consider becoming an outfitter himself. When Robert asked what he had to do to make that happen, the guide answered, “You have to call yourself an outfitter, and you have to start selling hunts.”

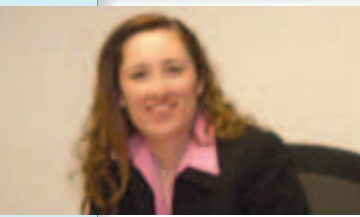
A business was born.

Lately, Robert has gotten into big game, arranging trips to Africa and Alaska and looking into Argentina red stag hunts, as well as selling deer hunting trips on a friend’s 26,000-acre West Texas ranch. “It’s just exploded,” Robert says. In fact, Robert has scaled back a bit because his side business was taking too much time from his law practice.

In-House Know-How

The First Days of General Counsel Life | Rose Sorensen

Few people can explain the early days of the general counsel life like Rose Sorensen. After less than six months on the job at **Consolidated Smart Systems**, Rose understands that the in-house learning curve is steep, but rewarding. We recently sat down with Rose where she shared how her experiences at Fulbright's L.A. office have helped her navigate through the sometimes challenging beginnings of going in-house.



Rose Sorensen
Consolidated Smart Systems
General Counsel

Q. How has the shift been from Fulbright to working in-house?

A. The shift has been very interesting so far, but I've yet to settle in completely. After all, I have only been on the job a few months! Although I've done legal work for Consolidated since starting at Fulbright in 1999, I am still learning about the intricacies of Consolidated's business model. However, I have been at Consolidated long enough to uncover that it is an entirely different world. Not only are there a variety of different issues that come your way on a daily basis, but also there is a different manner of prioritizing those issues. It's a challenge, but very exciting.

Q. Explain what Consolidated Smart Systems does.

A. Consolidated Smart Systems is a leading provider of amenity services to over 600,000 multi-dwelling units ("MDU") throughout California, including such services as smart card and coin-operated laundry equipment, domestic appliance leasing, telecommunications, centralized DIRECTV pay television and high-speed Internet. Consolidated also owns domestic appliances, which it leases to both residents and landlords at MDU communities and public payphone equipment, which is located in public schools and various retail establishments.

Q. What's your typical day at Consolidated Smart Systems?

A. My day at Consolidated is full of surprises. No two days are alike. Since I am Consolidated's first in-house counsel, I deal with everything from corporate governance issues to FCC matters, M&A and due diligence to employment and real estate issues—and everything in between. Fortunately, my experience at Fulbright has provided me with a solid foundation, and Consolidated has a wealth of resources that we turn to for additional expertise, including, most notably of course, Fulbright. Having started my legal career at Fulbright, it is not surprising that all of my legal mentors are there. What better comfort than knowing I have their support both professionally and personally in my new career as general counsel.

Q. What experience in your work life taught you the most about being general counsel?

A. I can tell you that my experience at Fulbright was truly invaluable, not just from a professional level, but also from a practical level. I could not have asked for better mentors and friends—everyone from Dave Ebershoff and his legal skills to Harry Hathaway and Billy Robbins and their networking and client development skills to the legal personalities of some of the younger partners such as Todd Sorrell, Josh Lichtman and Danny Kim, who were several years ahead of me, but still in the associate ranks when I started. There are also many other partners and associates, not just in the L.A. office, but throughout the firm. They have shaped the type of attorney that I am today, and I will be forever indebted to them for that.

Albert Bierstadt. *Mount Corcoran*. c. 1876-1877. Oil on canvas. Corcoran Gallery of Art, Washington, D.C. Museum Purchase, Gallery Fund. 78.1



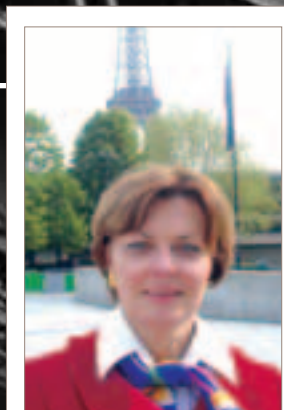
CORCORAN GALLERY OF ART | ENCOURAGING AMERICAN GENIUS

Fulbright sponsored the Museum of Fine Arts, Houston exhibit *Encouraging American Genius: Master Paintings from the Corcoran Gallery of Art*. This thematic exhibit featured 70 iconic paintings from over 200 years that mark great historic moments in American art and culture, including Hudson River school landscapes, gilded age paintings, colonial portraiture, impressionism and early 20th Century realism.



an American Lawyer
in *Paris*

Talk about a room with a view. Nancy Turck says, “I pinch myself that I have a view from my apartment of the Eiffel Tower. I walk to work passing the Invalides, Ecole Militaire and through the Champs de Mars to my office next to the Eiffel Tower.”



