Dbriefs

Program Guide
October–December 2010

Stay sharp
Webcast series
for executives

Deloitte.

Contents

About Dbriefs

Cutting through the complexities of all the latest issues and strategies is a challenge. Stay sharp with Dbriefs – live webcasts that give you valuable insights on important developments affecting your business.

Dbriefs features topical series that are:

- Informative, with a variety of timely, relevant business topics aimed at an executive-level audience.
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Gain practical knowledge from leading Deloitte practitioners.

Financial Executives

Transactions & Business Events
Host: David Williams

Distressed Debt: Scaling the Maturity Wall
> *October 5, 2:00 – 3:30 PM EDT*

Presenter: Tom Kaylor

Record volumes of corporate debt were issued in 2006 and 2007. As loan maturities approach, companies looking to refinance and extend maturities will find a challenging environment. How much corporate debt is maturing, and can the capital markets absorb the maturity wall? We'll discuss:
- The maturity wall – what types of companies may face challenges in the near future.
- The capital market landscape today – how capital providers are operating during the recovery.
- Addressing debt challenges, such as timing, strategies for working with lenders, and alternatives for addressing debt obligations.

Learn how companies can face their capital obligations head-on in a challenging economic climate.

Know Your Vendor: Due Diligence in a Global Economy
> *November 2, 2:00 PM EDT*

Presenters: Yogesh Bahl and Wendy Schmidt

As cross-border transactions increase, knowing your vendor is essential to mitigating risks of dealing with third-party payments. How can your organization assess vendors' backgrounds to identify red flags and conflicts of interest? We'll discuss:
- Tools for assessing vendor credibility, including analyzing business profiles, industry qualifications, and employee information.
- Determining who owns the vendor and potential conflicts of interest.
- Understanding the relationship of the vendor to government officials, along with possible associations with organized crime, terrorist groups, money laundering, bribery, or corruption.

Learn why knowing your vendor is an essential step in managing fraud concerns and regulatory risks for companies in all industries.

Bringing Technology Advancements In-House While Keeping Risk Out
> *December 8, 2:00 PM EST*

Presenter: Tom Aleman

With more organizations bringing emerging technologies in-house, it is important to understand the distinct advantages and vulnerabilities associated with this move. How do you strike a reasoned balance between the technical benefits gained and the risks incurred? We'll discuss:
- An overview of the benefits and dangers of bringing technology in-house.
- Domain convergence – where enterprise content management meets eDiscovery and data security and privacy, including the benefits of addressing data at the source.
- Technology advancements and their implications on eDiscovery.

Learn leading practices for adapting new technologies in-house while mitigating risks that may result from the decision.

Sustainability
Host: Eric Hespenheide

Sustainability and M&A: It's Not Just About Due Diligence
> *October 7, 2:00 PM EDT*

Presenters: Rod Millott, Katie Pavlovsky, and Trevear Thomas

Issues of sustainability and climate change (S&CC) are making companies think carefully about their approach to mergers and acquisitions. Why should you look beyond due diligence? We'll discuss:
- Some of the drivers behind the increasing emphasis on S&CC in M&A, including regulatory requirements, strategic business implications, and financial, operational, and reputational concerns.
- S&CC issues outside of due diligence, including strategy development and target screening, transaction execution, and post-merger integration.
- Practical considerations across industries, and specific issues for consumer products, manufacturing, energy, and real estate companies.

Learn about S&CC issues across the M&A life cycle and possible implications, both positive and negative, for your company.

Sustainability Reporting Trends: Come Together, Right Now, Overseas?
> *November 4, 2:00 PM EDT*

Presenters: John DeRose and Kristen Sullivan

The focus is growing on how businesses report sustainability risks to investors, regulators, and other stakeholders. How will this play out on the global stage where demands for integrated reporting are gaining traction? We'll discuss:
- The uptick in sustainability reporting around the world – who is reporting what and why?
- Ways that environmental, social, and governance data may be playing an increasing role in how your company is measured.
- Potential benefits of sustainability reporting, including improved financial decision making, risk management, regulatory compliance, and stakeholder relations.

Learn about global trends in sustainability reporting and ways your company may stay ahead of the curve.

Why IT for Sustainability Matters: You Need to Measure It to Manage It
> *December 2, 2:00 PM EST*

Presenters: Jenny Bravo, Lee Dittmar, and Chris Park

As pressure grows for businesses to improve their management of energy usage, carbon emissions, corporate social responsibility, and other sustainability issues, new information technology requirements are emerging. Why is it more than simply an IT issue? We'll discuss:
- Uses for sustainability performance intelligence, including investment decisions, capital program execution, regulatory compliance, tax planning and compliance, and competitive differentiation.
- Ways to weave sustainability information needs into business and IT plans, projects, and priorities.
- Components of an integrated sustainability IT solution – why there is no single killer app.

Learn how executive involvement and an integrated IT approach can facilitate sustainability decision support, monitoring, and reporting.

Financial Executives

Driving Enterprise Value
Host: Rich Rorem

Global Service Delivery Transformation: Emerging Trends in the Economic Recovery
> *October 27, 3:00 PM EDT*
Presenters: Jessica Golden and Beth Thiebault

Businesses have many options for delivering internal support processes within their organizations, but there are complex challenges in achieving an effective service delivery model. Are you fully leveraging the value of your service delivery organization during the economic recovery?
We'll discuss:
- The latest trends in outsourcing, off-shoring, and shared services, including broader support for knowledge-based functional services such as product development and front-office activities.
- New developments across industry sectors, functions, and geographies.
- Enhancing value through a multishore, multisolution service delivery platform.

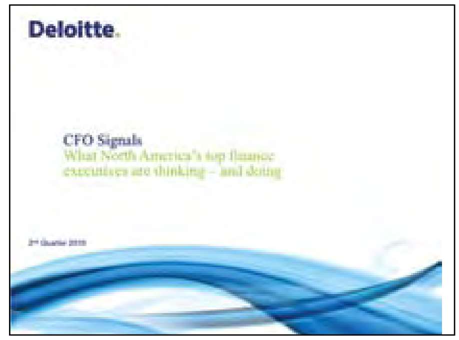
Find out how leading companies are optimizing their global service delivery strategy for competitive advantage and improved operational performance.

Pricing and Profitability Management: Why CFOs Should Pay Closer Attention
> *November 30, 3:00 PM EST*
Presenters: Robert Ceccarelli, Julie Meehan, and Mike Simonetto

Improved pricing management can impact profitability more than other strategic investments. Yet many companies still leave money on the table because they lack a structured approach. What can you do differently?
We'll discuss:
- Establishing pricing and profitability management as a high-level, cross-functional discipline.
- Ways that transactional analytics can help you understand customer value and make profit-driven decisions.
- Pricing capabilities critical to the success of your business, including pricing strategy, advanced analytics and price-setting, and price execution.

Learn about opportunities to improve the profitability of your business today and tomorrow through improved pricing strategies, tools, and related capabilities.

Stay connected



Examines how CFOs are projecting and planning for their companies' future.

