



# IWIRC NEWSLETTER

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Catherine Bauer, Editor  
Tinamarie Feil, Layout

## THE 2003 INTERNATIONAL CONFERENCE IN BEAUTIFUL SAN DIEGO

*Catherine Bauer, Communications Director*

The 2003 International Conference in San Diego, CA was a great opportunity for members to get together with old friends, and to make new ones. More than 160 professionals gathered in sunny San Diego just before the beginning of the Annual Conference of Bankruptcy Judges.

The opening reception was held on October 14 at the Bayside Pavilion overlooking beautiful San Diego bay. The Honorable Louise Adler, United States Bankruptcy Judge for the Southern District of California welcomed attendees and congratulated IWIRC on its growth in recent years. She also thanked the San Diego-based members of the conference committee for their work on the conference, and their many professional achievements. Judge Adler welcomed the bankruptcy professionals visiting from Mexico, and commented on the importance of the international component of IWIRC. She concluded with an observation that women often approach problems in a different, more cooperative manner than do men, and that this can be very beneficial to solving the problems that arise in the insolvency context.

We reconvened on Wednesday morning for a buffet breakfast and the substantive portion of the conference. Debra Riley, the conference chair and Of-Counsel at Allen Matkins Leck Gamble & Mallory LLP, San Diego, introduced the moderator, Terry Bond, Managing Director, Bond Associates International Limited and Consultant to Insol, London, England, and the panelists: George Kelakos, Special Counsel, Heller Ehrman White & McAuliffe, LLP, New York, NY; Josefina McEvoy, Of-Counsel, Squires Sanders & Dempsey, Los Angeles, CA; Tracy Sandler, Partner, Osler Hoskin & Harcourt LLP, Toronto, Canada; Kimberly Rodriguez, Managing Director of the Restructuring & Performance Improvement Group, Stout Risius Ross, Inc., Birmingham

Hills, MI; and Ian G. Williams, Solicitor and Partner, Edwards Geldard Solicitors, Nottingham, England.

After introductions were made, the panelists had a surprise for us: a little Tae Bo. Led by panelist George Kelakos, we stood up and took a few moments to reduce our stress levels. What a great way to start the day! Our thanks to George for sharing his Tae Bo expertise with us.

Delving into the topic *Hot Topics in Cross-Border Cases*, our panelists discussed the increasing significance of multiple countries' laws in the business and insolvency areas. They cautioned that it can be a terrible shock to find out that there are unexpected cultural, social, and/or legal ramifications that should have been taken into account earlier by the professionals to a transaction or insolvency proceeding.

Each panelist spoke on a country about which they have particular knowledge: George Kelakos: Thailand; Ian

Williams: the United Kingdom; Tracy Sandler: Canada; Josephina Fernandez McEvoy: Mexico; and, Kimberly Rodriguez: the United States. George Kelakos, who consulted on Thailand's bankruptcy laws, was the perfect person to talk about the recent amendments in that country. These amendments melded together U.S. Chapter 11 and English bankruptcy laws. However, George cautioned that there are more out-of-court restructures at this point than there are in-court proceedings. Perhaps surprising to those of us who often hear "the squeaky wheel gets the oil," George indicated that creditors and other parties to these out-of-court restructurings actually abide by the rules and deadlines in these workouts.

Ian Williams, our United Kingdom speaker, quoted Dickens by way of background for the general proposition that the UK has never been a debtor-friendly country. While attitudes have changed, they have not changed to the point that speaking about one's bankruptcy is considered "character building." While the underlying insolvency principles are the same as in the United States, for creditors, the UK can be a preferred venue.

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As to Canadian insolvency law, Tracy Sandler informed us that Canadian judges “fill in the gaps” in the two rather skeletal insolvency statutes. For example, the two statutes, the CCCA and the BIA, do not contain an equivalent to the automatic stay, so the courts are often called upon for orders that act to stay collection actions. We also learned from Tracy that, while there typically are not committees, there is a court-appointed monitor who oversees the insolvency proceeding on behalf of creditors.

