The New Face of Michigan Law:
A Conversation with Dean Caminker

By John Fedynsky
and Andy Daly

Shortly after being tapped as the new Dean of the Law School this summer, Evan Caminker was tapped for the latest installment of our faculty interview series. The RG hoped to get his initial thoughts on his new role and his vision for the future of the Law School. It is our pleasure to share them with our readers.

How are you settling into your new job?

Well, my first day as Dean-designate was unusually eventful: that was the day that the Supreme Court decided the Grutter case upholding the legality of the Law School’s admissions policy. So I got off to quite a hectic start! Things have (happily) settled down a bit since then. I’ve spent a good deal of my time during the past couple of months traveling around the country to meet just a handful of our incredibly interesting and committed alumni, and I’ve spent much of the rest of the time meeting with faculty colleagues and senior administrators to share ideas about how to continue building upon and expanding the strengths of this outstanding law school. Friends keep asking me whether the demands of this new position are preventing me from getting enough sleep. But since my daughter is just turning 7 months old, I’d already pretty gotten used to the idea of being sleep-deprived!

How long and steep do you expect the learning curve to be?

As I am coming off a two-year stint as the Associate Dean for Academic Affairs, I already have some familiarity with many of the people and issues I will be working with as the dean. But of course there are many new issues to address as well, and many new ideas that I now have the opportunity to develop. I imagine that, if I end up doing my job right, the learning curve will never end because there will always be interesting and novel proposals for improving the school in various ways, and each proposal will require developing a new knowledge base or new set of skills.

What words of advice did your predecessor give you?

He looked me straight in the eye, and said “Don’t mess up.” No, seriously, Dean Lehman gave me some very helpful advice on a range of subjects, but the most significant and helpful thing he said was to “be yourself.” His point was that people with very different styles of management or methods of communication or ways of thinking can all prove to be very successful educational leaders. It is important not to aspire to satisfy some singular Platonic

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Just a Little Patience

By Andy Daly

I have finally divined out the reason as to why it takes twice as long to receive a grade for a 50 person law school class as it did to receive a grade for a 300 person undergrad biology course: It's called training.

Waiting for that last grade to come in is good preparation for waiting for that last ding letter or for the answer to whether your 2L summer associate position will lead to a permanent job. My job wrapped up on August 1st and I have spent the last three weeks desperately trying not to think about whether the offer is coming or not. You wouldn't know I was distracting myself by the way I have been stalking the mailman or jumping every time the phone rings, but I swear, I've been trying.

The first couple weeks were a bit easier. I drowned some golf balls, did some reading and dusted the rust off of my trumpet playing. I even managed to revive my model car hobby and teach myself how to use an airbrush. I visited some old friends, escaped to Cape Cod and spent some time with my family.

As the fall semester and the specter of interviewing have drawn nearer, my ratio of relaxation to frustration has taken a turn for the worse. I think I may have scared the mailman – I hope he wasn't serious about that restraining order. I am wearing out my voicemail and have typed my email password more times than I want to think about.

Now that I am back home with my family for a few days the waiting has become tougher. My siblings have had enough sense to stay away while my mother and father are stuck in the house with their neurotic eldest child. The dog, not phased by all of this, has fallen into a sleep-like trance as she has kept watch over her pacing big brother.

I suppose the dog knows through her animal wisdom, and I am able to write about this because of the knowledge that, despite the short-term stress involved in this process and no matter what the outcome, all will end well. Of course, if I keep telling myself that, I might believe it.

In any event, I have been thinking about this for too long now, so I will leave everyone in law school land with one piece of advice: STAY BUSY!

On that note I will go follow my own advice, and satisfy my parents' neighbors with their daily dose of bad bugling.
SFF Continues Hotel Voucher Program

By Adam Kochenderfer

Your interview is nearing that halfway mark. You’ve rattled off most of your resume. You’ve exhausted everything you remember from the firm’s website. You’re hoping that you didn’t just call your interviewer by the wrong name. All of it leaves you with a desperate search for something interesting to say. Something that shows your genuine concern for the larger legal community and involvement with your law school. What a great time to mention the Hotel Voucher Program for Student Funded Fellowships!