To access this report, visit: **www.deloitte.com/us/cfo_signals_q2**

Financial Executives

Business Strategy & Tax
Host: Carl Allegretti

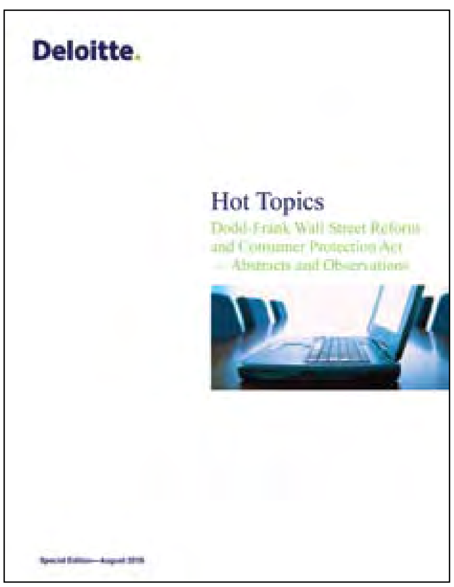
Global Growth: Tax Insights for C-Suite Decisions
> *October 20, 2:00 PM EDT*

Presenters: Sanford Cockrell, Gardiner Hempel, David Stallings, and Todd Wood

The success of companies' growth strategies globally is increasingly impacted by U.S. and international tax laws. Where should senior executives pay closer attention to tax as they expand and manage foreign operations? We'll discuss:
- Where tax has a significant impact on global strategic decisions – M&A planning, business location, finance and supply chain, entity structuring, and dividend distributions.
- Integration of operational and tax planning – weighing strategic decisions on an after-tax basis.
- Effects of new international tax laws on current and future operations.
- Deploying global talent tax efficiently.

Learn about far-reaching tax implications of globalization and why c-suite executives should consider tax matters in their strategic business decisions.

Dig deeper



Provides an in-depth look into the executive compensation and corporate governance provisions of the Dodd-Frank Act.

To access this report, visit:
www.deloitte.com/us/ccg/doddfrankact

Corporate Governance
Host: Ray Lewis

Privacy and Security: What Boards of Directors Need to Know About Personally Identifiable Information
> *October 6, 2:00 PM EDT*

Presenters: Rena Mears, Ed Moran, and Ieuan Jolly, Licensed Legal Consultant, Loeb & Loeb LLP

With technological advances allowing data transfers between various corporate mediums, the risk of breaches of company, customer, and client data is growing. How can Boards of Directors influence improved practices and processes to reduce the risk of personally identifiable information (PII) being provided to unintended recipients? We'll discuss:
- Safeguards that can be implemented to protect PII and ways for the Board to evaluate them.
- Leading practices in handling a PII security breach.
- Social networking risks and related policies the Board and management may consider incorporating.

Learn ways Boards of Directors can help drive improvements in the protection of an organization's confidential data.

Management Succession Planning: Strategies for Developing Future Leadership
> *November 3, 2:00 PM EDT*

Presenter: Garth Andrus and Sandra Davis, CEO, MDA Leadership Consulting

With succession being an inevitable issue for any Board of Directors and management team, how can companies improve the process of identifying qualified replacements who can contribute to keeping an organization on track for success? We'll discuss:
- Key steps in planning for succession of leading management and c-suite positions, including the CEO and Board members.
- Important factors in the disclosure process for qualified candidates.
- Recommended timing for commencing the succession planning process.

Learn ways leading companies prepare today for an efficient transition to the leaders of tomorrow.

2010 Proxy Season Observations: Looking to the 2011 Proxy Season
> *December 1, 2:00 PM EST*

Presenters: Maureen Errity and Rhonda Brauer, Senior Managing Director, Corporate Governance, Georgeson

SEC disclosure rules surrounding the Board of Directors' role in risk oversight, as well as other enhanced governance disclosures, went into effect on February 28, 2010. How should your company respond? We'll discuss:
- How some companies addressed the February 2010 proxy disclosure changes regarding the Board's oversight of risk.
- Statistics on disclosures about the Board's leadership structure, diversity policies, and risk metrics.
- Potential changes expected for the 2011 proxy season.

Hear about Deloitte's recent research on proxy disclosures, how companies' Boards are reprioritizing their role in risk oversight, and the potential implications of expected changes in 2011.

Financial Executives

Risk Intelligence
Host: Donna Epps

Managing Strategic Risks: Challenging Your Strategy Assumptions to Prepare for the Unexpected
> *October 28, 2:00PM EDT*
Presenters: Rick Funston and Andy Garber

Many companies identify risks to their business strategy, but fewer identify risks of their strategy. Are you confident that your organization is properly evaluating the assumptions underlying their choice of strategies and effectively adapting to a changing business environment? We'll discuss:
- Case studies of companies whose business strategies were impacted by foreseeable changes in their business environment.
- Planning tools for testing the assumptions driving current strategies.
- Potential benefits of establishing early warning systems.

Learn ways to challenge your organization's most basic strategy assumptions in order to identify risks and opportunities.

Whistleblowing and a Race to Report? The Impact of Dodd-Frank and New Federal Sentencing Guidelines
> *November 29, 2:00 PM EST*
Presenters: Mohammed Ahmed and Maureen Errity

The Dodd-Frank Wall Street Reform and Consumer Protection Act created rewards for whistleblowers who report to the SEC original information leading to securities law enforcement actions. Will there be a new race to report? We'll discuss:
- How the SEC's financial rewards and changes to federal sentencing guidelines may impact organizations' current ethics and compliance programs.
- Ways to encourage employees' use of the organization's whistleblower system.
- Steps organizations can take now that may enhance the performance of their hotline and other whistleblower mechanisms.

Learn what you and your board may consider doing now to respond to the whistleblower provisions of the Dodd-Frank Act.

Top Operational Risks: Manage Them Before They Manage You
> *December 20, 2:00 PM EST*
Presenter: Michael Fuchs

Many companies lack a clear framework for identifying and managing their critical operational risks, which can potentially be detrimental to enterprise value. How do leading companies manage operational risk in ways that drive measurable value to the organization? We'll discuss:
- A clarifying definition of operational risk.
- Some major risks facing select industry sectors.
- Leading practices for helping to manage operational risks.

Learn ways successful companies manage operational risks to help enhance enterprise value and make risk-based operational decisions.

Financial Reporting
Host: Bob Uhl

SEC Hot Topics: Updates on XBRL, IFRS, and More
> *November 15, 2:00 – 3:30 PM EST*
Presenters: Mark Bolton, Joe DiLeo, and Yossef Newman

At a time when regulatory changes continue to significantly influence the financial reporting landscape, businesses need to stay informed about important new issues and learn from the experiences of other companies. What should you know as 2010 comes to a close? We'll discuss:
- Common takeaways from the SEC's Second Comment Letter publication.
- XBRL – lessons learned to date as planning begins for the upcoming 10-K reporting season.
- An update on the SEC's most current schedule for the IFRS work plan.

Be prepared for new regulatory requirements by understanding their potential impact on your organization.

EITF Roundup: Highlights of the November Meeting
> *November 23, 2:00 – 3:30 PM EST*
Presenter: Rich Paul

The FASB's Emerging Issues Task Force (EITF) will meet in November to review emerging issues. We'll discuss the results of this meeting, which we expect will include:
- Issues not resolved at the September 2010 meeting.
- Additional issues added to the EITF agenda.

Stay in touch with new accounting guidance and potential future guidance resulting from the deliberations of the EITF.