Josephina Fernandez McEvoy informed us that three years ago Mexico enacted a very advanced bankruptcy statute that has changed the culture of insolvency in Mexico. Interestingly, they do not have specialized bankruptcy courts; the same federal courts that handle other areas of the law also handle bankruptcy cases. In dealing with bankruptcy cases, however, the courts lean heavily on The Federal Institute of Bankruptcy Specialist. These specialists are somewhat akin to United States Trustees.

Discussing the effects of the global economy on the United States fell to Kimberly Rodriquez. Kimberly noted that cultural issues can come to the forefront in insolvency situations. The way financial information is presented needs to be analyzed in light of the relevant culture. Also, because of globalization, we are getting away from valuing assets on a liquidation basis, and going toward a “rounded approach.” As to the U.S., employee issues can present huge financial issues, and be the key driving forces in selling off parts of a business.

Delving into the hypothetical about a rumored-to-be-in-trouble large, multi-national, and multi-operational corporation, our panelists touched on labor issues, the intersection of insolvency statutes and criminal statutes, and shareholder and successor liability issues. They then went on to look at where value actually exists in a corporation, and what management should do when it sees potential problems.

At the break, Erica Bramer of Alix Partners presented the membership drive awards. First prize, a \$500 gift certificate, went to Allison Day of Genovese Joblove & Battista, P.A., Miami, FL. There was a three-way tie for second place among the following: Denise Eddy from Classic Asset Liquidation Management, Framingham, MA; Jennifer Meyerowitz of Alston & Bird LLP, Atlanta, GA; and Patricia Redmond of Sterns Weaver Miller Weissler et al., Miami, FL. Each of our second prize winners received a gift certificate for \$250.

After the two top prizes were awarded, there was a raffle amongst those who had recruited at least one new member. The prizes, lovely Coach leather goods tastefully embossed with IWIRC’s acronym, were enthusiastically scooped up by the following: Geraldine Karonis, Assistant United States Trustee, Manchester, NH; Sharyn Zuch, Wiggin & Dana in Hartford, CT; Diedre Martini, Ivey Barnum & O’Mara, LLC,

Greenwich, CT; and Susie Koch, Porter Wright Morris & Arthur, Cleveland, OH.

Conference Planning Committee member Margaret Mann of Heller Ehrman White & McAuliffe, San Diego, then thanked our panelists for their participation in the conference, and presented them with tokens of our appreciation.

After the break, our panelists moved on to the topic of corporate governance in the international context, with a particular emphasis on Sarbanes-Oxley.

The observations regarding Sarbanes-Oxley were fascinating. Panelists observed that the extra-territorial nature of the statute has disconcerted many in the international community. It is viewed by some to be overreaching since it purports to apply U.S. law worldwide. Moreover, business deals involving U.S. targets are being adversely affected by the legislation: the criminal liability potentiality makes U.S. companies less attractive to the global market.

A hypothetical was then presented wherein a stakeholder suspects that there are issues with corporate governance of a company. The panelists discussed an array of country-specific issues, options, and remedies. Thailand’s “bullets are cheaper than lawyers” philosophy caused a chuckle.

The last discussion was on the topic of asset sales in the international community. Once again, the processes and procedures are varied and, sometimes, from a judicial-involvement perspective, totally nonexistent.

Of particular note were the cautions, from both Tracy Sandler and from Sheryl Seigel, Fasken Martineau DuMoulin LLP, Toronto, Canada, to seek approval from Canadian courts prior to a transaction being a *fait accompli*. To illustrate their point, Sheryl read a few words of warning written by a Canadian judge. The practice point: It is prudent and respectful to seek approval of a sale of assets from a court **in advance**. This practice point applies in all jurisdictions where asset sales are overseen by the judiciary.

We were then honored to hear about asset sales in Mexico from an expert: Griselda Nieblas, a member of The Federal Institute of Bankruptcy Specialists. With Josephina Fernandez McEvoy serving as translator, we learned that sales of assets in Mexico must be judicially supervised and that only trustees may seek approval of such sales. And, because labor claims become the responsibility of new owners, it is extremely important that labor claims be analyzed prior to any purchase. Moreover, an administrative labor board must agree to asset sales. Despite the difficulties, she recommended asset purchases over stock purchases. Thank you to Ms. Nieblas for being with us and for your insights!

