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# FOCUS

WHERE LEADERSHIP COMES INTO VIEW

## President's Letter

**Karen Higgins Valentine**

Dear Members and Colleagues,

As the Spring weather finally shows signs of hitting the Northeast Chapter membership, I am pleased to shine a light on some of the recent successful efforts with two key Board priorities this year: (i) increasing membership awareness and involvement in Chapter offerings, and (ii) providing program offerings throughout the year that maximize the value of our Chapter for you - our members.

For those of you who have attended recent Northeast Chapter program activities, you will note that some programs focus on legal educational topics, where we partner with local sponsors to provide pertinent updates on specific areas of legal developments and "pointers" for in-house best practices. Other programs, coordinated by our Practice and Career Management Committee (PCMC) with local sponsors, are geared towards developments and tips relating to the practice of law and career development of our members. One of the recent topics of PCMC focus that has garnered substantial member interest has been legal department operational efficiencies and keys for success. It is no secret that in-house legal departments have faced increased pressures over the past several years to provide cost efficient, practical and timely legal advice in a manner that can be immediately translated into business decision-making. As discussed in one of our featured articles for this Newsletter, Legal Operations Spotlight, identifying departmental goals, measurement criteria

for success, and the operational means to achieve these goals are key pre-qualifications for legal department operational efficiency execution. But one size answers do not fit all - the legal operations of a large in-house legal department certainly look different than those of a one-person legal department.

Reflecting on this, I wanted to share with you some of my perspectives as the head of a legal department of 8 people, in a pre-commercial, public biotechnology company, where I have been for over a decade. Being that time of the year where I needed to consider budgets, headcount needs and overall fiscal and operational planning, I decided to take a step back and reflect on the *What, Why, and How* of some of our legal operations. It was clear to me that we had more on our plate then we could do with the current internal headcount. But before rushing to hire more people, or even sending more work to outside law firms, we took a step back and did what I considered to be our own operational efficiency "self-audit." We looked at not only *What* tasks were demanding legal time, but also *Why* we were doing those tasks, and *How* we were doing them. We were excited to revamp some of our internal processes and eliminate others in response to this exercise. We realized our company had evolved over the past decade, and as a result, we needed to take a fresh look at some of our operations. *My take home message:* in-house legal departments need to provide legal advice, just as we always have. But to



be truly successful within the dynamics of an organization, we need to be flexible and evolve with the realities and priorities around us.

I would like to switch gears now to our Chapter priority of increasing member engagement. I am pleased to report that our NextGen initiative has kicked off this quarter, and the launch event was a great success thanks to our Membership Committee and NetGen volunteers. The Chapter NextGen initiative is designed to provide a forum for in-house counsel with ten years or less experience to connect, share experiences and create a special forum within the Chapter. I invite you to read our Newsletter article on page 12 to hear more about this exciting initiative and how you can get involved. As I have communicated in my prior President's Messages, our Chapter is committed to providing you - our Members - with programs, opportunities and forums that resonate with your interests and support the advancement of your in-house legal careers. We are pleased with the recent successes towards these goals, look forward to continuing to deliver on this commitment, and invite you all to get more involved and join us for future events.

## Communications Committee

Communications Committee and Newsletter Editorial Board: Stephanie Lambert (editor-in-chief), Brian Ciaramicoli, James Coughlin, and Patrick Wu. Additional contributors in Q2: Helen Tsingos, Marisa Murtagh, Robin Malloy, Kristin Keating Moeller.

# ACC Advocates for a Seat at the Table: General Counsel at the Executive Table and the Boardroom

By Mary Blatch, Director of Government and Regulatory Affairs, ACC  
Stephanie Johnson, Manager, Public Policy and Advocacy, ACC

ACC has launched an exciting new initiative to ensure that general counsel have a seat at the executive table and in the boardroom. Based on our 2013 research report, [Skills for the 21st Century General Counsel](#), it is clear that CEOs and boards of directors increasingly want the general counsel to contribute to corporate strategy. Additionally, when the general counsel has a seat at the executive leadership table, it shows that a company considers ethics, compliance, and other legal risk considerations to be top of mind.

Despite the clear benefits of securing a seat at the table for general counsel, [ACC's Chief Legal Officers 2018 Survey](#) (CLO Survey) indicates too many general counsel do not have a direct reporting relationship with the CEO and do not regularly attend board meetings. Globally, only 64 percent of general counsel report directly to the CEO, and 73 percent "almost always" attend board meetings.

