

GARDNER, CARTON & DOUGLAS

DAVID L. KASER
ANTHONY A. DEREZINSKI
KEVIN M. CHUDLER
ROSELYN R. PARMENTER
KENNETH A. RICH

27400 NORTHWESTERN HIGHWAY
SUITE 440
SOUTHFIELD, MICHIGAN 48034
(313) 358-2055
TELECOPIER: (313) 358-1660

CHICAGO, ILLINOIS
WASHINGTON, D.C.
LIBERTYVILLE, ILLINOIS
DENVER, COLORADO

October 12, 1989

TO WHOM IT MAY CONCERN:

Re: Todd W. Grant

Dear Sir/Madam:

Basis for Judgment

Todd Grant worked as the Summer Associate at the Southfield, Michigan office of Gardner, Carton & Douglas from June 5, 1989 to August 18, 1989. He performed assignments for all five attorneys in our office. His work involved research and oral and written analyses in constitutional, health care, administrative law, environmental law, condominium development, and in administrative and Certificate of Need litigation for nursing homes, hospitals and other regulated businesses.

Background

As a result of his experience at the Medical College of Ohio and as a hospital planner at the University of Michigan Medical Center, Mr. Grant has appreciation for the management, marketing and financial aspects of health care providers that is unusual among people at this stage in their legal career. He has shown that he understands well health care client needs and concerns. He is knowledgeable about industry developments, including legal developments. He possesses advanced political judgment about business strategy and tactics.

Personal Characteristics and Work Attitude

Mr. Grant shows solid interpersonal skills and is organized and productive. He shows persistence; he is a self-starter and a risk taker and seeks opportunities for new challenges. Yet he is also a good team player. He is willing when necessary to adjust his personal schedule to meet work deadlines. He sets priorities well, but he is able to give the same professional attention to mundane as to sophisticated legal problems. He requests additional work when he can take on additional work. He is enthusiastic and enjoys his work.

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Legal Skills

Mr. Grant shows excellent professional judgment, knowing when to ask for additional information and when to press ahead on his own; he keeps attorneys informed of his progress. In his research, he is able to identify relevant and critical legal and business issues. His oral and written skills are outstanding. I expect him to easily develop the substantive legal knowledge required in his work.


Recommendation

I recommend Mr. Grant highly. We hope to consider him for a position with Gardner, Carton & Douglas when he completes his legal education.

Should you have further questions about any of my comments, I can be reached at Gardner, Carton & Douglas' Southfield, Michigan office (313) 358-2055.

Very truly yours,

GARDNER, CARTON & DOUGLAS



David L. Kaser
Managing Partner

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