As a final matter, Ian Williams posed the all-encompassing question: How do we “stitch” together all these different laws?



There are cultural conflicts galore. It is obvious that transnational cooperation is crucial.

One attempt at a scheme for dealing with the great variety of laws is occurring in the EU. There, an insolvency act has been signed by nearly every country. This act is not substantive: it is procedural. It attempts to deal with where the main proceeding should take place, and whose law should apply.

In a spirit of international cooperation, we then participated in a "Round Robin" lunch, our second such type of luncheon at an International Conference. In between courses, attendees moved to new tables; optimal amounts of business cards were exchanged!

It was a great conference! Many thanks to our hard-working Conference Committee: Chairperson Debra Riley, Of-Counsel, Allen Matkins Leck Gamble & Mallory LLP, San Diego, CA; Linda Fox, Partner, Sheppard Mullin Richter & Hampton LLP, San Diego, CA; Margaret Mann, Shareholder, Heller Ehrman White & McAuliffe LLP, San Diego, CA; Sue Hodges, Partner, Pillsbury Winthrop LLP, San Diego, CA; Susan Storey, Managing Director, Getzler-Henrich & Associates LLC, New York, NY; and Laura Stuart Taylor, Special Counsel, Sheppard Mullin Richter Hampton LLP, San Diego, CA. And, of course, a big thank you to the Honorable Louise Adler, U.S. Bankruptcy Court, Southern District of California, San Diego, CA for her time and involvement.

Hope to see all of you next year in Nashville!

## MEMBERSHIP REPORT

### IWIRC ENJOYS 2<sup>ND</sup> YEAR OF RAPID GROWTH

*Debra Kuptz, Recruitment Director*

Congratulations again to all of our new member recruiters. IWIRC added 53 new members this year. It is exciting to see the geographical diversity of our new members from the U.S. Here are some stats: Our new members represent 16 states and 27 cities; 60% of our new members are attorneys, and another 9 professions are represented as well, including accountants, turnaround managers, financial consultants and financial printers and service providers. And, we are honored to have the Hon. Judge Walrath as a new member. Thanks to all of you who have supported our new member recruitment efforts.

Clearly our focus this year must be on recruiting and building membership in our international networks. The experience of our Recruitment Committee has been that it doesn't take much to get a new member. Candidates are usually eager to meet other members of the insolvency community. I expect we would have a similar experience with our counterparts in Europe, Asia, Australia and other parts of the world. Please

make it a goal this quarter to reach out to your international friends and invite them to be part of our growing network.

## CREDITORS LIQUIDATING TRUSTS

*A Publication from Alan D. Lasko & Associates, P.C.*

Once the business activities of a Chapter 11 bankruptcy estate have wound down, a confirmed plan can establish a creditors' trust to facilitate the liquidation of the bankruptcy estate. The assets and liabilities of the estate are transferred to the trust for the benefit of the estate's creditors. As previously mentioned the trust will facilitate the liquidation of the estate's assets and distribute the assets, net of claims and expenses, to the beneficiaries of the trust, i.e., the creditors.

If certain requirements are met, a creditors' trust will be treated as a grantor trust for US income tax purposes. A grantor trust is not taxable for Federal income tax purposes, but passes its income or loss through to its beneficiaries, the grantor.

In the case of a bankruptcy creditors' trust, who is the grantor? Although there are other possibilities, the creditors are commonly treated as the grantors. This results from two deemed transfers that create a fiction for tax purposes. The formation of the trust is treated as if the bankruptcy assets and liabilities are transferred directly to the creditors, who then are deemed to contribute the assets and liabilities to the creditors' trust. Each of the creditors would recognize their share of each item of income, expense, gain or loss recognized by the trust during its existence or during their participation as a beneficiary.

However, there are dangers inherent in poor planning and poor drafting of a trust agreement. In *Hollywell Corp.*, 112 S.Ct 1021 (1992), the Supreme Court determined the tax treatment of a creditors' trust. In that case, the trust was not treated as a grantor trust, and the trust was taxed on its income. The Court noted that the trust was the ultimate assignee of the debtor's assets. To the contrary, see, for example, *Sonner*, 53 BR 859 (1985), in which the creditors' trust was found to be a grantor trust.

