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Michael C. Ross has an associate relationship with Altman Weil, Inc. He specializes in addressing law firms at retreats, and firm and department meetings about ways to enhance client relationships, produce more business from existing clients and develop new clients. He also speaks to corporate law departments on how to improve relationships with, and get more efficiency from, outside counsel.

Prior to joining Altman Weil, he was Senior Vice President, General Counsel and Secretary of Safeway Inc. Beginning in 1993, he was responsible for Safeway's legal affairs in the United States and Canada, as well as security, risk management and environmental, health and safety.

As General Counsel, Mr. Ross supervised both the legal and real estate law divisions, which included approximately 25 attorneys. He was responsible for annual budgets in excess of \$5 million for internal expenses and in excess of \$10 million of outside expenses.

Prior to joining Safeway, Mr. Ross was a partner at the law firm of Latham & Watkins where he specialized in corporate mergers and acquisitions, and participated in numerous transactions in a wide variety of industries. He served on the Recruiting Committee and as Chairman of the Finance Committee.

Mr. Ross teaches a seminar on the practical aspects of corporate mergers and acquisitions at the University of Virginia School of Law, and another on 'Ethics and Integrity in Law and Business' at the University of California School of Law (Boalt Hall). He serves on the Advisory Board for the Institute for Practical Ethics at UVA, and on the Advisory Board of Berkeley's Center for Law, Business and Economics. He also has served on panels for Stanford Law School's Directors' College, in recent years addressing 'Ethics and the Corporation.'

Mr. Ross graduated from the University of Virginia School of Law in 1977 and received his bachelor's degree with honors from the University of Virginia in 1970.