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PROFILE IN BRIEF

BY SHEILA PURSGLOVE
Legal News

Carly Machasic Strategic Partner



Carly Machasic

Attorney Carly Machasic, voted by her peers as a Super Lawyers Rising Star since 2014, focuses her practice on representing employers in all areas of labor and employment law.

A cum laude graduate of the University of Michigan Law School, Machasic is an

experienced litigator who defends employers against claims involving a wide range of employment-related issues, including discrimination, harassment, retaliation, whistleblowing, family/medical leave, and accommodating disabilities. She also is experienced with traditional labor issues and frequently counsels and represents employers regarding the administration of collective bargaining agreements, unfair labor practices, and labor negotiations.

A major part of Machasic's practice is assisting employers with practical advice and solutions for day-to-day workplace issues, including administration of the Family and Medical Leave Act and requests for disability accommodation, navigating wage and hour issues, conducting sensitive and complex investigations, and creating and leading comprehensive management and human resources training. A resident of Huntington Woods, Machasic also is the lead attorney for Clark Hill's HR/Advantage client-centered compliance program. She was an integral strategic partner in the program's founding and continues to assist in developing the strategic vision and legal content for the program.

What would surprise people about your job? How much time I spend responding to e-mails. Seriously.

Why did you become a lawyer? It was the only career I'd ever considered. According to my family, I debated my grandfather and won the debate when I was about two years old. He told everyone from that day forward that he thought I should be a lawyer and I guess it stuck! I also come from a family of lawyers — my grandfather was a federal judge and my aunt, uncle, and cousin are also lawyers. I guess you can say it runs in the family.

What's your favorite law-related TV show, movie, and/or book? Typically, I can't stand watching shows or movies about lawyers, except "Legally Blonde." It's light-hearted and a little cheesy, but the movie has a great message: always stay true to yourself.

If you could trade places with someone for a day, who would that be? My 13-month old daughter. I would love to see the world through her eyes.

What's your proudest moment as a lawyer? Making partner the same year I had my daughter.
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Pogue panelists advise students on navigating the future of Big Law

BY JORDAN POLL
U-M Law

With the practice of law becoming increasingly business centric, this year's Pogue Panel addressed the influence of technology on the legal profession, preparing for an economic downturn, and maintaining a healthy work-life balance. As leaders in their respective law firms, Rebecca Eisner, Tim Hester and Keyvn Orr advised Michigan Law students on navigating future life in Big Law.

Professor Bob Hirshon, the moderator of this year's Pogue Panel, kicked off the conversation with the question: Will technology eliminate the need for young associates in the next three to five years?

"No, of course not," said Eisner, a former partner-in-charge of the Chicago office and current member of the global management committee of Mayer Brown LLP. "Technology will not replace lawyers. Lawyers who are proficient with technology will replace lawyers who are not."

Eisner, who specializes in technology transaction matters, encouraged students to take advantage of their time at Michigan and interning at firms to look into the tools being utilized for discovery and due diligence purposes.

"There will continue to be a critical need for human judgment in this profession," added Hester, the chair of Covington & Burling LLP. "Technology is just an improvement—an

enhancement in the life of a lawyer because we are now able to shift some of that more routine work to AI [artificial intelligence]."

Orr, the former emergency manager of the City of Detroit and current partner-in-charge of the Washington, D.C., office of Jones Day, echoed those thoughts. "Your ability to analyze, to think critically and creatively: This is human intelligence, which technology is evolving to support. So do become proficient [in changing technology]."

As panelists reflected upon their careers, which have included weathering economic downturns, they offered advice on how to handle future recessions.

"The cycles will come, the cycles will go," said Orr. "Never step out of your profession, though, because you will be a better attorney once you go through that process."

Hester noted that the correlation between the hiring activity of law firms and the economy is not necessarily one-to-one.