The CLO Survey includes companies across the globe and of all sizes, but the statistics don't change greatly for US companies or even public companies. In the United States, 70 percent of general counsel report directly to the CEO and 76 percent almost always attend board meetings. Among public companies, 70 percent of general counsel report directly to the CEO and 80 percent almost always attend board meetings.

ACC believes that these numbers are too low. They indicate that too many general counsel find themselves without the information, access, and influence they need to fully contribute in order to ensure their company stays ahead of risk and maintains a healthy corporate culture. By advocating on this issue, particularly to boards of directors and institutional investors, we aim to improve the role and status of general counsel and promote ethics and compliance as vital aspects of corporate culture.

## Starting a Movement

Last year, when the National Association of Corporate Directors (NACD) announced that the focus of its annual Blue Ribbon Commission Report would be corporate culture, ACC submitted a white paper detailing how executive reporting and board access for general counsel is a corporate governance matter. In "Leveraging Legal Leadership: The General Counsel as a Corporate Culture Influencer," ACC identifies five key indicators of a general counsel who is well positioned as a key ally in establishing a corporate culture of compliance and ethics:

1. The GC reports directly to the CEO and is considered part of the executive management team;
2. The GC has regular contact with the board;
3. The GC is viewed as independent from the management team;
4. The GC advises on issues outside the traditional legal realm, including ethics, reputation management, and public policy; and,
5. Business units regularly include the legal department in decision-making.

The ideas in ACC's white paper served as the basis for Recommendation #5 in the NACD Blue Ribbon Commission Report on Culture as a Corporate Asset, which instructs directors to assess whether the chief legal officer or general counsel is well positioned within management and in relation to the board.

In addition to having the role of the general counsel included as a recommendation in the NACD report, ACC has been creating other thought leadership on this subject. ACC partnered with the John L. Weinberg Center for Corporate Governance at the University



T A K E Y O U R P L A C E .

of Delaware to film a video on the Seat at the Table topic. In addition to ACC President and CEO Veta T. Richardson, the video featured Gloria Santona, former McDonald's general counsel and current board member at Aon plc, and Weinberg Center Associate Director Ann Mulé. The Weinberg Center distributed the video to thousands of influencers in the corporate governance space.

ACC and the Weinberg Center also worked together to interview Kenneth C. Frazier, president and CEO of Merck. Frazier highlighted the significance of a direct reporting line between the general counsel and the chief executive officer, stating that, "If the CEO isn't listening to the lawyers, neither will anyone else in the organization. Setting the appropriate tone from the top is essential."

In response to a public consultation of the United Kingdom Financial Reporting Council (FRC), ACC submitted comments urging a recommendation that general counsel report directly to the CEO and regularly attend board meetings. According to the Chief Legal Officers 2018 Survey, only 47 percent of general counsel in the UK report directly to the chief executive officer.

ACC staff have also engaged in speaking opportunities on the topic of general counsel influence. These include

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*continued from page 2*

presentations at the SMU Dedman School of Law Corporate Counsel Symposium, NACD Philadelphia, the ABA Business Law Section Fall Meeting, and Ethisphere's Global Ethics Summit.

Most recently, we interviewed Teri Plummer McClure, chief human resources officer and senior vice president of labor for UPS. The Weinberg Center video, the interviews, and more are available at [www.acc.com/governance](http://www.acc.com/governance). Also available on the website are a number of our media placements on this topic, including articles in Law360, Ethisphere Magazine, The Global Legal Post, Le Monde Du Droit, and the Financial Times.

## What's Next?

As ACC seeks to further support our positions on the importance of the general counsel, we will be looking to leverage the wealth of data that comes from our annual CLO Survey and other research projects. We are also looking to take the initiative globally. Most areas outside of the United States have lower levels of direct-to-CEO reporting and board attendance among general counsel.

As an ACC member, you can help as well. We would love to hear from general counsel who do not currently report to the CEO or who did not report to the CEO in a prior role. Any stories that illustrate potential pitfalls of reporting arrangements

where the general counsel does not have access to the CEO is helpful to us in creating case studies, and of course, we value your privacy and treat this information as confidential. Finally, if you have connections in the company directory or institutional investor communities, you can be of assistance as we look for additional avenues of communicating our message to these constituencies.