Each year, the Hotel Voucher Program is a significant fundraiser for Student Funded Fellowships (“SFF”). For those who may not know, SFF provides grants to Michigan Law students who take unpaid or low-paying summer jobs serving the public interest. The organization is entirely student-run, and relies on the generosity of Michigan Law students, faculty and staff, local and national businesses, and Michigan alumni to carry out its mission. SFF also conducts the annual Auction, the most widely attended event on the law school calendar. The high-spirited event brings students together and generates tens of thousands of dollars. Since its inception in 1977, SFF has provided over $2.5 million in grants.

The Hotel Voucher Program is a part of those efforts, and participating is easy! For each student who stays with family or friends instead of a hotel during a callback interview, many law firms have agreed to donate $150 to SFF. Firms that participate in the program are listed outside of the Office of Career Services (HH 210). Even if your firm isn’t on the list, feel free to ask them anyway! Many firms are happy to participate, and welcome the chance to contribute to a worthy cause. They also appreciate it when students show an awareness of their law school’s outreach efforts.

You can participate anytime! Pick and choose which callbacks you will donate to SFF. Instead of picking up a room key, download a hotel voucher form at www.law.umich.edu/JournalsandOrgs/sff/ or pick up hard copies at the Office of Career Services or on the SFF Bulletin Board. Just fill it out, return one part to the firm, the other to the Office of Career Services, and you’re done! If you’re visiting more than one firm during a callback trip, submit hotel vouchers to each

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ideal of a dean, but rather to stay true to one's own personality.

What are the greatest challenges facing the Law School?

I think the greatest challenge — and most interesting opportunity — for the school concerns the fact that our physical facilities do not comfortably mesh with our vision of 21st century legal education. I am troubled by the fact that many of our student spaces are disconnected from one another, with student organization offices and places for group student study hidden in nooks and crannies throughout the buildings; with the clinics being off-site; and with the student lounge being the only, and inadequate, place for students to gather for informal conversations. I am hopeful that in the near future we will be able to address our facilities needs by designing a new student center (among other spaces) so as to create a warm and inviting environment for all of these and many other student (and student-faculty) activities.

How do you plan to keep the Law School in its competitive position?

Michigan stands as one of the very finest law schools in the nation, indeed the entire world. While many features of the School contribute to status, in the end the fundamental strength of the School derives from its outstanding student body and faculty. Our students keep getting better and better every year, as measured by prior academic achievement, demonstrated intellectual potential, and diversity of perspectives and life experiences of many kinds. There are ways in which more of our students might showcase their talents immediately after graduation, for example, by taking on judicial clerkships. And I would like to offer more students opportunities to get involved during law school with their various intellectual interests, whether this means clinical offerings, or externships abroad, or workshops in particular areas of the law. As to faculty, ours remains the equal of any in the country with respect to the production of serious works of scholarship addressing cutting-edge issues of significant import to society. I would like to build on this strength by adding even more permanent members of the faculty and somewhat reducing our dependence on curricular-need visitors, and also to take this opportunity to further diversify the faculty in various ways. By continuing to recruit strong students and faculty and develop opportunities to showcase their strengths, Michigan will continue to shine as one of the most outstanding and renowned law schools in the world.

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How do you feel about the outcome of the affirmative action litigation?

Proud, satisfied, and relieved. I’m proud that this institution, composed of students and faculty with diverse views on the subject, steadfastly defended its longstanding policy while remaining a comfortable home for tolerant and civil discourse on this difficult issue. I’m satisfied that, after listening carefully to our arguments and descriptions of how our policy actually works in practice, the Supreme Court agreed that taking race into account as one of many factors in a holistic assessment of an applicant’s potential and likely contributions to the entering class is both legal and fair. And most fundamentally, I view it as central to our mission that students be encouraged to develop and maintain a sense of public-spiritedness, and to incorporate a healthy respect for public values into their professional practices and daily lives long after they leave our magnificent halls.