"Law firms are pretty stable organizations that thrive and sometimes see different demands from different clients depending on the nature of the business cycle," he explained. "You'll see that there is balance and diversity of clientele at many major law firms, which is why we shouldn't assume that they are going to go off the cliff if there is another large-scale economic downturn."

Recessions are all about change and so is the practice of law, added Eisner. "It's some-

thing you will become comfortable with over time," she said. "But one of the most important takeaways from your time at Michigan Law is your ability to think and evolve."

Panelists also addressed job satisfaction, which has become an increasing concern in the legal profession.

"This is the type of job that can entirely engulf you, taking all of your time if you allow it to, so you cannot allow it," said Eisner. "You have to set boundaries and adhere to them as best you can." Make time for yourself; spend time reconnecting with the people you love or participating in an activity or hobby you enjoy, she advised.

For Hester, pro bono service has been a highlight of his career and has helped him find greater joy in all aspects of his work.

"Working on the appeals for prisoners on death row while also negotiating large-scale corporate deals at the firm — that balance has really enriched my life as a lawyer," he said. "You can be happy in the love of the craft. Just look for your own value system in what you're doing and stay true to it."

It's all about perspective, added Orr. "You're in the top 10 percent just by virtue of being here," he said. "You are in this stratum that gives you the flexibility to work anywhere—private, public, or government—and in nearly every field you could ever imagine. No matter where you go, you've always got options. Never forget that."

Counselor's Corner

FRED CAVAIANI

Acts of kindness

I just returned from the Secretary of State's office on Monday afternoon to get a hand-capped sticker. Because of a fall I took, I need to use a cane for a couple of months. The place was so busy, I thought my wait would be quite long. There were no seats



available. As I walked in, one of the workers told me to go sit down and she would be right with me because I was there for a handicapped sticker. As I, with my cane, walked over to where she told me, there were no chairs. A man who had been sitting quickly got up and gave me his chair. Then a few minutes later he reminded the service lady that I was still there and she had told me that I would be next. What a kind man. He gave up his chair for me and then spoke up for me. After I had been sitting for awhile, I told him he could now sit for awhile but he wanted me to still have his seat. Such kindness. It increased my faith in love and in the goodness of people. I was in the Secretary of State's office for only twenty minutes, which is a miracle in these busy days. This man took good care of me and he was waiting also.

A simple act of kindness can have such a positive effect on people. It sends out love into the world. It sends out a positive attitude and restores faith in human nature. I will not forget this simple gesture of kindness.

At a time when we are in pain and someone treats us in a specific, kind manner, it propels us into a deeper experience of goodness and hope. A smile, a handshake, a helping gesture, and a kind and gentle word creates a positive energy. For a few minutes I experienced such an altruistic act coming towards me.

On this same day, we had a new chair delivered to our home. It was one of those chairs that are very helpful to someone who might have a difficult time getting out of a chair. The two young deliverymen from Art Van were so kind and helpful and noticed that something was wrong with the chair. It needed some wires fixed. So, it will be fixed. But I would never have noticed this, until I went to use it. Again, another act of kindness and responsibility for the welfare of others.

Every act of kindness helps change the world and our own particular world into a more loving environment. It is something we can all do. It is really the purpose of life.

When leaders act kindly, everyone benefits. When each of us makes the effort to be concretely kind toward others in our actions and words, amazing, positive changes begin to happen.

This past Monday I was reminded by a very kind man what life is really about. It is always about being loving and kind to others. I can write about this, which I often do. But the real effect is having someone show me what an act of kindness looks like. There are so many acts of kindness that happen to all of us each day. It is important to show gratitude for the kindness and love that are

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NOTABLE BOOKS

BY ASHISH JOSHI

Biography offers insight into Chief Justice John Roberts' Development



The Chief: The Life and Turbulent Times of Chief Justice John Roberts
By Joan Biskupic
Published by Basic Books
432 pages

In "The Chief," award-winning Supreme Court journalist Joan Biskupic, presents a compelling biography of a man who is torn between his conservative ideology and a desire to protect the Court's image and legacy.