THE GEOPOLITICS OF ENERGY

Each member country must maintain stocks of crude oil and/or certain acceptable oil product equivalents equal to 90 days of that country's prior year's net imports. Members have obligations to draw down their stocks under defined events of oil supply shortfalls. IEA member countries drew down stocks in 2005 to assist the United States after Hurricane Katrina. They reacted within 16 hours of receipt of the request for assistance from the U.S. government.

One aspect of Nancy's job is to review the energy laws of candidate countries to ensure their governments will have the legal authority to comply with the IEA treaty. If necessary, "We make recommendations to amend the laws or create new ones, and work with the relevant ministries. Currently, Poland and the Slovak Republic are candidate countries."

The agency engages member countries in considering common policies and approaches to energy issues.

Nancy cited a major conference the IEA held on CO₂ capture and storage that highlighted the discrepancies in treaties covering that area and the need to harmonize treaty provisions and definitions of coverage.

"We participate in many international efforts and sponsor 40 international collaborative research projects for everything from solar energy and fusion, including one relating to ITER (the international project to build an experimental fusion reactor based on the tokamak concept), to electricity transmission and heat pump technology. There are legal aspects to our involvement in all these efforts."

Nancy and her team are responsible for the agency's contracts, legal aspects of the voluntary contributions that fund some of the work, IEA treaty issues, relations with international organizations and the legal aspects of accession of new member countries. They also handle the intellectual property aspects of the agency's publications and research.

"We are considered the most reliable source of energy statistics in the world." Nancy also serves as secretary of the Governing Board, which meets four times a year. Today the IEA is in the forefront of major energy issues, from working



Nancy spent 14 years in the Fulbright London office (where she walked to work by Buckingham Palace) before taking her current position in 2002 as chief legal counsel of the International Energy Agency (IEA) in Paris.

This autonomous agency of the Organisation for Economic Co-operation and Development (OECD) was created by treaty in 1974. Its various purposes include responding during emergencies to shortfalls in global energy supplies, creating energy efficiency, researching and promoting feasible alternative forms of energy and creating a cleaner energy environment.

The 26 member nations include 18 European Union nations and Australia, Canada, Japan, Korea, New Zealand, Switzerland, Turkey and the United States. Norway is a member country through a bilateral treaty with the IEA, and the agency also has Memoranda of Understanding with China, India, Russia and the Ukraine in various areas of energy-related work.

"creating a cleaner
energy environment."



on Russian gas supply issues to continuing its outreach begun many years ago to FSU countries, as well as to India and China.

"Our executive director participated in the G8 at Gleneagles, Scotland, and he and an IEA delegation will be at the G8 in St. Petersburg this summer. The IEA is directly involved in the preparations for the summit with the 'sherpas' from the G8 countries. At Gleneagles last year, the G8 mandated the IEA and the World Bank to work on a series of energy scenarios and strategies for delivery to the G8 summit in Japan in 2008. This involves input from the legal office as well as our area experts."

NO “TYPICAL DAY”

Naturally, meetings are a big part of Nancy’s life. In a given week, she has dealt with issues of cooperation with the EC on several projects, negotiation of an agreement with the Canadian energy ministry for another project and advising colleagues on work stemming from last year’s G8 summit.

“The IEA has about 160 people of at least 25 nationalities from many continents. Our colleagues range from nuclear scientists and renewable energy specialists to statisticians, former government employees who negotiated, for example, the Kyoto Protocol, as well as specialists on various developing nations and former oil company personnel. So our legal advice has to be understood by non-lawyers, including the delegations from member countries. And of course, many of our colleagues come from cultures which do not turn to lawyers at every turn as in the Anglo-Saxon world.

“We have to be able to switch at a moment’s notice from one issue to another and be ‘jills of all trades.’ I have an open-door policy and sometimes it seems like we run a surgery room with colleagues lined up to see us with all types of questions.”