Subsequently, in Rev. Proc. 94-45, the Internal Revenue Service (IRS) provided some certainty for the taxation of creditors' trusts by establishing a policy for issuing rulings on such trusts. Although this procedure is only controlling with regard to taxpayers requesting a ruling, the Revenue Procedure provides insight into the proper structuring of a creditors' trust from the IRS point of view. Trusts formed under the principles of this Revenue Procedure differ from the *Hollywell* trust because of the deemed transfer to the creditors, which causes the creditors to become the grantors of the trust on the deemed transfer by them to the trust.



The deemed transfer of assets from the estate to the creditors is treated as a transfer to the creditors for all Federal income tax purposes, including, for example, debt forgiveness, determination of gain or loss, and original issue discount.

In Rev. Proc. 94-45, the Service indicated, among other things, that, to be treated as a grantor trust for income tax purposes, the trust must be created by a confirmed plan of bankruptcy under Chapter 11; the plan must indicate how the bankruptcy estate will treat the transfer of its assets to the trust; and the plan or separate trust agreement must indicate that the creditors will be treated as the grantors. Further, the trust must be required to distribute its income at least annually. However, the trust is allowed to retain income reasonably necessary to meet claims or contingent liabilities. The procedure also contains a checklist to assist debtors/taxpayers in structuring the trust or requesting a ruling.

In addition to Rev. Proc. 94-45 and IRS Regulation 1.671-4(a), there is a letter ruling dated March 5, 2002 (Letter Ruling 200228003) which provides that this trust will be taxed as a "grantor trust" for Federal income tax purposes. Last, IRS Regulation 1.671-4(a) also reflects that the trustee of the trust must file income tax returns on an annual basis.

It is also intended by the Service that a creditors' trust be temporary, existing only until the assets are liquidated. The regulations indicate that the entity will lose its status as a liquidating trust if the trust unreasonably prolongs its existence or if its business activities are too extensive. Rev. Proc. 94-45 provides that the trust must have a fixed or determinable termination date that is not more than 5 years after the date the trust was created.

With the aid of Rev. Proc. 94-45 and the subsequent Revenue Regulation and Letter Ruling, a Chapter 11 bankruptcy estate can utilize a creditors' trust as an efficient mechanism to liquidate and distribute the net assets of a debtor to its creditors.

Companies may want to administer the trust on behalf of the trustee of the creditors trust. This results in a debtor post confirmation absorbing the time and cost of determining the allocations to the beneficiaries (creditors), preparing the annual accounting for the trust along with the trust tax returns as well as acting as the disbursing agent for the trust. Companies coming out of Chapter 11 and trustees of these trusts may want to consider outsourcing any one or all of these functions to firms that are familiar with the applicable rules and requirements for these types of trusts in order to save on time and costs to the post-confirmation debtor.

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## NETWORK NEWS

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### NEW ENGLAND NETWORK

*Colleen A. Murphy, Chair*

The New England Network has had a busy and exciting fall. Our first Brown Bag Luncheon was held on September 11th and hosted by Olga Bogdanov of Murtha Cullina. We held our first annual Wine Tasting Reception on Thursday, September 25, 2003. The event was a great success. Special thanks to Francine Gordon, Michaelene Fleming, and Trumbull Services for sponsoring and coordinating the event.

On November 13th Deborah Griffin and Lynne Xerras hosted our bimonthly Brown Bag Luncheon at their law firm, Holland & Knight, and Sussana Stern of Landay & Leblang gave a presentation on her practice of international law.

Our annual holiday luncheon will take place on Friday, December 5, 2003 from 12:30 to 2:00 p.m. at Maggiano's Little Italy at Four Columbus Avenue in Boston. Following the luncheon we will be walking to the Park Plaza Hotel to take part in the Santa Claus Anonymous Annual Holiday Tree Project. This event is part of the Annual SnowBall, which benefits such local children's charities as Boston Youth Services and the Home for Little Wanderers. We are purchasing a Christmas tree to be decorated by us and donated to needy children. We would love to have members from other chapters join us for this event. Please bring an ornament to donate to the tree and please consider joining us to decorate the tree immediately following lunch.