Biskupic narrates the story of John Roberts' climb to the pinnacle of the judiciary, beginning with his youth in Indiana. Roberts was remarkably driven from an early age. As his former history teacher recalled, if there was one word to describe him, it was "focus": "It's the first word you'd say about him." Biskupic shows how Roberts' conservative views took root during his formative years at Harvard in the 70s, first at Harvard College and then at Harvard Law. It was a different era, when "women represented just 2 percent of the tenured faculty, and blacks represented 1.4 percent." Racial incidents were conspicuous. During Roberts' time, a law-firm recruiter told an African American student that she was a "risky hire," because she could be quickly lured away by a big corporation to satisfy the minority "quota," adding, "the last black to leave [the firm] went to Clorox... Isn't that funny, a black man going to work for a bleach company?" On the flip side of the racial debate, Roberts was also exposed to the "reverse discrimination" claims and the Bakke case where the Supreme Court forbade the use of racial

quotas in admissions practices but allowed universities to take race into account as one of several factors in assembling a diverse student body.

Roberts avoided direct involvement in the political controversies of the day — Watergate, Vietnam, Roe v. Wade, to name a few — but he wasn't apolitical. He "experienced a kind of culture shock and reacted against the liberalism dominant in his new surroundings." At Harvard, "conservatives were like the queers on campus." People made fun of them, they mocked them as "jokers or losers." Roberts was "taken aback." As he later recalled, "I didn't certainly view myself as conservative...until I went there and kind of reacted against the orthodoxy that was established there."

After graduating from Harvard Law, Roberts went on to finish two clerkships: one with the US Appeals Court Judge Henry Friendly and the second with Supreme Court Justice William Rehnquist. While Roberts later publicly identified with Judge Friendly's restrained and neutral legal approach, his actual opinions and ideology has aligned more with Rehnquist's. Rehnquist, as the New York Times's columnist Linda Greenhouse wrote, "sow[ed] the seed of future opinions in cases that will embody similar issues. This approach gives a tactical advantage to one who would move the Court in a particular direction." As Biskupic shows, Roberts has demonstrated "a similar, but subtler, incremental approach, building with each case to achieve broader conservative outcomes."

In 1981, Roberts became a special assistant to Attorney General William Smith in the Reagan administration. The hours were long — Roberts, nicknamed "Owl," because of his dark-

framed eyeglasses, "toiled...from early morning well into the night" — but the position offered him valuable experience in navigating Washington politics and more importantly, judicial confirmations, including helping prepare Sandra Day O'Connor for her confirmation hearings. The five years that Roberts devoted to the Reagan administration further clarified and crystallized his ideological views. One of his memos from his Reagan-days read: "Real courage would be to read the Constitution as it should be read."

Roberts' first nomination to the bench came about in January 1992. He was nominated to the DC Circuit by George H. W. Bush. But the nomination stalled in the senate and with the election of Bill Clinton as the president in November 1992, it lapsed.

Roberts turned to private practice and developed a reputation as a superior appellate advocate. As Justice O'Connor later wrote, "no one presented better arguments on a more consistent basis." He left nothing to chance: "He engaged in as many as ten practice rounds, or 'moot courts.'" When delivering the argument, "[h]e synthesized the facts of a case into easy-to-follow arguments that he made without referring to his notes." For good luck, he would tap a foot of the large bronze John Marshall statue on the ground floor of the Supreme Court building.

Eventually, in May of 2003, Roberts was confirmed to serve as a federal judge on the DC circuit. In the approximately two years that he served as a federal appellate judge, Roberts' opinions demonstrated a "crisp, clear writing style," "vivid imagery," "whimsical playfulness," and "clever turns of phrase."

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DAILY BRIEFS

Dykema wins Global Competition Review's Litigation of the Year

A case that Dykema was involved in was named the winner of the Litigation of the Year — Cartel Defence at the Global Competition Review's 9th annual GCR Awards. The award recognizes the decision from the Eastern District of Michigan denying class certification in Automotive Parts Antitrust Litigation in which Dykema served as Counsel to AB SKF, a leading Swedish-based bearings technology provider.