Second, I would like to build up a stronger set of curricular offerings for those students who wish to join private law firms upon graduation and practice in the areas of corporate and commercial law. We have begun over the past few years to develop a handful of courses designed to give upper division students the chance to see what life practicing in a corporate law firm will really be like, and to help them develop specific business-related skills that will make the transition easier and let them hit the ground running. I’d like to build on this trend and develop even more, and more varied, advanced skills-related courses in these areas.

Do you still plan to teach?

I hope and expect that I will continue doing some teaching during my tenure as dean. I think it is critical for the dean to continue teaching to some degree, both to meet new generations of students (outside the dean’s office), and to maintain a connection to instructional values and approaches. So I hope very much to keep one foot in the classroom, though I will surely have to reduce my normal teaching load significantly and perhaps even take the first year off.

What message do you have for incoming first years? Job-seeking second years? Bar-wary third years?

For incoming first-year students, my central message is one of welcome. You will find that law school is a time of excitement, of renewed intellectual focus, and of facing new and interesting challenges. And this school in particular is a vibrant, stimulating, yet warm and friendly place. We enthusiastically welcome you into our family, and wish you well as you begin this exhilarating journey.

For our returning second- and third-year students, my advice is: stay engaged, actively involve yourselves in extracurricular activities that you find fun and rewarding, and embrace any uncertainty about your future that you might be feeling. While many of you arrived here with a particular vision of what you would be doing upon graduation, you may by now have discovered new and equally intriguing possibilities that you find worth exploring. There is no one best path, either through law school or into the legal profession, and many of you will end up trying several types of permanent positions on for size (as I did) until you find one that is optimal for you. Oh, and keep attending classes — you’ll be surprised at how much there remains to learn about law and legal reasoning even after finishing the first-year curriculum!
SEE YOU ON CAMPUS
Wednesday, August 27, 2003
Returning 3Ls Discuss Working in Detroit as a Summer Associate

By Sara Klettke and John Fedynsky

Cool Assignments

She said:

It’s funny how when you’re new to a field, even the worst grunt work can seem like fun. I did an assignment for a few partners who were working on a case that seemed to grow as the summer progressed. Because I had started doing some of the associate drudgery on the case, the partners decided that I should stay on - and I got to find out what it’s like to be part of a team. I sat in on just about every client meeting, went to court so often the judge knew my first name, and dealt with constant phone calls from the client wondering how those document production requests were coming along.

Let people whose practices interest you know that you’d like to try working with them. Everyone loves to be complimented, and the enthusiasm and youth of a summer associate often rubs off you to make even the crustiest old lawyers excited and interested in the law. Some firms are more structured with their assignments to summer associates, but if someone knows you’re willing to work, they can usually negotiate with whoever is in charge of assignments.

He said:

By and large, litigation research assignments are what you will do, even if you want to be a transactional attorney. Prepare to write memoranda. But use the memo as an excuse to follow up and go to court, a deposition, a client meeting, or whatever. If you want to work on transactions, find transactional attorneys and talk to them. Solicit work! Seek what you like because it may not just fall in your lap. Ask associates which partners let young attorneys run with a project. I got to work on a project that (surprise!) involved a research memo, but the attorney basically told me to spot the issues and advise our client. Then I got to write a demand letter to the other side requesting settlement. It was among my most memorable assignments because I got to run with it and not just mechanically answer a discrete issue an attorney spoon-fed me.

Work Load

He said:

“You get what you pay for” may be cliché, but since Detroit firms pay their associates less money than other cities do, Detroit associates work more manageable hours. Honigman Miller, which pays top salaries, has a reputation for demanding the most hours of any Detroit firm. The other large firms hover somewhere below 2,000 billable hours a year, which is downright heaven for people in larger cities scrambling to hit 2,400 or more. An important question to ask is what each law firm’s policy on billable hours is. If an associate bills one hour, does he or she get credit for one hour? Or is credit contingent on what the partner ultimately bills the client? If the policy is the latter, then associates have to work much longer hours to make up for what partners shave off.