Her legal team’s clients also include the member country governments, which involves dealing regularly with officials usually in the energy or foreign affairs divisions. She said, “The challenge, in part, is that each government has its own agenda, political and otherwise, which gets taken into account around the table as in any international organization.”

The IEA has no official language, but English, the language of oil, is the agency’s “working language.” Some meetings have simultaneous French or French and German translations. Most contracts are in English with the exception of some in French with French suppliers.

“As an international organization with sovereign immunity, we do not agree to the jurisdiction of any national court but will accept arbitration, and we try to avoid having our contracts governed by the law of any jurisdiction.”

LIFE ABROAD

Nancy left the United States in 1982 to move to the Middle East, beginning her life as an expatriate. She speaks French, has French friends and is the only foreigner in a French choral group. She says dinner does not happen before 8:30 or 9:00 p.m. “For anyone wanting to understand the French psyche, I recommend reading

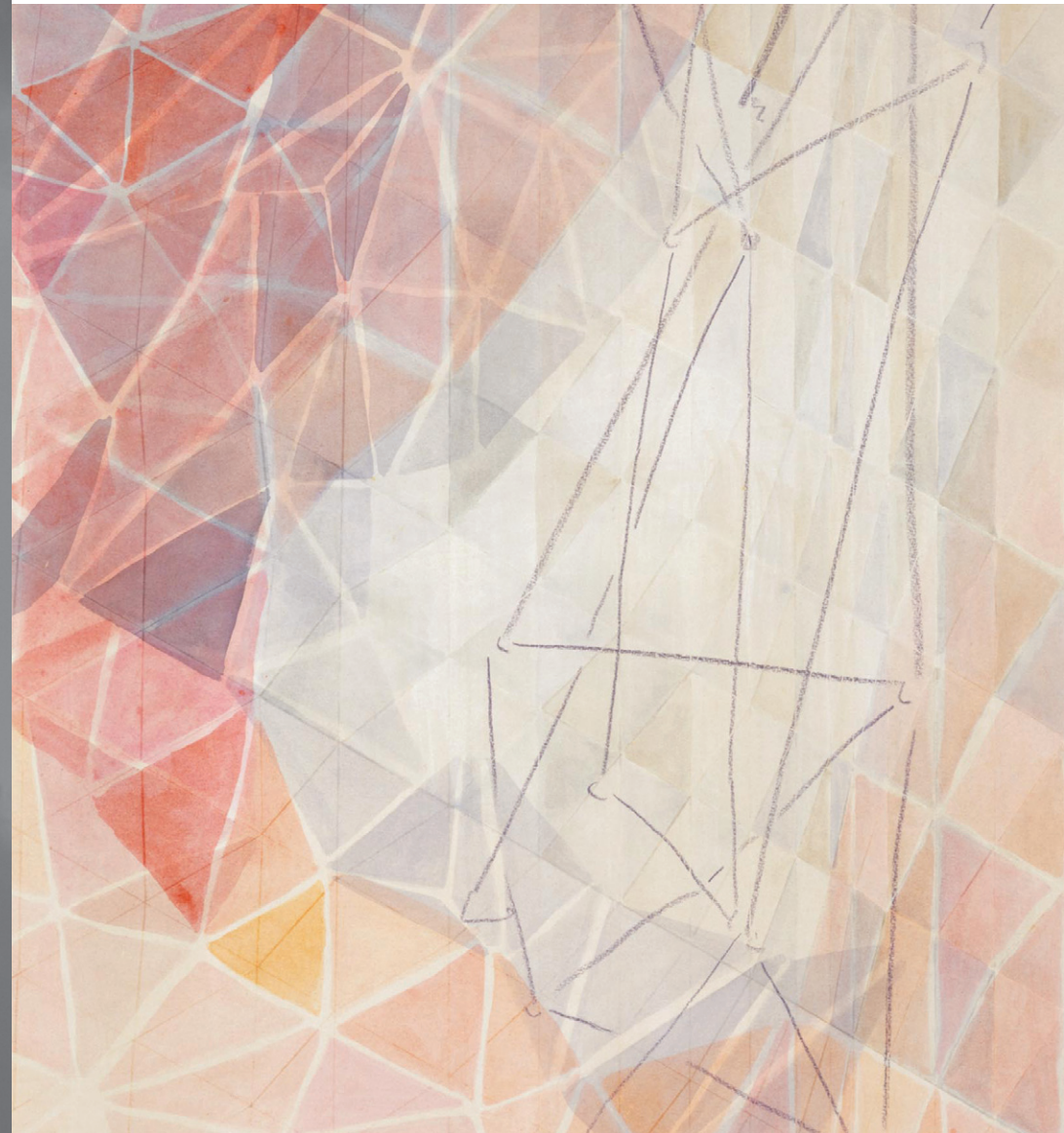
Sixty Million Frenchmen Can’t Be Wrong.”