Quarterly Accounting Roundup: An Update of Important Developments
> *December 15, 2:00 – 3:30 PM EST*
Presenter: Robin Kramer

Do you know what issues the standard-setters and regulators have been addressing lately? We've been monitoring their projects and will discuss:
- Accounting, standard setting, and reporting developments for the quarter.
- Recent positions on accounting and reporting of the FASB, IASB, and SEC.
- Other hot topics.

Join us to hear about the latest developments.

Industries

Technology, Media & Telecommunications

Taking the Consumer's Pulse: What Do They Want Right Now?
> *October 27, 1:00 PM EDT*
Host: Phil Asmundson
Presenter: Ed Moran

Smartphones, tablet computers, mobile apps, and 3-D TV – the world is awash in new consumer technologies. But are these new offerings what consumers actually want from media, telecommunications and technology providers? We'll discuss:
- What consumers really think about 3-D TV.
- Are mobile apps really driving smartphone sales, and how do these apps impact other technologies?
- Which technologies do consumers value most and what products are they likely to buy?
- Impacts of these up-to-the-minute insights on business strategies.

Learn the findings of Deloitte's new State of the Media Democracy study for a vivid snapshot of how consumers feel about the latest technologies and gadgets.

The Big Shift: Surprising Implications of the Economic Downturn
> *November 17, 1:00 PM EST*
Host: Eric Openshaw
Presenters: John Hagel and Duleesha Kulasooriya

How will the world look emerging from the economic downturn? Will there be a new normal or will it be a world of near constant disruption? We'll discuss:
- New, relevant metrics that supplement traditional metrics to better understand long-term secular trends, and what they indicate.
- The changing workscape, independent contracting, and unintended repercussions of pink slips.
- Implications for technology, media, and telecommunications executives – laying a foundation for creating value in today's economy.

Hear the results of Deloitte's Center for the Edge 2010 Shift Index study and learn how a fresh perspective and long-term strategic thinking is critical for TMT executives who want to understand and capitalize on the forces shaping the economy.

Power & Utilities

Host: Tom Turco

Deriving Value from Smart Grid Investments
> *October 20, 2:00 PM EDT*
Presenters: Branko Terzic and Jim Thomson

As utilities consider making investments in smart grid technologies, one major stumbling block is obtaining regulatory approvals based on a well-defined and clearly articulated business case. How can you better understand smart grid components and consider the significant risks to realizing the business case? We'll discuss:
- Demand response and reduction, and load management.
- Improved customer service and operational efficiencies.
- Increased grid reliability and operational management.

Explore issues of value, regulatory approval, and risk mitigation that can impact your ability to realize the planned benefits of smart grid business case.

Oil & Gas

Host: Gary Adams

Cyber Security for Oil and Gas Companies
> *December 15, 2:00 PM EST*
Presenters: Adnan Amjad, Rich Baich, and Brian Long

Today's oil and gas companies face increasingly sophisticated cyber security threats, including well organized and funded efforts by criminal syndicates, governments, and terrorist groups. How can your company protect its most important assets more effectively? We'll discuss:
- Overview of cyber security threats to oil and gas companies, including a growing focus on espionage and critical infrastructure vulnerabilities.
- Data protection strategies for oil and gas companies, including intellectual property and infrastructure.
- Leading controls practices to mitigate cyber security threats.

Explore how these threats create new challenges and how the oil and gas companies can protect assets, detect compromise, and respond to incidents.

Industries

Consumer Business

The Changed Consumer: Setting New Rules for Shopping
> *October 21, 11:00 AM EDT*
Host: Alison Paul
Presenters: Pat Conroy and Kasey Lobaugh

The recession has changed the way consumers shop. Frugality, price-value trade-offs, cross-channel bargain hunting, and careful analysis of needs versus wants dominate how consumers shop. How do more resourceful and informed consumers impact the role of brands, shopper channel planning, and brand trade-off strategies? We'll discuss:

- The five Ws of American consumer purchase patterns: who buys what, when, where, and why?
- Emerging private label products and how the struggling economy has impacted consumer preferences.
- The need for companies to build an experience that links customers to products and information regardless of channel.

Learn ways consumer business companies can effectively navigate this changed consumer landscape.

Global Expansion: Know the Potential Roadblocks
> *November 18, 11:00 AM EST*
Host: Chris Georgiou
Presenters: Anthony Campanelli, Rebecca Chasen, and Ramesh Swamy

Domestic market saturation and stiff competition for a shrinking share of the consumer's wallet has consumer business companies seeking global expansion opportunities. What issues and pitfalls from regulatory and business perspectives are companies likely to encounter along the way? We'll discuss:

- Key risks that can impact companies as they expand their global footprint.
- Specific business, fraud avoidance, and regulatory risk considerations for companies in the retail, consumer packaged goods, and tourism, hospitality, and leisure sectors.
- Practical ways to address the global fraud avoidance and regulatory environment.

Learn about evolving risks of going global and how leading companies are finding their way.

Consumer Products & Retail

Host: John Scheffler

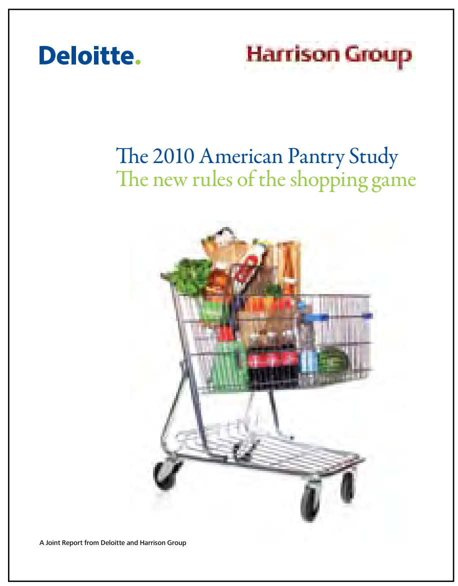
Holiday 2010: Commerce in the Age of the Connected Consumer
> *December 2, 11:00 AM EST*
Presenters: Kasey Lobaugh and Alison Paul

With consumers increasingly on the phone, online, and on-the-go, retailers have a unique opportunity to influence purchase decisions beyond in-store interactions this holiday season. How can you create a customer experience that is more seamless and cross-channel? We'll discuss:

- Shoppers' expectations and spending intentions for the year-end holiday season.
- A roadmap for executing a scalable multichannel business model that links consumers to products and information across mobile, e-commerce, and brick-and-mortar locations.
- Methods for improving online operational efficiencies.

Learn what retailers can do to address the unique needs of the always-connected consumer and identify ways to win an increased share of shoppers' holiday budgets.

Ideas that matter



Explores reasons why people buy and how consumers appear to have changed during these challenging times.

To access this report, visit:
www.deloitte.com/us/americanpantrystudy

Industries

Aerospace & Defense
Host: Tim Bremer

DCAA Internal Control Audits: New Compliance Risks for Government Contractors?
> *November 11, 1:00 PM EST*
Presenters: Rod Mateer, Frank Milano, and Maureen Reynolds

The Defense Contractor Audit Agency (DCAA) is under fire to improve its audit quality, and its response has been to get tough with contractors. How should contractors address strategic organizational compliance risks associated with DCAA internal controls audits? We'll discuss:

- Proposed defense department rules for business systems, including suspending contracts for inadequate systems, and their potential impact on your organization.
- What a negative audit report from the DCAA means and the actions the government and your customers may take.
- Planning audit readiness assessments and compliance improvement initiatives.