Be sure to check out our activities at [www.acc.com/governance](http://www.acc.com/governance). For more information about ACC's Seat at the Table initiative or if you would like to discuss other issues relevant to ACC advocacy, please feel free to contact the author at m.blatch@acc.com or 202-677-4775 or email our team at advocacy@acc.com.

## ACC News

### 2018 ACC Annual Meeting: Exclusively for In-house Counsel

The 2018 ACC Annual Meeting, the world's largest gathering of in-house counsel, is scheduled for October 21-24 in Austin, TX. In less than three days you can choose from over 100 substantive sessions to fulfill your annual CLE/CPD requirements, meet leading legal service providers and network with your in-house peers from around the world. Group discounts are available. Visit [am.acc.com](http://am.acc.com) for more information.

### Drive Success with Business Education for In-house Counsel

To become a trusted advisor for business executives, it's imperative for in-house counsel to understand the business operations of your company. Attend business education courses offered by ACC and the Boston University Questrom School of Business to learn critical business disciplines and earn valuable CLE credits:

- Mini MBA for In-house Counsel, June 4-6, September 12-14, and November 7-9
- Finance and Accounting for In-house Counsel, September 5-7
- Project Management for in-house Law Department, November 14-15

Learn more and register at [www.acc.com/businessedu](http://www.acc.com/businessedu).

### Are You Conducting Diligence on EVERY VENDOR and Third-party that has Access to Your Systems or Data?

Your vendors are now prime targets for data breaches and small vendors can provide easy access for hackers. Even cleaning crews, HVAC vendors, and food distributors, to name a few, can all lead to data breaches, but are often overlooked in the vendor diligence process. ACC's Exclusive third-party due diligence service should be in your arsenal. Visit [www.acc.com/VRS](http://www.acc.com/VRS) for more information.

### New to In-house? Are you prepared?

The ACC Corporate Counsel University® (June 20-22, Philadelphia, PA), combines practical fundamentals with career building opportunities, which will help you excel in your in-house role. Come to this unrivaled event to gain valuable insights from experienced in-house counsel, earn CLE/CPD credits (including ethics credits) and build relationships and expand your network of peers. Register at [ccu.acc.com](http://ccu.acc.com).

### ACC Chief Legal Officers 2018 Survey

The ACC Chief Legal Officers Survey offers an opportunity to get data that supports the imperative for the CLO to report directly to the CEO. Other notable findings include what keeps CLOs up at night, reporting structures, how CLOs view the future of departmental budgets and staffing, litigation and contract workload, and where data breaches and regulatory issues have the greatest impact. Download it today at [www.acc.com/closurvey](http://www.acc.com/closurvey)

Over-retention of personal data is an egregious violation of the GDPR and data protection laws. Meet your requirements in 45 days with Jordan Lawrence's proven standards, models and frameworks that are relied on by hundreds of your corporate counsel peers. Demonstrate compliance. Reduce risks. Learn more today: [Data Minimization Service](#)

A Guide to Due Diligence Preparedness - a free eBook from Wolters Kluwer and effects. To help you prepare for a due diligence, download our due diligence guide that includes a helpful checklist to rate your current readiness and identify where you need to improve your company's legal data governance. For more visit [www.WoltersKluwerLR.com](http://www.WoltersKluwerLR.com).

## ACC's 2018 Member-Get-A-Member

Dear valued chapter and network leaders, ACC's 2018 Member-Get-A-Member program is now underway. As a devoted member of our volunteer network, no one better than you knows the full value and time-savings benefits of ACC membership – so who better to share that value with colleagues and recruit new members? Now the pot is even sweeter.

Each new member you sign up enters you and your recruit into a monthly **100 USD gift card drawing** (May through September 2018).

What's more, there will be additional giveaways for membership sponsors and recruits throughout the campaign, including free 2018 ACC research reports.

But wait, there's more...the chapter *and* network with the most total recruits as of September 30 will receive **one free 2019 Annual Meeting registration** to gift to whomever they choose.

Participation is easy!

- Identify an eligible non-member and let them know what they're missing.
- Send them this [online membership form](#).

- Remind them to list your name as their "sponsor" when prompted during the process.
- Sit back and collect prizes and merchandise (and watch them do the same)!