As a summer associate, Detroit firms typically do not keep close track of your hours. In most places, if you bill 35-40 hours in a week, you are fine. And many of those hours are social events. Forget about billing and focus on producing your best written product and on having a reputation for integrity and general likeability. These are the things that law firms really want to see their summer associates demonstrate. And have fun because being a summer associate is about the cushiest job out there for young professionals.

She said:

Smaller markets like Detroit definitely have more manageable hours. And $100,000 a year goes a lot further in Michigan than it may in Chicago. Detroit is not the type of market where you work for a few years and burn out. Unfortunately for all of us law students, it is no longer the type of economy where summer associates could stroll into work at 10, do virtually no actual work, and take two hour lunches every day. Be grateful that you have a firm job and take it seriously. But not too seriously — as I keep hearing, people are nicer to you as a summer associate than they ever will be again. And showing signs of stress and overload on a 12 week stint probably isn’t a good idea.

Firm Culture

She said:

There are always going to be a few arrogant old farts who don’t want to be approached by associates and want younger attorneys to schedule appointments to see them. For the most part, though, that sort of arrogance doesn’t occur in a smaller market. I enjoyed the open door policy and general lack of a
defined status structure. I asked questions of everyone, talked to everyone, and went straight to the partner giving me an assignment with even the smallest of questions.

He said:

More than anything, firm culture distinguishes the Detroit legal market. For the most part, the work, the pay, the hours and the clients are in the same league. The difference is in the people. Reading a firm's culture is difficult to do, even in a call-back interview. Ask for written materials on the firm to see how it markets itself — client pamphlets and newsletters and historical books are often available and recruiters are thrilled to hand them out. Beyond the people, ask about the policies of the firm to get an idea of its culture. How is the firm structured and managed? Is each practice group an independent profit center? Or is the pot of revenue more communal? Does one CEO or a group of managing directors run the show? Do associates ever move between groups? Ask questions like these. Then ask yourself what works for your personality.

City v. Suburbs

He said:

Choosing where to live and work within the city of Detroit is an important decision. Some law firms are based downtown and others call the northern suburbs home. Within the law firm, certain practice groups have their centers of gravity in different geographic locations. From a career standpoint, seek out the work and the people that you like and find out where the action is. When you get your permanent offer (chances are that you will, seriously), you will probably have to decide two things: office location and practice group.

From a personal lifestyle perspective, there are different considerations. Schools are better in the suburbs. So you may want to settle there unless you have no kids or plan on private school anyway. The city generally has higher property and income taxes, but many of the better, older stately homes are in the city. Larger, newer homes mostly pop up farther from the city. So decide now if you prefer old money or nouveau riche. Living closer makes commuting a whole lot easier. For single living, lofts, condominiums and apartments are generally available all over town. Downtown there's a bit of an urban renaissance going on with a number of high-profile building projects, so the next few years may be the time to be a part of it.

That said, there is more bringing the city and suburbs together than there is dividing them. We all say that we're from Detroit and the city and the suburbs are pretty well connected by roads, but not by any form of public transportation. A car is a must wherever you live.
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Detroit, cont’d from Page 11

She said:
Living and working in the suburbs in my 20's, I can feel myself turning into a Midwestern adult. I am no longer taking in the sites and sounds of the city, instead I drive everywhere, shop at national chain stores, get my lunch at Subway instead of a cool roadside stand, and my neighborhood is quiet by 9:00 every night. I read all about the cool fairs and concerts happening in the city, but I never actually seem to get further than the local Olive Garden. Living in the city can be adventurous and fun. But I still have to admit I prefer the suburbs. First and foremost, suburbs really are safer. Forgetting to lock the front door isn’t dangerous. And your chances of being able to afford real estate, so you can build equity and stop throwing rent money down the drain, are much higher if you live out in the suburbs of any city. Plus, I don’t have to fight the awful rush hour traffic of suburbanites trying to get out of the city.