Learn how to strengthen internal controls and mitigate risk in today's environment.

Manufacturing
Host: Craig Giffi

21st Century Manufacturing: The New Face of Competition
> *December 16, 1:00 PM EST*
Presenters: Jack McDougle, Senior Vice President, U.S. Council on Competitiveness and Aleda Roth, Burlington Industries Distinguished Professor in Supply Chain Management, Clemson University

The global manufacturing industry is undergoing a transformational shift that will reshape drivers of economic growth, wealth creation, national prosperity, and national security. What is the current state of global manufacturing competitiveness according to senior industry executives? We'll discuss:

- Relative competitiveness of manufacturers by company size.
- Competitive dynamics within global manufacturing sectors over the next five years.
- Strategic actions manufacturers around the world are likely to take in the next year.
- Government actions that may bolster manufacturing competitiveness.

Hear results of research by the Council on Competitiveness and Deloitte to understand key capabilities that can enable manufacturing competitiveness.

Look ahead

Identifies the greatest source of competitive advantage for manufacturers today and expectations for the future.

To access the report, visit
www.deloitte.com/globalcompetitiveness

Industries

Real Estate

Host: Bob O'Brien

Tax Legislation and its Impact on Real Estate: An Overview and Planning Discussion

> *October 7, 11:00 AM EDT*

Presenters: Larry Varellas and Fred Witt

Recently enacted and proposed tax legislation, along with expiring provisions, present significant tax planning considerations for real estate owners and operators. We'll discuss:

- An overview of relevant legislation, including rate changes and potential new rules for carried interests.
- Potential strategies for accelerating or deferring income and deductions.
- Ideas for restructuring investments and operations in view of tax changes.

Gain new insights on a quickly evolving tax landscape and how real estate owners and operators can adjust through effective tax planning.

A New Wave Of Accounting Changes for Real Estate Companies

> *November 4, 11:00 AM EDT*

Presenter: Chris Dubrowski

The Financial Accounting Standards Board and International Accounting Standards Board have issued exposure drafts of an unprecedented number of new accounting pronouncements. Since these changes promise profound impact on the financial statements and, potentially, the fundamental business of real estate companies, what should you know about them? We'll discuss:

- Lease accounting – what will your tenants do?
- The investment property fair value requirement – is historical cost dead?
- Accounting for financial instruments – account for everything at fair value?
- Financial statement presentation project – what will your financials look like?

Learn about new accounting rules on the horizon and how they might impact your business.

Industries

Federal & State Government
Host: Greg Pellegrino

Economic Competitiveness: The Case for Advancing Women in Government
> *October 26, 2:00 PM EDT*
Presenter: Anne Weisberg

With over 400 women running for statewide and federal offices this year, women are a growing force in positions of power. What impact does the empowerment of women in the public sector have on the private sector and how do women leaders influence the issues that shape our economy? We'll discuss:

- Why women leaders are critical to economic growth.
- How the talents of women affect the development of organizations and governments.
- Practical approaches for attracting and retaining women in senior positions.

Gain insights from a new report by Deloitte and *Forbes*, and learn how the growing impact of women in government is changing our society.

The Emerging IT Conundrum: If Not Government Clouds, Then What?
> *December 14, 2:00 PM EST*
Presenters: Skip Bailey and Mark White

As governments seek to revolutionize IT with cloud computing, some CIOs question whether cloud can help them meet their increasing business demands on IT. Are the attributes of cloud fully applicable, and what other computing models should government seriously consider to deliver a more flexible, cost-effective IT capability? We'll discuss:

- Criteria for determining the most effective computing model based on your business need.
- How adopting cloud could impact other departments in your organization.
- Potential implications and direction of cloud computing from adoption and policy perspectives.

Learn ways your organization can leverage emerging technology to better serve your people, programs, and mission.

Know more

Reviews the experiences of women around the world with successful careers in the public sector.

To access the report, visit:
www.deloitte.com/pathstopower

Industries

Banking & Securities

State Taxes: Another Chaotic Year for Banking and Securities Firms?
> *October 12, 2:00 PM EDT*
Host: Karen Boucher
Presenters: Andy Colson, Brian Tillinghast, and Jim Wetzler

State revenue shortfalls, a sputtering economy, and other factors continue to reshape the state tax landscape. What are some specific implications for financial institutions? We'll discuss:
- Additional states that have adopted economic nexus provisions, including Colorado and Washington.
- New developments in California and New York, including an update on New York's proposed corporate tax reform.
- Other significant state tax developments, including a revised industry definition and apportionment provisions for Washington State's business and occupation tax.

Hear about some key state tax developments, potential increased liabilities they create for financial institutions, and their impact on the tax provisions and compliance.

The Impact of Health Care Reform on the Financial Services Industry
> *December 21, 2:00 PM EST*
Host: Andrew Freeman
Presenters: Steve Foster, Paul Keckley, and Brian Shniderman

The Patient Protection and Affordable Care Act and the reconciliation bill are expected to trigger sweeping changes and disruptions – some quickly and others over many years. How could different financial services sectors be impacted? We'll discuss:
- How rising health care costs may affect banks, securities firms, insurance providers, asset management organizations, and their consumers.
- The shifting of health care expenditures from payers to consumers and its business line effects on finance, technology, operations, and payment processes.
- Proactive steps to adapt and manage this evolving landscape.

Learn how leading institutions are coming to grips with one of the biggest cost management issues they may face.

Financial Services
Host: Rhoda Woo

Keeping Risk Management Front and Center: Insights from Leading Global Institutions
> *November 16, 2:00 PM EST*
Presenter: Ed Hida

Continuing turbulence in some markets and regulatory reform in others combine to keep risk management a focus area across the global financial services industry. How can you respond effectively? We'll discuss:
- How global institutions are managing key risk issues in today's new environment.
- Ways your institution may benefit from the risk approaches of peer organizations in banking, securities, asset management, and insurance.
- Steps to help strengthen enterprise risk management and grow a risk-aware culture.

Learn the results of the seventh edition of Deloitte's Global Risk Management Survey and how risk management may strengthen your competitive position and create value.

Industries

Insurance

Host: Rebecca Amoroso

Finance Transformation for Insurers: Recharge for the Recovery
> *October 26, 2:00 PM EDT*
Presenters: Bob Axelrod, Rich Burness, and Karl Hersch

As the economy moves toward a recovery and new regulations unfold, a number of insurance executives expect finance organizations to support operating strategies, inform important decisions, and deliver on core responsibilities. How can finance synchronize with IT, tax, treasury, and staff and business unit leaders to meet these challenges? We'll discuss:

- Some issues that are top of mind for CFOs, such as balancing growth with cash conservation and operational improvements.
- How a fresh look at finance transformation can deliver value to the business.
- Making it all work by integrating process, controls, and technology.

Explore a holistic approach to finance transformation across all dimensions of your finance function.