As a longtime ex-pat, she says, “Our friends are abroad, and we love to travel which is so easy from Europe. We can be in a totally different culture in a short period of time. In Paris and the South of France, where we have a cottage, we

love the outdoor food markets with such fresh food, the ambiance and everyone caring about selling the best. We have friends from all over the world who have lived all over the world, so life is always interesting.”

To Nancy, “London is more cosmopolitan, international, livelier and more convenient for chores than Paris.” But she adds London “. . . cannot match Paris’ food—at least at medium-priced restaurants—nor its shops, outdoor markets and architecture.” And, then of course, there’s that view out the window.

Gego (Gertrude Goldschmidt), Venezuelan, born Germany, 1912-1994. *Untitled*. 1980-1982. Watercolor and graphite on paper. The Museum of Fine Arts, Houston; Museum purchase with funds provided by the Latin Maecenas in memory of Marisol Broido. © Fundación Gego



GEGO | BETWEEN TRANSPARENCY AND THE INVISIBLE

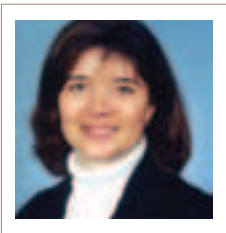
Fulbright was a major sponsor of the Museum of Fine Arts, Houston exhibit *Gego, Between Transparency and the Invisible*. Gego was the name adopted by the artist Gertrude Goldschmidt (1912-1994) who, after leaving Germany in 1939, settled in Venezuela. This avant-garde artist constructed pieces such as sculptures, spatial drawings, prints, three-dimensional works, hanging-net pieces (reticuláreas), wire-mesh constructions and collages.

Born in 1912 in Hamburg, Germany, Gego studied architecture and engineering at the University of Stuttgart. She graduated in 1938, the year of the Kristallnacht. She left for Venezuela that year. Gego did not speak Spanish when she arrived in Caracas, but she made the country her home.

Fulbright goes Modern

On June 19, 2006, Fulbright held its first firm-wide client reception at The Museum of Modern Art (MoMA) in New York City. Fulbright's New York office hosted approximately 500 clients, alumni and guests, including partners from many of the firm's other offices, who were treated to hors d'oeuvres, cocktails and jazz, and access to the museum and its world-famous Sculpture Garden.





In-House At **Fair Isaac**

The timing couldn't have been better for Renee Jackson. Last spring, after resolving some of the largest litigation matters that the Minneapolis office had dealt with, the former Fulbright partner left the firm to join Fair Isaac Corporation, the company that created the FICO® score.

Renee says she ultimately chose to accept the role at Fair Isaac because she was intrigued by working on “purely positive and pragmatic issues” as opposed to all of the adversarial communications and energies of litigation. Renee serves as the vice-president, chief intellectual property and litigation counsel for Fair Isaac.

“There are so many differences working in-house,” she said. “First, being a partner at Fulbright is a professional achievement. That title is surrounded by an aura of respect even without knowing the particular person. There is not as much of a ‘position’ aspect in this world—I am only as

respected as my own accomplishments and contributions merit. Second, my job here is more diverse than doing the major case litigation I did at Fulbright. I deal with so many different issues and people over the course of a single day, rather than dealing with the same adversaries day after day on a big case lasting for years.”

Over the course of a week, Renee interacts with outside counsel on litigation and intellectual property prosecution issues and meets to discuss Fair Isaac's new product development, intellectual property protection strategies, unique questions or issues that have arisen.

After more than a year, Renee is enjoying the different pace of working in-house, yet looks back at her career at Fulbright with great fondness. “Let me emphasize how proud I was to deliver efficient, excellent work day-in and day-out alongside the other Fulbright attorneys doing the same thing,” she said.