Dress code

She said:
During orientation of first year, I overheard a conversation between two second year law students, who were talking about needing designer suits for interviews. As first year students do, I immediately started to worry that if I couldn’t get it together and get the best suit money could buy, I’d never have a job. I ended up buying something off the rack at Ann Taylor, which is now one of the two suits I own. When I wear it to work, I am one of the best dressed people in the office. The Midwestern approach to appearance is a wonderful thing. As long as my clothes are relatively clean and lint free for work, I never felt underdressed. The only drawback – In a conservative city like Detroit, if you wear skirts, nylons are a must, and most women seem to insist on wearing heels, which can be killer after a long day.

He said:
You should definitely have a nice dark suit for interview week. Once you land the job, you do not need to wear a suit every day. Some firms are business casual all week – Dykema Gossett, for one. Many other firms allow business casual on Fridays. As a male summer associate, expect to wear a tie in the office, but you do not have to wear a suit all the time. Slacks and a sport coat often do the trick, especially since most of the time it’ll be hanging on the back of your chair. Some attorneys keep a suit in their office to change into for client meetings and court appointments. For social events, feel free to ask about appropriate attire. If you have a scheduled golf outing in the afternoon, you might get away with business casual in the morning so long as you ask your program coordinator.

Social Scene

He said:
Word of mouth is the name of the game. Detroit is full of great stuff to see and do, but you have to know about it ahead of time. Talk to people from the young and hip to the old and established to find out where they go to have fun. Read Metro Times and Real Detroit to learn about Detroit’s young urban culture. Greektown is always happening for food (try the lamb and the flaming cheese!) and drink. There’s Mexicantown by the Ambassador Bridge too. Cross over to Canada for cheap eats due to the exchange rate. If you care to gamble, Detroit has three casinos. Professional and college sports are huge here. Surprisingly, so is the theater scene – there’s the Opera House, Orchestra Hall, and the Fox and Fischer Theaters, just to name the larger ones. The museums clustered on Woodward Avenue near Wayne State University are world-class. I particularly recommend the Detroit Institute of Arts. And if you are into the outdoors and water, Michigan is about as blessed as anyplace on earth. Take it from an insider, there is plenty to discover in Detroit if you have a sense of adventure and do not demand everything on a silver platter.

She said:
I haven’t yet figured out why people even talk about the social scenes around law firms. Do you really expect to have a wild life outside of the firm as an associate? And until some of that student debt is paid off, you probably can’t afford to do many fun things on your own (read: the firm doesn’t pay the tab). That said, the Birmingham area has many overpriced, trendy restaurants that are fun to go to after work. Downtown Birmingham is a great place to walk around outside at night. Most every Thursday night during the summer, there is a free concert in the park that is never crowded and that always has something different. With an ice cream cone from one of the many small shops, this can make for a great, cheap date night.
Sonnenschein is pleased to visit
The University of Michigan Law School
On
Tuesday, August 26, 2003

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Summer Emails from Cambodia

SUBJECT: Prostitution, etc.

There is overt, large-scale prostitution in Cambodia & Vietnam, and also in Thailand (where I am at present). I have rather strong opinions regarding prostitution, and it has been incredibly depressing seeing it everyday while here in southeast Asia.

In Cambodia, which is a haven for pedophiles, there are 6-yr-old girls available for foreign men. There are pregnant girls available for foreigners. There is male prostitution as well, but not at the same level as that of the female prostitution.