Benchmarking Life and Annuity Performance: What Can Be Learned From the Latest Data?
> *December 7, 2:00 PM EST*
Presenters: Larry Baum, Bill Cordner, and Doug Welch

The breakneck pace of today's business environment often requires executives to make critical decisions faster than ever before. How can insurers turn current benchmarking information into effective decisions for reducing costs and improving operational efficiency? We'll discuss:

- Cost gaps and year-over-year performance trends of life insurance and annuity operations.
- Practical improvement opportunities, such as how predictive modeling can impact the business development process for life insurance.
- A practical approach to prioritizing improvement efforts.

Learn results of recent Deloitte Global Benchmarking Center studies and how to use relevant benchmarking data and insurance-specific insights to attempt to stay one step ahead of your competitors.

Private Equity, Hedge Funds & Mutual Funds

Emerging Managers and Startup Hedge Funds: Will Back-Office Operations Make or Break You?
> *October 19, 2:00 PM EDT*
Host: Ray Iler
Presenters: Rick Allen, Dave Earley, and Karl Ehrsam

Emerging hedge funds should consider having similar infrastructure and capabilities as established competitors. What are some key areas to focus on? We'll discuss:

- Regulatory and investor expectations, including registration with the SEC and state regulators, implementation of a compliance program, and a structured response to investor due diligence.
- Operating infrastructure, including service provider selection and oversight, supporting technology, risk management infrastructure, and effective internal controls.
- Tax-efficient business structuring, international tax considerations, and tax reporting.
- Preparing a business plan supporting short and long-term viability of the investment manager.

Understand the operational challenges of launching a hedge fund today and practical considerations for addressing them.

In the Wake of Financial Reform: Will Your Technology Infrastructure Stand Up?
> *November 9, 2:00 PM EST*
Host: Jean Casey
Presenter: Sam Auxier

As private equity firms and hedge funds assess the implications of financial services reform for alternative investment strategies, what technology issues should be considered? We'll discuss:

- Elements of a technology infrastructure strategy, including defining the business structure and mapping it to operational and reporting requirements.
- Evaluating infrastructure alternatives, including in-house solutions, best-of-breed systems, and outsourcing.
- Assessing your resources, including necessary skill sets and the ability to scale.
- Implementation challenges, including costs, performance benefits, big bang versus phased implementation, data quality and access, integration, and reporting.

Learn how an infrastructure strategy can lead to a robust, integrated, automated, controlled, and documented technology environment.

Industries

Health Care Plans, Providers & Life Sciences

Host: Steve Burrill

Health Care Reform: What It Means for Risk Management and Corporate Governance
> *October 19, 2:00 PM EDT*
Presenters: Paul Keckley and Kim Zeoli

Most health care executives accept, even embrace, responsibility for risk management. However, taking action can be another matter entirely as new risks emerge under health care reform. How can executives and board members adopt more effective risk management and risk governance practices? We'll discuss:

- Key concepts regarding risk management and corporate governance.
- How to create a risk intelligent enterprise under new health care regulations.
- Six distinct actions to help enable a risk intelligent approach.
- Lessons for the future.

Gain new perspectives on health care reform and learn effective strategies for corporate risk management and governance for health care organizations.

Health Care Reform: Smart Next Steps for Health Care Organizations
> *November 16, 2:00 PM EST*
Presenters: John Bigalke and Bill Copeland

With eight months since passage of health care reform legislation and the midterm elections behind us, what are early lessons learned and new expectations for health care reform? What will the impact be on the health care system, health care consumers, and the economy as a whole? We'll discuss:

- Midterm election results and the potential impact on your strategies and tactics for the road ahead.
- Near-term deadlines and the critical next steps that can help you prepare.
- Key considerations as your organization addresses reform-driven challenges, opportunities, and risks.

Learn how smart next steps can position your organization for long-term success in a transformed industry.

Life Sciences

Host: Steve Burrill

Corporate Integrity Agreements in Life Sciences: Lessons for the Future
> *December 14, 2:00 PM EST*
Presenters: Michael Delone, Jeremy Perisho, and Kim Zeoli

In the life sciences industry, government enforcement and administration of the False Claims Act have produced major settlements in recent years with deferred prosecution agreements, corporate integrity agreements, and appointed monitors. So what's next? How is industry responding? We'll discuss:

- Current trends and typical settlement terms.
- How a company without a corporate integrity agreement can position itself to the government.
- Lessons in effective risk mitigation strategies.

Learn how adopting a strategic view of compliance can also translate into commercial and governance improvements.

Technology Executives

Host: Mark White

Enabling U.S. Health Care Reform: IT's Prominent Role
> *October 7, 2010, 2:00 PM EDT*
Presenters: David Biel and Chris Smith

National health care reform legislation is driving unprecedented change across the U.S. health care market. How will large-scale technology transformations support this change and what does it mean for all IT and finance executives? We'll discuss:

- New technical capabilities required for state-based insurance exchanges.
- Enterprise-level changes necessary for health plan, provider, and life science organizations.
- Implications of ICD-10 code adoption by all key health care stakeholders.
- Significant automation investments that will be driven by mandates for administrative and benefits simplification and information transparency.

Gain insights on important activities that IT and finance executives should engage in as national health care reform unfolds.

Plug-And-Play Solutions: Making Post-Merger Integration SOA Much Faster and Smoother
> *November 4, 2:00 PM EDT*
Presenters: Pavel Krumkachev and Jan Roehl

As one of the most complex events in a company's lifecycle, a merger or acquisition demands careful integration planning. How can an M&A-aware enterprise architecture help speed integration activities? We'll discuss:

- Four critical plug-and-play options for services-oriented architecture (SOA), including revenue capture, consolidation, portfolio, and cost synergy models.
- Key architectural principles and building blocks, including clear mapping of SOA products, the integration approach, cost and revenue synergies, and post-integration operating models.
- Incorporating plug-and-play concepts into your business and M&A strategies.

Learn how architectural integration of people, processes, and IT systems can help your organization achieve planned deal synergies faster.

Cyber Forensics: Beyond Traditional Detection and Prevention Approaches to Cyber Security
> *December 2, 2:00 PM EST*
Presenters: Rich Baich, Bill Farwell, and J.R. Reagan

Current cyber security measures often focus narrowly on technologies for detecting and preventing breaches. How can time-tested finance and data forensics techniques improve the protection of your business operations? We'll discuss:

- Extending the fundamental principles of detect and prevent to modeling, understanding, and explaining the source and purpose of the threat.
- Applying forensic techniques and tools for improved security of information assets and business operations.
- Fusing cyber forensics and cyber security with other enterprise information to develop targeted defensive and preemptive strategies, including systemic Cyber Threat Intelligence.

Learn how integrated investigative and forensic tools can become formidable cyber weapons for securing your information assets.
HR Executives

HR Executives

The Corporate Lattice: Achieving High Performance in the Changing World of Work
> *October 13, 2:00 PM EDT*
Host: Jeff Schwartz
Presenters: Cathy Benko and Andrew Liakopoulos

Work today is radically different than a decade ago. Organizations are flatter, and careers move many directions. Now a new business model is emerging, which leaders can use to capitalize on this new reality. What are implications of this new corporate lattice business model? We'll discuss:

- How the traditional 9-to-5, hierarchical work model is going away, and the notion of a corporate ladder is collapsing.
- How work is increasingly virtual, transparent, collaborative, and dispersed.
- How organizational participation is fostered.