Minneapolis joins the Corporate Game

Fulbright's Minneapolis office established a corporate practice when partners Joseph Kinning, Girard Miller and Jeffrey Saunders, counsel Amy Dahl and senior associate Rebecca Sandberg joined the office. Adding these five attorneys reflects the continued overall growth of the firm's corporate and transactional practice.

Since opening in 2000, Fulbright's Minneapolis office has experienced tremendous growth—from a four-attorney team to now more than 25 attorneys. Adding a business law practice to our litigation and IP practices in our Minneapolis office allows the firm to serve a much broader segment of our Midwest clients' legal needs.

Business In **Beijing**



Fulbright has added a new office in Beijing. The firm, which was among the first American firms to work in China, has had an office in Hong Kong since 1990. Its new office in Beijing will strengthen the firm's cross-border transactional, energy, project finance and disputes practices in and involving China.

Jeffrey Blount, who is co-head of Fulbright's International Department and has worked in the firm's Hong Kong office since the early 1990s, will serve as chief representative and partner-in-charge of the Beijing office. He will also continue to serve as partner-in-charge of the firm's Hong Kong office.

Fulbright partner Michael Arruda, who leads the firm's energy practice in Asia, will work in the Beijing office and continue to advise the firm's energy industry clients in China and Asia.

Fulbright lawyers have advised on many complex and innovative projects in China during the past decade. Many of the lawyers working in the firm's China practice group are natives of China and multi-lingual.

Award-Winning Tribute to the Colonel



In honor of the 100th anniversary of Leon Jaworski's birth, Fulbright put together a cinematic journey into the history of "The Colonel." This fascinating DVD, composed of recollections from retired partners, current partners and friends and family of Leon Jaworski, was distributed to all alumni.

In March, "The Colonel" won a Silver Telly Award. The Silver Telly is the highest honor obtainable, with only seven percent of all entrants winning this award. It is one of the most sought-after awards by entertainment industry leaders, from large international firms to local production companies and ad agencies.

If you did not receive a copy of this intimate look back at the Colonel's legacy, please email us at alumni@fulbright.com.

Fulbright Honored as Clients' Top Choice



The *International Law Office* honored Fulbright with the first-ever Client Choice Award. The award honors the top firm for client service in the United States.

The award was presented at the IBA's annual meeting in Prague, Czech Republic, on September 27, 2005. This award honors the top law firm in each of 34 jurisdictions around the world, based on survey responses received from more than 1,000 corporate counsel.

The ILO is the official online media partner to the International Bar Association (IBA) and an international media partner to the Association of Corporate Counsel.

Fulbright and the other firms selected for the Client Choice Award were rated on these criteria: quality of legal advice, value for the money, commercial awareness, effective communication, billing transparency, tailored fee structures, depth of team, response time, sharing of expertise and use of technology. Interviews and additional research were also part of the selection process.

Taking On Enron

For the corporate world, it was the case of the century, but for former Fulbright partner Sim Lake, it was all in a day's work. Judge Lake presided over the trials of former Enron executives Jeff Skilling and Ken Lay.

Media outlets described Judge Lake as "straight-laced, hard-working and reserved." Judge Lake also is notoriously punctual, coming to court prepared, no matter that the Enron case had endless papers filed. The 61-year-old judge has presided over many famous cases, including sentencing a

former Dynegy executive to 24 years for accounting fraud, which he has since shortened. In 2004, the judge made national headlines when he ordered the Bible be removed from a display on the Harris County Civil Courthouse grounds.

Judge Lake practiced at Fulbright from 1969 to 1988, until President Ronald Reagan appointed him to the bench.

Gray Miller Named U.S. District Judge

Former Fulbright partner Gray Miller officially took the oath as a U.S. district judge for the Southern District of Texas on June 29. The Southern District, based in Houston and covering 43 counties, includes federal district courts in Houston, Galveston, Victoria, Corpus Christi, Brownsville, McAllen and Laredo. Miller will replace Judge Ewing Werlein, Jr., who has taken senior status.

Miller received a unanimous confirmation from the Senate. Senators John Cornyn and Kay Bailey Hutchison had initially recommended Miller for the position in August 2005. Prior to joining Fulbright, Miller served as a Houston police officer from 1969 to 1978. He became a Fulbright associate in 1978 and a partner in 1986.