Thailand has “ladyboys” in abundance. That is the term used in SE Asia for transvestites/transsexuals, specifically males. I grew up in NY and have seen and known transgender people, but I had never seen such a large number. Upon reading a guide book about Thailand, I learned that the country has the highest # of sex-change operations in the world. Some of the “ladyboys” are obviously male, but there are some that could truly fool a person. I was hanging out with these guys I met that live here, and a woman and man passed by. I noticed the woman because she passed by twice and looked at me (everyone is fascinated by me in SE Asia). They insisted that it was in fact a male, so I decided to ask. I approached her, and she admitted that she is male. She said that she had been taking hormones since the age of 13, and that she got injections into her hips and butt 3 times per week (she has a figure like a woman’s, very shapely. Actually, more shapely than most Asian women, who tend to be very thin), and that she had breast implants (that one was obvious). She told me that she had won ladyboy competitions in the past, but that now at age 32, she was no longer “# 1.” She also bragged that men always want to sleep with her. Guys, you would NEVER, EVER have known that this was a dude. Many of the foreign men (of all ages) take the ladyboys back to their hotels.

There’s a lot going on here, so I’m off to see some more of it.

Be good.

K.

SUBJECT: FAREWELL CAMBODIA

Today is August 10, 2003, and I am at Pochehtong Airport about to begin the first leg of the journey that will bring me home. I can scarcely believe that within the next 34 hours I will be at home, in NY.

I finished work at the Cambodian Defenders Project about 2 weeks ago. CDP does does work to combat domestic violence, trafficking (prostitution & childlabor), violations of constitutional rights and also general representation of the indigent. Over the summer I wrote reports, articles, press releases and edited legal writing for publication. I loved the work that I did for CDP, and all of the kind people that I worked with. It was truly a blessing. The staff at CDP held a farewell party for me. All of these people, including the executive director, made speeches about how much they appreciated my contribution to the organization and one woman said that I was like a daughter to her. I don’t know how I held it together. The very best compliment was when one of the lawyers said that in Cambodia they have always known about strong men, and that now they know about a strong woman.

I hosted a get-together last night at the beautiful house that I had rented for the summer. Many of my Cambodian friends were there. After, I went dancing with friends at our two favorite haunts, the “Riverhouse Lounge” and “Heart of Darkness.” I’d told all of my friends that I was ready to go home and that I did not know if or when I would return to Cambodia. I definitely am ready to go home, but if the sadness I feel now is any indication, then I will certainly return to Cambodia. Cambodia holds a certain charm for me, from the way in which people say “sok sabay” (how are you), to riding on the back of motorbikes everyday (the most common mode of transportation) to the frankness of Cambodians, which can be both endearing and repulsive. I will miss the friends that I made here very, very much.

I know that in some ways I am a changed person, though I cannot explain it all right now. It’s all mixed up with coping with daily scrutiny by Cambodians because I am black, the amazing work I was able to do with CDP, the outrageous things that are considered quite normal, etc. Cambodia was just another world. Well worth the visit.

SFF, cont’d from Page 3

firm you interview with. The firms will take care of the rest. You can direct any questions to sffboard@umich.edu.

SFF has funded over 1,000 students at Michigan Law, but there are still many more to reach. With your help, we can aid both law students and the diverse organizations they serve. Both require resources to advance the public interest and provide all with access to legal services. Let’s continue our strong tradition of support for these efforts. This interview season, consider donating at least one night’s stay to the Hotel Voucher Program. It’s quick, easy, and, best of all, a great conversation topic during that twelfth interview.
Boston Firm Helps
“Legal Eagles” Get
Their Wings

By Andy Daly

It began with a girl, her jealous boyfriend and a fight at the middle school dance but ended with a pair of safety scissors lodged in the abdomen of her jilted ex-boyfriend. An arrest was made, charges were filed and thirteen-year-old Danny Defendant was facing the prospect of losing his freedom. It was this mess that seven young men were called in to sort out at the Federal District Courthouse in South Boston, Massachusetts.

The seven gentlemen, four for the defense and three for the prosecution, grilled witnesses and argued their cases to the jury as to whether or not Danny was guilty of Assault with a Dangerous Object.

Let me back up. Did I say seven young men? I meant seven really young men: the seven apprentices were ranged from eight to ten years old. They were the focus of the day as the Citizen School’s “Legal Eagles” completed their five-week apprenticeship with attorneys from Sullivan & Worcester’s Boston office.