Learn why lattice organizations are often more adaptable, more profitable, and have higher return on assets and higher revenue growth than their ladder counterparts.

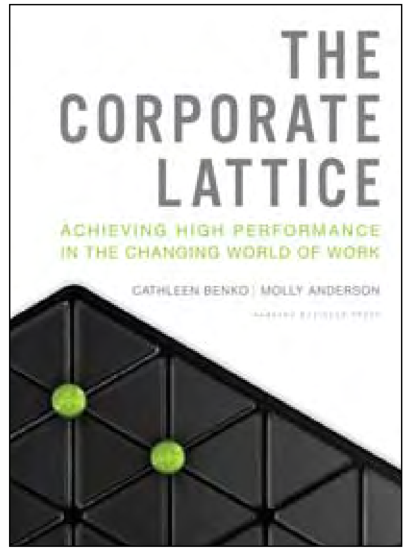
Organization Transformation for Competitive Advantage
> *November 10, 2:00 PM EST*
Host: Burt Rea
Presenters: Aaron Eisenberg, Jennifer Radin, and Bhushan Sethi

As businesses look for global opportunities to achieve sustained performance and business results, they often undertake transformation initiatives. But with transformation potentially having major impacts on the organization and its people, how can it be accomplished more effectively? We'll discuss:

- Globalization as a driver for organization transformation.
- Boosting business performance via organization design.
- The optimal structure to drive the highest value.
- The implications of strategic change and its value to the organization.

Learn how organizations can achieve effective organizational transformation by adopting a comprehensive, focused, and structured approach that puts the primary emphasis on people.

Move forward



Explore the benefits of this emerging model for the 21st century workplace.

To access the report, visit:
www.deloitte.com/us/corporatelattice

HR Executives

Compensation & Benefits

Host: Ron Sonenthal

Integrated Compensation Data Management for Mobile Employees

> *October 6, 2:00 PM EDT*

Presenters: Kevin Alsup, Heather Rangel, and Algy Wadsworth

Increased international enforcement of compensation reporting requirements can create risks for companies with globally mobile employees. What can your company do? We'll discuss:

- Complexities of compensation data management for mobile employees, including multiple data sources, systems, languages, and requirements for taxability and reporting.
- Importance of accurate compliance and reporting, including increasing tax authority vigilance, stiffer penalties, and potential risks to employees.
- Practical tips for improving compliance, including stakeholder involvement and education, and improved integration of IT systems and data warehouses.

Learn ways that improved processes and compensation data management for mobile employees can support a sound and compliant global mobility program.

401(k) Compliance: Could You Be Better Prepared for IRS Scrutiny?

> *November 3, 2:00 PM EDT*

Presenters: David Buck and Deb Walker

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- Questions the IRS is asking and ways in which companies are responding.
- Common 401(k) compliance and operational issues identified.
- Potential benefits of conducting your own compliance review, including identification of possible areas of exposure and proactive resolution of those issues.

Learn what information the IRS is seeking from employers sponsoring 401(k) programs and how you can proactively address possible compliance issues.

Employment Tax Compliance: Understand What's Audited and Prepare for Year-End Tax Reporting

> *December 1, 2:00 PM EST*

Presenters: Kevin Gao, Kevin Shimkus, and Deb Walker

The IRS is conducting a three-year National Research Project on employment tax compliance to gauge business compliance with employment tax laws and lay the groundwork for future IRS examinations. How can you prepare for an employment tax audit and the year-end tax reporting season? We'll discuss:

- Focus areas of the IRS audit.
- Proper reporting on W-2s and 1099s, including deferred compensation, fringe benefits, and equity compensation.
- Year-end tax reconciliations, common mistakes, and the correction process.
- Efficient coordination between payroll, accounts payable, and equity compensation systems for reporting purposes.

Understand potential areas of IRS focus on employment tax compliance and addressing them during year-end tax reporting.

Markets

China Issues

Doing Business in China: Opportunities for Newcomers
> *October 14, 11:00 AM EDT*
Host: Clarence Kwan
Presenters: Shelley Chia and Warren Clark

China has long attracted investment from large multinationals. Does the country still provide growth and development opportunities for other companies new to China? How do companies with limited resources access China's vast markets? We'll discuss:

- Emerging market opportunities and rising demand for goods and services.
- Common misconceptions about today's China.
- Examples of recent market entry into the country.

Gain insights into how opportunities in China can help transform and grow your global business.

China Tax and Regulatory Update: Doing Business in China the First Time
> *November 11, 11:00 AM EST*
Host: Sarah Winters
Presenter: Nick Cham (Beijing)

What are the key tax factors to consider for companies new to the Chinese market? How will recent tax and regulatory changes affect their models and returns in China? We'll discuss:

- China tax law and market entry tax planning.
- Recent regulatory changes and their implications.
- Leading practices to manage regulatory risks and resolve tax issues in China.

Learn about the Chinese tax and regulatory environment and how growth-stage companies can best position themselves for doing business in China.

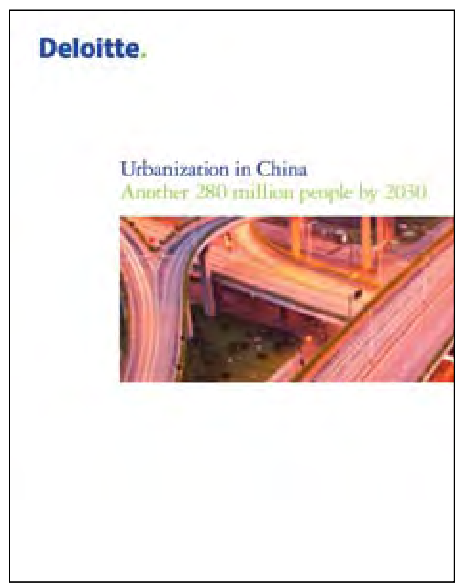
China Cross-Border Investment Quarterly Roundup, Plus a Special Report on Urbanization in China
> *December 9, 11:00 AM EST*
Host: Wendy Cai
Presenters: Kris Knutsen and Clarence Kwan

What foreign direct investment activities have taken place in China this past quarter, and what are recent changes in the overall investment environment? As a special focus, what are the new opportunities brought about by China's rapid urbanization? We'll discuss:

- Update on cross-border M&A and green-field investment in China.
- Trends and changes in China's urbanization process as the country begins to shift 280 million people to cities within the next two decades.
- Emerging opportunities and locations for foreign investment.

Stay abreast of the latest developments in China's cross-border investment environment and the unfolding opportunities in China's urbanization process.

Be prepared



Reviews the increase in U.S. investor opportunities resulting from China's rapid urbanization.

To access this report, visit:
www.deloitte.com/us/chinaurbanization

Markets

Private Companies

Host: Mike Becher

New Realities in Mergers and Acquisitions: Whiffs, Fouls, and Home Runs
> *October 14, 2:00 PM EDT*
Presenters: Jim Watson and Andy Wilson

As the M&A market heats up, what have been recent game-changers for private companies trying to enhance deal value? We'll discuss:

- Whiffs – including sellers providing inadequate and/or inconsistent financial and operational information to potential buyers.
- Fouls – including buyers overlooking certain red flags stemming from the economic downturn, such as support from related parties, one-time pricing arrangements for customers, and employee compensation give-backs.
- Home runs – including due diligence that incorporates post-merger integration issues and real-time sharing of due diligence findings between functional areas.