Dykema attorneys involved in the matter include Howard Iwrey, Cale Johnson, Cody Rockey and Brian Moore. The award-winning decision by the court was the first certification ruling in long-running multidistrict litigation (MDL) involving 44 separate lead cases alleging price-fixing and bid-rigging against dozens of Tier 1 suppliers of 44 separate parts.

In its ruling, the court ruled first that the direct purchase plaintiffs (aftermarket distributors of bearings impacted by one type of alleged conspiracy) failed to demonstrate that their claims were typical of other putative class members (which included OEMs allegedly impacted by other types of conspiracies) or that they could adequately represent the interest of all putative class members.

The court also ruled that the plaintiffs failed to satisfy the Rule 23(b) predominance requirement (that questions of law or fact common to class members predominate over any questions affecting only individual members). The court (following the Supreme Court's decision in *Comcast Corp. v. Behrend*) reasoned that the plaintiffs failed to isolate

the effects of a given conspiratorial effort upon all or a significant portion of the proposed class, rejecting experts' regression analyses and testimony about the overall nature and characteristics of the market for bearings.

GCR editors selected the finalists in each category, and readers voted on the winners. The awards were presented at a ceremony on March 26 in Washington, D.C.

SBM Paralegal and Legal Assistants Section to hold annual conference May 31

The State Bar of Michigan Paralegal and Legal Assistants Section is holding its 2019 Annual Conference and Day of Education on May 31 at The Henry, Autograph Collection, 300 Town Center Drive in Dearborn.

Speakers include Court of Appeals Judge Amy Ronayne Krause, Genesee Circuit Court Judge Joseph Farah, and other prominent Michigan attorneys and professionals. Topics will cover multiple areas of law, such as the rules of evidence, legal writing, the appeals process, ethics rules, skills needed to successfully interview witnesses and clients, stress management, and more.

For more details and registration, visit the website at <http://connect.michbar.org/paralegal/home>. For more information, contact Marianne Delaney at mdelane6@ford.com, 313-322-9379 or Lizzy Cary at lizzy@cndefenders.com, 517-885-3305.

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The Economic Blueprint

KYLE ZWIREN

Welcome to the Economic Blueprint journey

When I was young, I wanted to grow up to be a professional basketball player. However, upon reflection, (never making it past the junior varsity bench) maybe it was doomed from the start, so I focused on my next dream, becoming an attorney.

I set off, down my new dream's path which, as most of you reading this column can relate, entailed a ton of reading, writing and critical thinking. But, as I progressed through high school, college, and law school I enjoyed the journey, which only confirmed that I was "playing to my strengths" (unlike my 3-point shot). I made the right decision!

One great thing about life's journey is that it continues to open new doors and unexpected opportunities. The only price of admission is simply whether are you willing to see them.

So as I started and excelled in my legal career, I also married the love of my life, bought a house, and started a family. During these years something incredible happened. As my wife and I brought new lives into this world — full of independence, curiosity, and love — my deeper passion emerged. As a parent I became responsible for protecting my family: making sure they are and will continue to be safe, secure, and most importantly happy.

I had discovered an even deeper passion for being a trusted advisor on life's matters. Just as I am devoted to my family, I know my clients feel the same way about their families. When we work toward optimizing their finances, we're protecting and growing their families just as much as their wealth. At Financial Architects, our objective is to be our clients' most trusted advisor. An attorney's objective should be the same. Note that I did not say I want to be the most trusted financial advisor and attorneys need not merely be the most trusted legal advisor. We should seek to be our clients' most trusted advisor, period.

I strengthen my client rela-

tionships when they come to me with an issue — financial or otherwise — and I have the answers myself or I can introduce them to the right person.