Citizen Schools is an after school program which matches 8-14 year old “apprentices” with professional volunteers in various fields. This summer, I had the joy of working with the youngest member of the group assigned to Sullivan & Worcester, a particularly bright eight-year old who had the daunting task of examining the victim and delivering the closing argument for the prosecution. With some gentle prodding, he prepared a list of well-organized and thought out questions and was able to build a strong case from the victim’s testimony.

Even more impressive than his approach to the examination were his courtroom demeanor and showmanship while addressing the jury. I am convinced that his mentor was considerably more nervous than he was as he directed questions to the victim and delivered the prosecution’s closing argument to the jury. The poise and confidence with which he approached speaking in a real courtroom in front of a judge was remarkable. We should all be so well composed!

To be sure, all of the young men did a fantastic job as evidenced by the difficulty met by the jury, staff members of the firm, while they deliberated the question of Danny’s guilt. In the end, sufficient doubt remained as to Danny’s claim of self-defense and he was acquitted.

For more information about the Citizen School’s program, please visit citizenschools.org.

The RG wishes Good Luck to all Early Interview Week participants!
Come join us at Tonkon Torp!

We’re U of M Law School graduates.

Jeffrey S. Cronn
Class of 1994
Corporate/Securities

William F. Martson, Jr.
Class of 1972
Litigation/Commercial Litigation

David Copley Forman
Class of 1998
Corporate/Transactional

Joseph S. Volokh
Class of 1973
Commercial Real Estate/Land Use

Robert E. Hirshon
Class of 1973
Chief Executive Officer

Dennis E. Westlind
Class of 2000
Employment and Labor

F. Jackson Lewis
Class of 1999
Business Litigation

Zachary W.L. Wright
Class of 1992
Business Litigation/Regulatory Law

We work for the best law firm in the Pacific Northwest.
Our 72-attorney, sophisticated business and business litigation law firm, located in Portland, Oregon, is a special place to practice law. We offer high-quality clients and challenging work in an environment where personal relationships and individual fulfillment are core values.

Join us as a 2004 Summer Associate.
Our summer program is our primary hiring tool. From our beginning with 9 lawyers in 1974, Tonkon Torp has recruited promising entry-level lawyers from top law schools nationwide—such as the University of Michigan Law School—for our Summer Associate program. We look for people who will contribute to the excellence of our work product and the energy of our firm. The number of Summer Associates we hire is based on the number of entry-level lawyers we anticipate hiring for the following fall.

What you can expect from us.
Law school may teach you to think like a lawyer, but Tonkon Torp teaches you to be one. You will work closely with partners and senior associates and receive “on-the-job” training daily from experienced practitioners. You will also have the opportunity to experience closings, court hearings, trials, mediations, and depositions firsthand.

Something else you should know.
Our Diversity Fellowship Program begins the summer of 2004. We will offer a Summer Associate position and a $6,000 fellowship stipend to a law student who is a member of a racial or ethnic minority—in addition to the regular Summer Associate salary. Paid at the end of the summer, this stipend is intended to defray tuition and expenses during the student’s final year(s) of law school. Visit our website at www.tonkon.com for additional details.

Let’s talk—visit us on campus August 26.
We’ll be conducting on-campus interviews with second-year students on August 26. Come see us!

Tonkon Torp LLP
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We Look Forward to Meeting Michigan’s Best and Brightest on August 28, 2003

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Wilmer, Cutler & Pickering opened its doors in Washington, D.C., in 1962. WCP now has more than 500 lawyers and offices in Washington, D.C., New York, Baltimore, Northern Virginia, London, Brussels, and Berlin. Our collaborative approach to law, collegial work environment, commitment to public service and personal growth, and involvement in the most important legal issues of our time make WCP the place to build a groundbreaking career.

**WILMER, CUTLER & PICKERING** is the name behind many of today's headlines:

- **IGEN** WCP represented IGEN in a breach of licensing agreement and unfair competition case. The jury awarded IGEN $505 million, including $400 million in punitive.