Learn what the new normal is in M&A activities and leading practices that can help you address deal objectives.

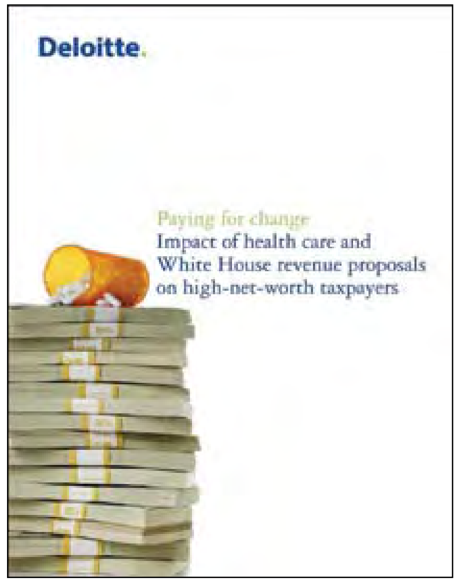
Financial Reporting for Private Companies: Now Is the Time to Weigh In
> *November 11, 2:00 PM EST*
Presenters: Judy O'Dell, Chair, FASB Private Company Financial Reporting Committee and John Sarno

Rule-setting organizations around the world are adopting financial reporting standards for private companies. Will this have an impact on private companies in the U.S.? We'll discuss:

- Forces with a potential impact on private company accounting, including the SEC, International Accounting Standards Board, and Financial Accounting Standards Board (FASB).
- Private Company Financial Reporting Committee efforts to provide input on FASB projects, such as revenue recognition, fair value, leases, financial statement presentation, liabilities, and equity.
- An update on The Blue Ribbon Panel's progress toward recommendations to the Financial Accounting Foundation.

Learn about actions that may profoundly impact private company accounting and financial reporting and how to have a voice in the debate.

Discover more



Learn how health care reform and other budget proposals could increase taxes for the wealthy.

To access the report, visit:
www.deloitte.com/us/payingforchange

Tax Executives

Transfer Pricing
Host: Mark Nehoray

Customs and Transfer Pricing Compliance: Yes, There Is Common Ground
> *October 13, 2:00 PM EDT*
Presenters: Bob Fletcher (Singapore) and Michele McGuire

In 2007, U.S. Customs specified how importers may use transfer pricing policies and documentation to support transaction values for customs purposes. With audits of importers in the U.S. and around the world on the rise since then, what lessons have been learned? We'll discuss:
- U.S. Customs' current position and rulings on the use of transfer pricing studies for customs purposes.
- Leading practices in managing customs compliance consistently with your transfer pricing process.
- A global review of how other jurisdictions are treating these issues, including Korea, China, and Russia.

Demystify the relationship between transfer pricing and customs, and learn a streamlined approach to both compliance work streams.

Latin America Update: No Time Now To Slow Down
> *November 10, 2:00 PM EST*
Presenters: Ricardo Gonzalez (Mexico City) and Marcelo Natale

With continuing uncertainties about a global economic recovery, transfer pricing is still a hot topic across Latin America. What recent activities could impact your tax decision making? We'll discuss:
- Recent enforcement actions – lessons learned from transfer pricing audits and adjustments in the past year.
- Refinements in the ways transfer pricing rules are being applied across the region, including the effects of OECD guidelines, and possible legislative changes.
- Other legislative developments in the region, including Brazil and El Salvador.

Stay abreast of transfer pricing activities in Latin America and steps you can take to address them.

Proposed New Schedule for Uncertain Tax Position Reporting: Transfer Pricing Implications
> *December 8, 2:00 PM EST*
Presenters: Kathy Petronchak and Alan Shapiro

With the proposed new schedule for uncertain tax position (UTP) reporting, the IRS is refining and stepping up its requirements for corporate transparency. For many companies the inherent uncertainties around transfer pricing is likely to lead to required disclosures. We'll discuss:
- Background on the proposed new IRS form and how specific requirements relate to transfer pricing.
- Determining transfer pricing positions to be disclosed and how to rank them.
- Other practical considerations for preparing and filing the return.

Learn about new requirements of the proposed schedule for UTP reporting and how your approach to tax compliance may need to change.

Financial Reporting for Taxes
Host: Rita Benassi

Tax Accounting: 2010 Year in Review
> *December 13, 2:00 PM EST*
Presenters: Kathy McEligot and Rich Paul

With another busy year coming to a close, what should tax accounting professionals consider in preparing for year-end financial reporting? We'll discuss:
- Hot new issues for the year, including a summary of accounting standards updates and tax legislative changes with tax accounting implications.
- Ongoing challenges with valuation allowances and uncertain tax positions.
- New developments in conversion to IFRS and the income tax accounting convergence efforts.

Gain insights on specific developments in tax accounting from the past year and learn practical ways to prepare for your company's year-end financial reporting.

Tax Executives

International Tax

End of Year Planning: The International Tax To-Do List for 2010
> *October 28, 2:00 PM EDT*
Host: Tim Tuerff
Presenter: Seth Goldstein

Year-end is always a busy time for tax departments, but this year will present a number of added challenges. What are specific actions your company can consider to ease the load? We'll discuss:

- Efficient use of foreign tax credits, taking into account recent legislative changes.
- Impact of year-end transactions on controlled foreign corporation (CFC) earnings and profits.
- Proper accrual of foreign taxes in light of IRS focus on section 905.

Take an advanced look at international tax issues that are likely to impact year-end activities and explore ways to address them.

Foreign Tax Update: Spotlight on Hong Kong, Switzerland, and Other Recent Developments
> *November 30, 2:00 PM EST*
Host: Pierre-Henri Revault
Presenters: Linda Ng and Andreas Stuecheli

Multinational companies may be impacted by recent changes to tax legislation around the world. What are the hot topics you should consider? We'll discuss:

- Hong Kong – rapid expansion of its treaty network, including attractive new benefits, promotion of asset management businesses, and other important 2010 tax changes.
- Switzerland – abolishment of withholding tax on paid-in surplus and structuring alternatives, abolishment of withholding tax and stamp duty in intragroup financing, other tax changes as per January 1, 2011.
- Specific developments in other foreign jurisdictions.

Learn the latest major foreign tax developments so you can investigate further and explore considerations for tax planning.

Tax Executives

Federal Tax

Host: Joe Mallon

Cash Flow Considerations for M&A Transactions: Have You Covered the Bases?
> *October 12, 2:00 PM EDT*
Presenters: Mike Stibich and Jim Watson

M&A activity is accelerating as businesses pursue corporate growth and cash re-deployment opportunities. How can you manage cash-flow more effectively through tax planning for these transactions?
We'll discuss:

- Monetizing an acquired company's operating losses – working within change-of-control limitations, Corporate Equity Reduction Transaction rules, and five-year carryback provisions.
- Placement of debt – which business unit should borrow the money, are debt terms favorable, and is the debt aligned with operating cash flow from the target business?
- Section 338(h)(10) election risks and opportunities, including potential step-up in tax basis of acquired assets.

Explore ways to make your company's next merger or acquisition a tax-efficient transaction.