Two weeks ago I debuted The Economic Blueprint and wrote about paying off student loans. This column's purpose is to help attorneys be their clients' most trusted advisor. Regardless of your practice area, your clients are people and people have life cycle events.

Some of your clients will get married, have children, and purchase property. Some will own businesses, increase their earning potential, and some will get divorced. And some will get older, stop working, and experience the loss of family members. All of your clients will pay taxes.

When these life cycle events occur, you want your clients coming to you for advice. You will strengthen your professional relationship by helping, whether or not it relates to your practice area.

My goal is that this column will provide tools — financial and occasionally otherwise — for you to advise your clients as they come to you during these sometimes joyful and other times challenging occasions, thus deepening your relationship with them.

Oh, by the way, I am available for any "pick-up" games over the summer, so keep me in mind!

Want to talk to Kyle about student loans or other topics featured in The Economic Blueprint? Please email him at kzwiren@financialarch.com or call him at 248-482-3622.

Kyle Zwiren, J.D. works with Financial Architects, Inc., an independently-owned company located in Farmington Hills. Kyle and his team serve attorneys and other professionals to help them design financial plans in line with their goals and based on optimal efficiency. Kyle practiced law prior to becoming a Financial Architect and left the practice to follow his passion.

Business & Economy

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TECHNOLOGY

With billions to spend, feds unsure who lacks broadband

Complaints about wireless map have poured in to the Federal Communications Commission

By ANTHONY IZAGUIRRE
Associated Press

There is a way around the notoriously sluggish internet in West Virginia. You just need a car and some time.

Kelly Povroznik can tell you, when she happens to get a good signal. She teaches an online college course so hampered by unreliable connections that she has had to drive a half-hour to her brother's place just to enter grades into a database.

"It added so much additional work for me, and I just don't have the time," said Povroznik, who lives in Weston, West Virginia. "I just kept wanting to beat my head into a wall."

Across rural America, a bandwidth gap separates communities like Weston from an increasingly digital world where high-speed internet has become a fundamental component of modern life, putting them at a disadvantage when it comes to economic growth and quality of life advancements.

A \$4.5 billion federal grant program earmarked to expand wireless internet in rural areas

was supposed to address the problem, but it's on hold while the Federal Communications Commission investigates whether carriers submitted incorrect data for the maps used to allocate grants.

The broadband maps deemed Weston, a city of about 4,000 people, too well connected to qualify for a grant — even though the problems there are obvious to anyone who's tried to send emails from their phones or gotten lost because Google Maps wouldn't work.

FCC Commissioner Jessica Rosenworcel concedes that the agency doesn't know for sure where the needs are most acute, calling it "embarrassing" and "shameful."

"Our maps simply do not reflect the state of deployment on the ground. That's a problem," Rosenworcel said. "We have a digital divide in this country with millions of Americans who lack broadband where they live. If we want to fix this gap and close this divide, we first need an honest accounting of high-speed service in every community across the country."

Lawmakers across the country are concerned that flawed, carrier-submitted maps on cellphone and

home internet connectivity are crippling the effectiveness of various grant programs. In February, West Virginia Democratic Sen. Joe Manchin joined 10 other senators in pushing the FCC for more accurate baselines.

Disagreements over the data have led to wildly different figures on high-speed internet availability nationwide — and a growing sense that the government just doesn't know.

On one end, the FCC says more than 24 million people lack access to broadband at home. On the other, a recent study by Microsoft — which is pushing its own approach to extending broadband to rural areas — found that 162.8 million Americans don't use the internet at high speeds, a problem that may point to cost of access, as well as lack of availability.

Part of the discrepancy has to do with how the FCC collects data. The agency considers an entire area covered if a carrier reports that a single building on a census block has fast internet speeds.

Experts say this method allows carriers to attract more customers by advertising larger coverage

areas. Critics argue that it is a poor way to determine internet speeds and have long called for more granular data.