Passage to the Middle East

With all eyes on the growing Middle Eastern markets, Fulbright opened two new offices in Dubai, UAE and Riyadh, Saudi Arabia. These locations focus primarily on international transactions, energy, project finance, defense procurement, hospitality, tourism and international dispute resolution, including arbitration. They serve clients' needs throughout the Middle East, North Africa and Central Asia. Although Fulbright has been doing business in the Middle East for decades, our two new locations place Fulbright lawyers on the ground, serving as a vital connection to this pre-eminent region for international business interests around the world.

Leading the Middle East practice is partner John Lonsberg, along with partner Mark Bisch. Other new Middle East attorneys include partner Mathew Kidwell, Sam Eversman as senior counsel, Hassan Mostafa Kamel Elsayed as senior Middle East counsel, Amgad Husein as a senior associate and Middle East counsel Vandana Rupani. Partner John Boehm has moved to Dubai from the Austin office. These lawyers are welcomed additions to the Fulbright family.

DUBAI FACT: One of the most westernized cities in the Middle East, Dubai is a true cosmopolitan melting pot, where traditionally designed mosques and souqs stand among the bustling clubs, hotels and glass skyscrapers. Dubai has thriving sectors in finance, information technology, manufacturing and tourism; oil makes up about 10 percent of the country's GDP.

RIYADH FACT: Riyadh has experienced remarkable growth in the past 10 years. Today, the city encompasses some 600 square miles (1,600 square kilometers) and has a population of more than 4.7 million. The name Riyadh is derived from the Arabic word meaning a place of gardens and trees (rawdah). With many wadis (former water courses, now dry) in the area, Riyadh since antiquity has been a fertile area set in the heartland of the Arabian peninsula. As with Saudi Arabia as a whole, the Riyadh economy is primarily based on the oil industry; Saudi Arabia holds 25 percent of the world's confirmed oil reserves.



Fulbright Lawyers "Go Red"

For the second year in a row, Fulbright attorneys are featured in a two-page ad in *Texas Monthly* magazine, commemorating the annual American Heart Association's "Go Red for Women Initiative." Fulbright is the only law firm ever to have been featured in this spread. All attorneys pictured are partners and represent each of Fulbright's four Texas offices.

Appearing in the February issue of *Texas Monthly* are 10 Fulbright partners: Joy Bode, Norlynn Price, Lisa Shub, Stacey Martinez, Judith Apperson, Shauna Clark, Cyndi Benedict, Harva Dockery, Jennifer Spencer and Linda Addison.

Designed to increase awareness of women's cardiovascular disease across the country, the AHA "Go Red for Women" campaign is the impetus for awareness and fundraising events, such as the Professional and Executive Women's Power Breakfast sponsored by the firm's Dallas office at the beginning of February.

American Heart
Association®



Go Red
for women



Going Academic

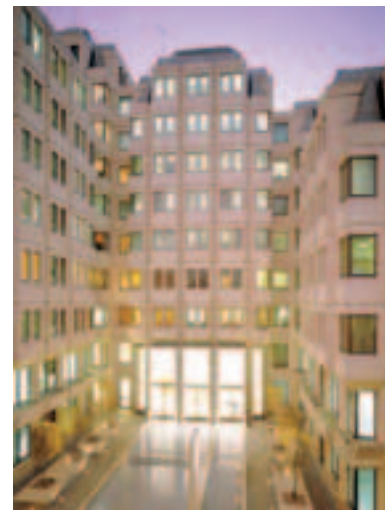
Professor Mechele Dickerson, an insolvency expert, was awarded the 2006 Fulbright & Jaworski Professorship. Mechele was previously a Cabell Research Professor of Law at William and Mary Law School.

Mechele joined UT's law school this past fall as a visiting professor, teaching civil procedure. This past spring she taught Creditors' Rights & Consumer Bankruptcy. She has written extensively on bankruptcy. An elected member of the American Law Institute, she also works for the Consultative Group: International Jurisdiction and Judgments Project. Mechele is also on the editorial board of *American Bankruptcy Institute Law Review*.