Our next Brown Bag Luncheon will be held at the Bankruptcy Court in Boston, please check the website for date and time. The New England Network wishes you all a peaceful and joyous holiday season.

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### CONNECTICUT NETWORK

*Aimee E. Heden and Sharyn B. Zuch, Co-Chairs*

The IWIRC Connecticut Network held its Fall Dinner on October 28, 2003 at the Union League Cafe in New Haven, Connecticut. Over thirty people were in attendance. The Honorable Judge Lorraine Murphy Weil was the event speaker. Judge Weil spoke on how she balanced her roles as a law student, practicing attorney and working mom, and her transition from the bar to the bench. She generously shared her personal insights and her experiences over the years. A good time was had by all.

For upcoming events visit [iwirc.com](http://iwirc.com).

For further information on the IWIRC Connecticut Network please contact Aimee Heden or Sharyn Zuch.



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## NEW YORK NETWORK

*Elizabeth R. Ellison, Co-Chair*

*Sandra A. Riemer, Co-Chair*

As most of you know, the IWIRC New York-Area Network is planning a very exciting Holiday-Season Party on Wednesday, November 19, 2003 from 6:30 to 9:30 p.m. at the Friars Club located at 57 East 55th Street, New York, New York; and you are all invited.

What most of you don't know is that our Guest of Honor will be The Honorable Cornelius Blackshear, of the United States Bankruptcy Court for the Southern District of New York; and the event is, thus far, being sponsored by Dow Jones Newsletters, Ernst & Young Corporate Finance LLC, AlixPartners, and Bowne & Co., Inc. New York. (Some additional sponsorships are still available. Let us know if you'd like to be a sponsor on this or future events.)

We have already received a great response to this event. For those of you who have not yet let us know that you are coming, please take the opportunity to do so now by responding to this e-mail (Confirmations and checks should be sent to our Treasurer, with the attached form, at the address indicated on the form.)

Last year's Holiday Party was a great success; and we'd like to see all of you (and your friends) at this very special event. We look forward to seeing you there.

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## IWIRC NORTHEAST OHIO NETWORK

*Jean R. Robertson, Chair*

*Submitted by Nancy A. Valentine, Network Secretary*

We have had a busy and exciting fall within our network. We had a well-attended and successful luncheon event with the Turnaround Management Association on September 17, 2003 that included a panel discussion on receiverships with one of our members as a panelist. It gave us an opportunity to market our network and programs to the wider audience of the TMA. Also in September, we hosted a reception following a continuing legal education seminar on the basics of chapter 11 to encourage membership from new practitioners or practitioners new to the insolvency practice.

Our most successful fall event was the membership drive hosted by our network on November 6, 2003 and sponsored by Bowne of Cleveland and the Trumbull Group. The event was well-attended and brought in potential members from businesses, accounting firms, financial institutions and law firms. We are in the process of following up with the attendees to make them permanent members of our network.

For our last event of the year, we will host a cocktail reception in conjunction with the O'Neill Bankruptcy Institute, a well

attended two-day bankruptcy seminar in Cleveland. We look forward to another successful event.

We hope to continue the momentum from our 2003 events in 2004.

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## FLORIDA NETWORK

*Allison R. Day, Co-Chair*

*Shayna M. Steinfeld, Co-Chair*

The Florida Network will be holding its first networking event on Wednesday, December 3, 2003 at The Miami City Club, from 5:30-7:30 p.m. The event will be hosted by Kozyak Tropin & Throckmorton, P.A. Please RSVP to Heidi at 305-349-2328.

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## GEORGIA NETWORK

*Leanne Gould, Chair*

*Submitted by Wendy McCall*

The new Georgia Network of IWIRC held its inaugural meeting on Friday, October 24. The turn-out to the event was excellent, with very encouraging interest expressed by all who attended. The morning meeting began with networking over coffee, juices, danishes and bagels. The official meeting followed with a very informative and entertaining speaker, Ms. Felicia Turner, U.S. Trustee, Region 21. More networking followed the meeting, with everyone welcoming such a needed professional organization and expressing an interest to get involved. The Georgia Network is looking forward to the next event, which attendees of the inaugural meeting are already inquiring about!