Complaints about the wireless map have poured in to the FCC. The Rural Wireless Association, a trade group, asked the agency to investigate data submitted by Verizon and T-Mobile, suggesting the companies overstated coverage. The companies have denied doing so.

The February letter from Manchin and the other senators implored FCC Chairman Ajit Pai to use crowdsourced data and public feedback to create more accurate maps. Some of them have since introduced legislation to force the FCC to widen the scope.

Federal lawmakers from New Hampshire sent a separate letter, saying the FCC was forcing cash-strapped local governments there to disprove overstated claims made by carriers in the agency's formal process for challenging the mapping data.

All told, only about 20 percent of the 106 carriers, government and tribal entities who could have challenged the FCC's wireless map data actually did so, according to the FCC.

The whole process frustrated Manchin, who told the AP in an email: "As long as we continue to

rely on carriers just telling us what they cover, we will never have a complete picture that depicts the real-world experiences of West Virginians."

The FCC put the grant process for the \$4.5 billion program on hold late last year as it launched an investigation into whether one or more major carriers violated rules and submitted incorrect maps. The investigation is ongoing.

Christopher Ali, an assistant professor of media studies at the University of Virginia, said the looming mapping question leaves the government flailing blindly at a problem that prevents it from meeting the needs of rural America.

"We can't fix a problem when we don't know where it exists," he said, "and at the moment we don't know where broadband deserts exist."

Povroznik knows they exist in Weston, where she had to come up with work-arounds — including jumpy in her car — to cope with spotty connections that disrupted her ability to field questions submitted by students online. She saw some improvement after switching service providers.

"In this technologically advanced world that we live in, it shouldn't have been as difficult as it was for me to get this situation resolved," she said.

BOOKS:

Only time will tell if Roberts is new swing vote post-Kennedy

From Page 1

In 2005, Roberts was interviewed by President George W. Bush as a potential nominee for the Supreme Court. Roberts "approached the interview as he did oral arguments" — methodically and with meticulous preparation. The interview went well and Bush favored Roberts over other candidates. But, as Biskupic reveals, what sealed Bush's choice of Roberts, was advice from a younger White House lawyer, who suggested that the president go for Roberts, because he "would be the most effective leader on the Court — the most capable of convincing his colleagues through persuasion and strategic thinking." The White House lawyer who made the pitch on Roberts' behalf was Brett Kavanaugh.

Biskupic brilliantly recounts how Roberts performed "flawlessly" at his confirmation hearings: "He left behind the cuff links and portrayed himself as a plain-spoken, modest midwesterner." He

deployed the baseball-umpire analogy that had endeared him to Bush, a former owner of Texas Rangers: "Judges are like umpires. Umpires don't make the rules, they apply them. The role of an umpire and a judge is critical...but it is a limited role. Nobody ever went to a ball game to see the umpire." Roberts' back and forth with the senators appeared effortless. Subsequent nominees to the Supreme Court were told to study his tapes of confirmation hearings, "a master class on advocacy."

As chief justice, Roberts was eager to put his personal stamp on Court opinions from the start, but he began slowly, or, as Justice Antonin Scalia described it, with "faux judicial restraint." While he strived for unanimity and a less divided Court, certain beliefs superseded his desire for consensus. Race was one such belief where Roberts would not yield. As he wrote in his *Seattle School District* opinion, "[t]he way to stop discrimination on the basis of race is to stop discriminating on the

basis of race." In other words, he advocated the notion of a "color-blind" Constitution. In his view, categorizing people by race, even as a remedy for past bias, was "a sordid business," counterproductive, and only deepened racial tensions. His critics pointed out that Roberts "was asking the country to pretend that the history never happened." One of the fiercest critics of Roberts' view on race was and remains Justice Sonia Sotomayor. "Race matters," as Sotomayor wrote in her dissent in *Schweitzer v. Coalition to Defend Affirmative Action*, "Race matters because of the slights, the snickers, the silent judgments that reinforce that most crippling of thoughts: 'I do not belong here.'"