A graduate of Harvard Law School, she graduated cum laude from Harvard-Radcliffe colleges. The Fulbright & Jaworski Professorship, which was established at The University of Texas in 1969, is awarded to a qualifying faculty member and is open to all practice areas.

Blimey — Fulbright London Keeps On Growing

Fulbright's London office now has the capability to handle a full range of English litigation and international commercial arbitration cases and has also expanded its project finance and energy practice. Over the past two years, we have added 15 lawyers to our office near the Strand.



Texas Locations Graded Among Best Workplaces



25th
Anniversary
Dallas
FULBRIGHT
& JAWORSKI L.L.P.
Attorneys at Law

All four of Fulbright's Texas locations have now been named as among the "Best Places to Work." Most recently, Fulbright's Dallas location was named by the *Dallas Business Journal* as one of the best companies to work for in North

Texas. Employing more than 250 attorneys and staff, Fulbright's Dallas office celebrated its 25th anniversary this year.

In honor of the anniversary, the City of Dallas proclaimed August 1 "Fulbright Day."



Fulbright Mentors Nigerian Attorney

A Nigerian lawyer who runs a small African firm had the opportunity during a State Department mentorship program to see how Fulbright operates.

Hauwa Shekarau, 38, spent more than two weeks visiting with Fulbright attorneys in Houston and Washington, D.C. She also got to meet with a variety of business and political leaders, including First Lady Laura Bush, Secretary of State Condoleezza Rice and United States Senators Kay Bailey Hutchison and Hillary Rodham Clinton.

“One of the things I have learned in the course of this mentoring partnership is you put the right pegs in the right holes and then you achieve good results,” Ms. Shekarau said during her visit to Fulbright’s Houston office.

When Ms. Shekarau first learned she was headed to Fulbright, she said she found it “mind boggling” that the firm employs more than 960 attorneys worldwide. Ms. Shekarau employs six attorneys at her firm in Nigeria’s capital, Abuja.

In Africa, Ms. Shekarau said employment is often based solely on who a person knows. She took note of how Fulbright’s hiring is based on the experience a person brings.

“Everybody comes and does his work and somehow, because they all fit in nicely, you have a very successful office,” Ms. Shekarau said.

Ms. Shekarau, who is the president of the Nigerian branch of the International Federation of Women Lawyers, also known as FIDA, is working to overturn discriminatory laws against women.

Fulbright partner Linda Addison was invited last year by *FORTUNE* Magazine to attend its Most Powerful Women Summit. As a result, she was asked to mentor Ms. Shekarau, one of only 17 international women lawyers accepted for the *FORTUNE*/U.S. State Department’s inaugural International Women Leaders Mentoring Program.

“I was delighted, but I was surprised to be asked to mentor a lawyer, because I had understood that this program was for international women business leaders,” Ms. Addison said. “Hauwa is a leader in international human rights and women’s rights, and I see exactly why she was selected by the State Department.”

Fulbright partners Peggy Heeg and Mark Baker and associates Nnedinma Ifudu and Sarah Devine were among those who took time out to meet with Ms. Shekarau.

“It’s been very, very exciting for me,” Ms. Shekarau said of her time at Fulbright, which concluded in May 2006.

Alumni Reception In Houston

On October 18, Fulbright hosted another successful alumni reception that was filled with fabulous food, good friends and firm lore. Visit www.fulbright.com/alumni to see photos of this event.



The New York Alumni Reception

Heads up New York alumni. The New York team has now expanded its office space and is looking to celebrate. Join us for a fun-filled cocktail party on November 6, 2006.



Think of Us as A Better Way to Connect.

Fulbright Alumni Website

The Fulbright Alumni Website connects you globally to your former colleagues and to what's going on at your old stomping grounds.

Watch for news about alumni events and features such as the Spotlight, focusing on a Fulbright alum who may be a CEO, a judge or someone pursuing a professional goal or hobby you might have never guessed.

All at secure sites. All data you provide us about yourself is private. You choose what is posted on the site and what isn't.

Registration and log-in are quick and painless. You can tailor the site to your interests, receive updates, submit news and keep your own contact information current. All the way up to they connected.

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Where in the World Are You?

Would you like your former colleagues to know what you're up to now? Are you in touch with alumni who you think should be highlighted? We love mail, especially when you suggest article topics and comment on the magazine or people you'd like to see highlighted in future editions.

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