Tier I Issues: Not Your Typical IRS Examinations
> *November 9, 2:00 PM EST*
Presenters: Bob Brazzil, Mike Goldbas, and Chuck Kosal

Identified as having a high risk of non-compliance, Tier I issues are mandatory audit items during IRS examinations. How are these examinations different? We'll discuss:

- Overview of IRS issue-tiering strategy, including identified Tier I issues, national coordination of IRS resources, and increased direction and guidance provided to IRS examiners.
- Specific examination experience with Research & Experimentation Credit Claims and Applications for Change of Accounting Methods related to Repairs vs. Capitalization.
- Practical examination considerations, including relationships with the IRS team, rules of engagement, and options for dispute resolution.

Learn how IRS is stepping up enforcement through tiered issues and ways to address this effectively.

Multistate Tax

Host: Karen Boucher

Washington's Business and Occupation Tax: State Taxation Taken to a New Level?
> *October 5, 2:00 PM EDT*
Presenters: Andy Colson and Dan Robillard

Fundamental changes to Washington State's Business and Occupation (B&O) and sales and use taxes were adopted recently and new regulations are expected. Why should out-of-state companies pay particular attention? We'll discuss:

- B&O tax economic nexus provisions, effective June 1, 2010, which target out-of-state companies.
- B&O tax apportionment rules, also effective June 1, which include provisions for single factor receipts sourcing for services, royalties, and other apportionable activities.
- Retroactive application of anti-tax avoidance provisions targeting certain taxpayers and transactions.

Gain insights into this ground-breaking tax legislation, the potential sweeping nature of its application, and compliance challenges that companies around the country may face.

Sales Factor Apportionment: Applying Market-Based Sourcing Rules to Revenue from Services and Intangibles
> *December 7, 2:00 PM EST*
Presenters: Ashley Null and Todd Senkiewicz

More than 10 states now require market-based sourcing for sales of services and income from certain intangibles. What are the implications? We'll discuss:

- The various state approaches to what constitutes market sourcing.
- A case in point – complexities of California's market-based sourcing rules, effective for tax years beginning after 2010, including bifurcated rules for services and intangibles.
- The Multistate Tax Commission's move toward adopting model rules using market-based sourcing.

Learn about new sales factor apportionment rules as adopted by California and other states, and ways companies can address compliance.

Tax Executives

Tax Operations

Host: Nick Gonnella

Uncertain Tax Positions: Can New Software Bridge the Tax Accounting and Reporting Divide?
> *November 18, 2:00 PM EST*
Presenters: Steve Losavio and Tom Rudegeair

The proposed IRS schedule for uncertain tax position (UTP) reporting heightens corporate diligence about reconciling differences between tax accounting and tax return reporting. How can new software solutions help? We'll discuss:

- A brief review of ASC 740-10 (formerly FIN 48) and proposed IRS tax return disclosure requirements for UTPs.
- Emerging software – existing functionality to address UTP reporting requirements.
- Common benefits from using software for the data management aspects of compliance, including high volume of individual UTPs.

Learn about technologies and efficient processes that can help tax departments address the new IRS proposal.

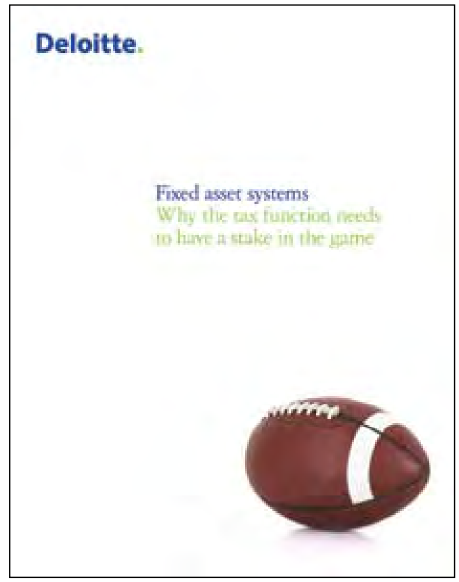
Tax and Business Transformation: Using Technology to Elevate the Tax Department's Role
> *December 16, 2:00 PM EST*
Presenters: Patrick Daly and Stephen Day

Tax departments are often the last to know when companies make strategic changes. How can technology help tax executives get in the game earlier? We'll discuss:

- Start in your own backyard – tax process improvement through electronic data collection and storage, new reporting tools, and internal tax dashboards.
- Finance transformation's two-way street – improving the tax-efficiency of finance and treasury processes and the quality of tax source data at the same time.
- Supporting enterprise-wide decisions, such as supply chain, market development, and entity choices, with tax data analysis and modeling.

Explore ways technology can help the tax department deliver greater value in business transformation initiatives.

Stay ahead



Explores tax issues involving fixed asset systems and considerations when replacing or upgrading current systems.

To access the report, visit:
www.deloitte.com/us/taxfixedassetsystems

Tax Executives

Compensation & Benefits
Host: Ron Sonenthal

Integrated Compensation Data Management for Mobile Employees
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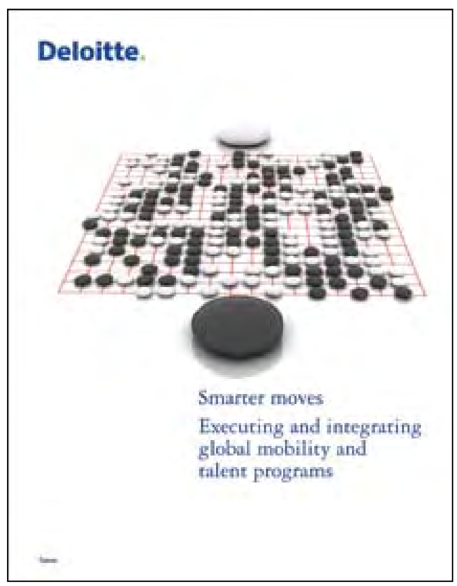

Apply key strategy, process, and technology elements to support an effective global mobility program.

To access this report, visit:
www.deloitte.com/us/smartermoves

Our presenters

From Deloitte & Touche LLP

Rick Allen, Partner; Adnan Amjad, Partner; Samuel Auxier, Director; Rich Baich, Principal; Michael Becher, Partner; John Bigalke, Partner; Mark Bolton, Director; Tim Bremer, Partner; Steve Burrill, Partner; Jean Casey, Director; Shelley Chia, Partner; Warren Clark, Partner; John DeRose, Senior Manager; Joe DiLeo, Senior Manager; Chris Dubrowski, Partner; Karl Ehrsam, Principal; Steve Foster, Director; Rick Funston, Principal; Eric Hespenheide, Partner; Ed Hida, Partner; Ray Iler, Director; Robin Kramer, Partner; Ray Lewis, Partner; Brian Long, Senior Manager; Rena Mears, Partner; Frank Milano, Partner; Rod Millott, Partner; Yossef Newman, Director; Bob O'Brien, Partner; Rich Paul, Partner; JR Reagan, Principal; Maureen Reynolds, Senior Manager; John Sarno, Partner; John Scheffler, Partner; Kristen Sullivan, Partner; Branko Terzic, Director; Bob Uhl, Partner; Andrew Wilson, Partner; Rhoda Woo, Director; Kim Zeoli, Partner

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Nick Cham, Partner; Bob Fletcher, Director; Ricardo Gonzalez Orta, Partner