- **Enron** The Firm represented the Special Investigative Committee of the Board of Directors of Enron in an internal investigation into the transactions between Enron and partnerships created and managed by Enron's former CFO.

- **Tulsa** In a nationally reported case, WCP, serving on a *pro bono* basis, has achieved what *The Washington Post* described as a "stunning reversal" of a miscarriage of justice in Tulsa, Texas. Thirty-eight residents of Tulsa, representing more than 10 percent of the town's African American population, were rounded up, paraded through the streets, and convicted of alleged drug charges in a prosecution reminiscent of a pre-civil rights era of American history. After a contentious week-long *habeas* evidentiary hearing, the WCP team obtained a finding that the State's only witness cannot be believed and persuaded the State to join in a request to the Texas Court of Criminal Appeals to overturn all of the convictions.

- **Michigan** In the momentous University of Michigan affirmative action cases – a team of WCP attorneys, led by partner John Payton, who argued before the Sixth Circuit and the Supreme Court, persuaded the Supreme Court that institutions of higher education have a compelling interest in achieving the educational benefits of a racially diverse student body and may consider race as a factor in admissions to do so. WCP represented the University of Michigan in these cases since their filing in 1997. The unique strategy that WCP litigators devised to build a case for diversity in the lower courts in *Gratz* and *Grutter* – which had never been done – was critical to this victory for affirmative action in the Supreme Court. The Supreme Court relied heavily on WCP's expert case, which included reports and testimony from more than a dozen leading educators, historians, sociologists, psychologists, and statisticians, to conclude that the benefits of diversity in higher education are real and substantial.

- **WorldCom** WCP has been retained by a Special Investigative Committee of the Board of Directors of WorldCom to conduct an independent investigation of its accounting irregularities.

On Monday, August 25, we are participating in the University of Michigan Law School early interview week. Please contact Mary Kiley, Lawyer Recruitment Manager, at (202) 663-6719 if you have any questions. WCP is looking for second and third year students whose academic record places them at or near the top of their class and who have participated on a law journal, moot court, and other law-related activities.
ACROSS

1. SlaJin
2. Angry
3. Frills on a shirt
4. Happen
5. Clamber
6. Christian love
7. Related to a chimp
8. Prefix
9. Golden times
10. Cathartic
11. Sausage
12. One, two, three, etc.
13. Spruce
14. Pertaining to the third degree
15. Turn the other one!
16. North Chinese Dynasty
17. Augury
18. Husband
19. Biting comment
20. Prefix
21. Go toon times
22. Sausage
23. Type of cigar
24. Designers
25. Prefix
26. Type of cigar
27. Prefix
28. One, two, three, etc.
29. Spruce
30. Prefix
31. Prefix
32. Prefix
33. Prefix
34. Prefix
35. Prefix
36. Prefix
37. Prefix
38. Prefix
39. Prefix
40. Prefix
41. Prefix
42. Prefix
43. Prefix
44. Prefix
45. Prefix
46. Prefix
47. Prefix
48. Prefix
49. Prefix
50. Prefix
51. Prefix
52. Prefix
53. Prefix
54. Prefix
55. Prefix
56. Prefix

DOWN

1. In the
2. Beige color
3. National Center for Atmospheric Research (acronym)
4. Drying oil used in varnishes
5. Fundamental
6. Type of dress
7. Israel; ____ Aviv
8. Montezuma's revenge
9. Cross in middle of the block
10. A rat
11. The original Roseanne
12. Op of closes
13. Frivolous mood
14. Digit
15. Leered
16. Reprimand
17. A swelling
18. More than hefty
19. Card game
20. Used to express futurity
21. Dark complexion
22. ____ firma
23. A prophetess
24. Sparkle
25. A handle
26. Conceal
27. An imposing structure
28. Small gas-powered vehicles
29. Barbed wire barricade
30. Remains of fire
31. Biter
32. ____ firma
33. A prophetess
34. Sparkle
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