Two decisions that have fractured and defined the Roberts Court are the 2010 *Citizens United v. Federal Election Commission* and the 2013 *Shelby County v. Holder*. Roberts' opinion in *Shelby County* expounded his long-held views on the failures of racial remedies in America. And as

Biskupic notes, it was the first time since the nineteenth century that the Supreme Court struck down a provision of civil rights law protecting the people based on race. On other occasions, Roberts has been able to bring the entire Court together. In the paired 2014 cases *United States v. Wurie* and *Riley v. California*, the Court unanimously ruled that police generally need a warrant before searching the cellphone, and all its contents, of a person who has been arrested.

Will Roberts be the new swing vote in the post-Kennedy Court? Only time will tell. For now, Chief Justice Roberts—the careful, deliberate, conservative, who "favors white dress shirts, non-descript ties, and gold cuff links"—is positioned at the center of the Supreme Court in every way. And as Biskupic writes, "the law will likely be what he says it is."

Ashish Joshi is with Joshi: Attorneys + Counselors, Ann Arbor, Michigan.

CAVAIANI:

Work on being kinder to others

From Page 1

shown to us. I thanked this man and told him what a kind and loving person he was. I think he made my day and I hope I made his day. We expressed kindness to each other. The greatest compliment is to have someone say: "She is such a kind person." or "He is such a kind person." This past Monday, I was quite inspired to work on being kinder and more loving to other people.

Fred Cavaiani is a licensed marriage counselor and psychologist with a private practice in Troy. He is the founder of Marriage Growth Center, a consultant for the Detroit Medical Center, and conducts numerous programs for groups throughout Southeast Michigan. His column in the Legal News runs every other week. He can be reached at 248-362-3340. His e-mail address is: Fredcavi@yahoo.com and his website is fredthecounselor.com.

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HELP NOW

PROFILE:

'... I still listen to the Backstreet Boys and the Spice Girls'

From Page 1

It is very important to me to show other women that you don't have give up, or even tone down, your ambition when you become a mother — you can have a successful career and a family.

What do you do to relax? Spend quality time with my family. One (or two) glasses of wine does the trick too...

What other career path might you have chosen? I would have pursued my interests — history, art, travel and writing — instead of choosing a "career." I think that if you are doing something that you love, you will find a way to support yourself.

What would you say to your 16-year-old self? Stop worrying about the future and enjoy the

present!

Favorite local hangouts? The Detroit Institute of Arts. Bread by Crispellis (best desserts). Commonwealth (best coffee).

Favorite websites? Amazon. I'm not sure how working parents lived without it.

Favorite app? Amazon. Instagram.

Favorite music? Anything popular in the early 2000s. I'm not ashamed to admit I still listen to the Backstreet Boys and the Spice Girls.

What is your happiest childhood memory? Spending time with my two best friends every summer at one of their family cottages in Indiana.

What is your most treasured material possession? I try not to focus too much on material pos-

sessions. I'd rather spend my time with my family or spend my money on travelling.

What do you wish someone would invent? A way to teleport so that I could avoid traffic.

What has been your favorite year so far and why? 2018, when my daughter was born.

What's the most awe-inspiring place you've ever been? Seeing the Eiffel Tower light up on my honeymoon in Paris.

What's one thing you would like to learn to do? Photography.

What is something most people don't know about you? Very little. I'm generally an open book.

If you could have dinner with three people, living or dead, who would they be? Barack Obama, Hillary Clinton, and Don-

ald Trump. The awkwardness would be fantastic.

Which living person do you most admire? My husband. He has a great perspective on life. He works hard, is very passionate about what he does, but he manages stress much better than I do.

What do you consider to be your greatest achievement? My daughter. Becoming a mother put everything in perspective for me. I've always been a high-achiever and very focused on success in my career and I'm very proud of the things I've been able to accomplish professionally. But, my daughter motivates everything I do now. She has made me better in every area of my life. I think that's because I have a lot more purpose behind my "why."

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