Upcoming: On December 3, 2003, the Network will host a holiday party at the home of Debra Pauli, Network Treasurer, from 6:00-8:30 p.m. in Atlanta. Please contact Wanda Getsinger at 404-817-4347 for further information.

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## COLUMBUS NETWORK

*Natashia M. Bush, Co-Chair*

*Nannette Dean, Co-Chair*

Our annual Law Students Reception was a great event! It was October 23rd in Schottenstein, Zox & Dunn's new office space. Our panelists, Amy Bostic, Natashia Bush, Mina Khorrami, Donna Parisi and Laura Zaremski did a terrific job presenting their varied career and life paths to the students. No one in the audience will ever make the mistake of thinking that Bankruptcy Court clerkships or in-house positions are cushy jobs!!

Judith Fisher did her usual engaging job of teasing out the important points and threading together the theme for the audience. The stories of our panelists were inspiring and reminded us all why we are glad to be doing what we are doing! Thanks to Natashia Bush and Nora Jones for making



sure that we had a great turn out, and special thanks to Professors Cree Johnson and Jeff Ferriell for coming, bring their students, and generally supporting this event. We even recruited three new members!

Coming up next: The Network's Annual Christmas Family Luncheon on December 10, 2003 at 12:00 p.m. Susan Rhiel will be the host. Please RSVP by December 5 to 614-221-4670.

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## DELAWARE NETWORK

*Tobey M. Daluz, Chair*

The Delaware Network is holding its first annual Christmas Party on December 3, 2003 in the Gold Ballroom at The Hotel duPont in Wilmington, Delaware. Please RSVP to Stacey Pesotski at 302-778-6486 or [spesotski@pszyjw.com](mailto:spesotski@pszyjw.com) by November 26.

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## MEMBER NEWS

IWIRC congratulates the following members on their achievements and successes:

**Leslie Ann Berkoff**, Partner at Moritt Hock Hamroff & Horowitz LLP, and the current Executive Vice President of IWIRC will be a recipient of the Hofstra University School of Law Distinguished Alumni Award for 2004. This award is given to those alumni who have distinguished themselves in their fields and represent the talent, diversity of practice and success that the school strives for in its graduates. Leslie will be honored at an awards dinner on March 11, 2004 at the Princeton Club. For information on attending contact her assistant at [khennicke@mhhlaw.com](mailto:khennicke@mhhlaw.com).

**Janice Grubin** has joined the New York City law firm of Wormser, Kiely, Galef & Jacobs LLP as Chair of its bankruptcy department. The firm is located at 825 Third Avenue, New York, NY 10022, the phone number is 212-573-0640, and her e-mail is [jgrubin@wkgj.com](mailto:jgrubin@wkgj.com).

**Bonnie L. Kouletsis**, a former Chapter 7 Trustee for the Eastern District of New York and associate at the firm of Bartlett Hackett Feinberg P.C. in Boston, MA, has opened her own practice at 222 Main Street, Waterville, ME.

**Sheila Smith**, a partner in Deloitte's Reorganization Services Group, and a longtime IWIRC member, spoke at the Turnaround Management Association's annual convention in San Francisco on October 10, 2003. Over the three-day period of the event, Ms. Smith shared the TMA stage with such figures as former Secretary of State Madeleine Albright. She is scheduled to Chair the National TMA Conference in 2004 in New York City.

**Lillian Stenfeldt** has joined the firm of Sedgwick Detert Moran & Arnold LLP as a partner and she will Chair the firm's bankruptcy group. She will be resident in the firm's San Francisco office. This firm's San Francisco office is located at One Embarcadero Center, 16<sup>th</sup> Floor, San Francisco, CA 94111, the phone number is 415-781-7900.

**Nannette Dean**, Co-Chair of the Central Ohio Network, is now with the Law Office of Judith M. McIntuff in Columbus, OH and can be reached at the address listed in the Network Chairs section of this newsletter.

**Brenda Bowers**, IWIRC Program Director, has joined the firm of Vorys, Sater Seymour and Pease LLP in Columbus, OH. She can be reached at the address listed in the Board of Directors section of this newsletter.

**Melanie Rovner Cohen** and **Faye Feinstein** have joined the firm of Quarles & Brady. The firm is located at Citicorp Center, Suite 3700, 500 West Madison Street, Chicago, IL 60661-2511, and the phone number is 312-715-5000.

**Michelle A. Mendez** has joined the firm of Greenberg Traurig LLP in the opening of the firm's Dallas office.

**Shayna M. Steinfeld** of Steinfeld & Steinfeld, PC in Atlanta, GA, has been certified in both business and consumer bankruptcy law by the American Board of Certification, a non-profit organization dedicated to serving the public and improving the quality of the bankruptcy bar. Ms. Steinfeld successfully satisfied a number of requirements necessary for certification, including passing an extensive written examination.

**Sara Chenetz** became a partner in Piper Rudnick LLP's Finance, Financial Services and Restructuring Group in the firm's Los Angeles office on December 1, 2003. With Sara's addition to the firm, Piper Rudnick's bankruptcy practice now includes 46 attorneys.



## IWIRC NETWORK CHAIRS

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## IWIRC CALENDAR OF EVENTS & DEADLINES 2003-2004

	Date	Time	Event	Location	Contact	Phone
<b>NOV '03</b>	11/19/03	12 pm	Northeast Ohio NW-Steering Comm.	Cleveland, OH	Jean Robertson	216-348-5769
	11/19/03	6:30-9:30 pm	New York NW-Holiday Party	New York, NY	Elizabeth Ellison	212-481-1411
	11/20/03	11:30 am	Dallas NW-Luncheon	Dallas, TX	Sara Wahl	214-969-2845
	11/21/03	5:00 pm	Carolinas NW-Pre-New Member Reception	Pinehurst, NC	Terri Gardner	919-783-1037
<b>DEC</b>	12/3/03	tba	Delaware NW-1st Annual Holiday Party	Wilmington, DE	Tobey Daluz	302-252-4440
	12/5/03	12:30-2:00 pm	New England NW-Annual Holiday Luncheon	Boston, MA	Colleen Murphy	617-348-1836
	12/10/03	5-7:30 pm	Northeast Ohio NW-O'Neill Reception	Cleveland, OH	Jean Robertson	216-348-5769
	12/10/03	5:45 pm	Carolinas NW-New Member Reception	Charlotte, NC	Tracy Gopal	704-335-4202
	12/10/03	tba	Central Ohio NW-Family Luncheon	Columbus, OH	Nannette Dean	614-224-2678
	12/11/03	12 pm EST	Board Meeting	Conf. Call	Janet Bostwick	617-956-2670
	12/15/03	5 pm EST	Holiday Tea, Discuss Potential LA Network	Los Angeles, CA	Susan Montgomery	213-452-4903
<b>JAN '04</b>	1/8/04	12 pm EST	Board Meeting	Conf. Call	Janet Bostwick	617-956-2670
<b>FEB</b>	2/12/04	12 pm EST	Board Meeting	Conf. Call	Janet Bostwick	617-956-2670
<b>MAR</b>	3/11/04	12 pm EST	Board Meeting	Conf. Call	Janet Bostwick	617-956-2670
	3/25/04	12-2 pm	Connecticut NW-Brown Bag Lunch	West Hartford, CT	Aimee Heden	860-561-6874
<b>APR</b>	4/8/04	12 pm EST	Board Meeting	Conf. Call	Janet Bostwick	617-956-2670
<b>MAY</b>	5/13/04	12 pm EST	Board Meeting	Conf. Call	Janet Bostwick	617-956-2670
<b>JUN</b>	6/10/04	12 pm EST	Board Meeting	Conf. Call	Janet Bostwick	617-956-2670
<b>JUL</b>	7/8/04	12 pm EST	Board Meeting	Conf. Call	Janet Bostwick	617-956-2670
<b>AUG</b>	8/12/04	12 pm EST	Board Meeting	Conf. Call	Janet Bostwick	617-956-2670
<b>SEP</b>	9/9/04	12 pm EST	Board Meeting	Conf. Call	Janet Bostwick	617-956-2670
<b>OCT</b>	10/9/04- 10/13/04	tba	Fall Conference in Conjunction with NCBJ	Nashville, TN	Shari Bedker	703-449-1316

Please forward any updates to Shari Bedker at [info@iwirc.com](mailto:info@iwirc.com).