It's that simple.

The recruitment program runs through September 2018. For more information on the program and eligibility, please visit the [campaign webpage](#). You can also [contact us](#) anytime if you have additional questions.

Thank you for your efforts...and happy recruiting!

## Welcome New and Renewing Members!

Please help us welcome the following Members who joined within the last few months

### Susan Alexander

Biogen

### Matthew Aufman

Welch Foods Inc., A Cooperative

### Melissa Bogad

Merus NV

### Bethany Calagione

Nightstar Therapeutics

### Darrell Chichester

Planet Fitness

### Tracy Davis

May Institute

### Lauren DiGiovine

Idemia Identity & Security USA LLC

### Jeremy Evans

Fresenius Medical Care

### Joanna Fleming

FusionStorm

### Kristen Galbreath

Symbotic LLC

### Hallie Gilman

Greenbacker Group LLC

### Jason Joseph

Brooks Automation, Inc.

### Maiken Keson-Brookes

Synlogic, Inc.

### Sarah Kmiecik

American Tower Corporation

### Anne Marie

GCP Applied Technologies

### Matthew LaLone

Energy North Incorporated

### Thomas McPherson

Idemia Identity & Security USA LLC

### Ahmed Mousa

Pieris Pharmaceuticals

### Qing Nian

BeiGene, Ltd.

### Patricia Nowak

American Tower Corporation

### Olayiwola Oduyingbo

Textron Inc.

### Sophia Pattas

John Hancock Financial Services, Inc.

### Nicole Payne

Philips Electronics Ltd.

### Michele Pilotte

Idemia Identity & Security USA LLC

### Scott Samuels

BeiGene, Ltd.

### Erik Spek

Vedanta Biosciences

### Tracy Steele

Episerver Inc.

### Yang Xu

BeiGene, Ltd.

If you forgot to renew please email [membership@acc.com](mailto:membership@acc.com).

## Upcoming Calendar of Events

### Mark Your Calendar and Plan to attend:

The ACC-Northeast Chapter offers a variety of programs, webinars and events designed for our members' unique interests. Keep your eye on the Chapter Events calendar on the [website](#) and be sure to attend a few or ALL of the Chapter Programs happening in 2018.

#### June 13

Program: Cloud Control: Strategies for Addressing Common Problems in Cloud Computing Deals  
Sponsored by Foley Lardner

#### June 19

Program: Get your head "out of the sand" and into the CLOUD - Technical Competence for In-House Counsel Ethics Program  
Sponsored by ACC-Northeast being held at UNH Law School

#### June 20

Program: GDPR-Where are we now?  
Sponsored by McDermott Will & Emery

#### June 27

Program: Talking, Walking, Running - A Call to Action for Women in the Legal Profession  
Sponsored by the Womens Committee and Day Pitney

**Bring a Guest:** Non ACC Members are allowed to attend one Program per year.

Please invite your in-house friends and colleagues to any of the above.

Back by popular demand.....

### SUMMERFEST at the Boston Tea Party Ship & Museum July 12th



Please plan to join us for another memorable evening on the Boston harbor. Meet & mingle with fellow ACC-Northeast members while enjoying delicious food and drink on either the ship's deck or in Abigail's Tea Room. We will have full use of the museum to explore. Event will be held rain or shine.

[www.bostonteapartyship.com](http://www.bostonteapartyship.com)#35DB7F7

### Social Events in RI and NH

#### RHODE ISLAND Members (and those close by):

Please join us on July 26th for a networking reception in Providence RI at Hasbro's Downtown office.

#### NEW HAMPSHIRE Members (and those close by):

Please join us on August 23rd for a networking reception in Portsmouth at the Sheraton Portsmouth Harborside Hotel.

### SAVE THE DATE:

Mark Your Calendar for the  
**Corporate Counsel  
Institute (CCI)**  
on November 14, 2018

This Fall's CCI will focus on BIG DATA. The half-day program will be held at the offices of Ropes & Gray in downtown Boston. Look for the invitation with further details in early September.

## Recent Program RECAP

### **Successful Commercial Lease Negotiation & Navigating Everyday Tenant/Landlord Issues**

**Sponsored by Sullivan & Worcester**

**March 5, 2018**

Sullivan & Worcester recently sponsored a program designed to provide ACC Northeast Chapter members with an overview of issues that often arise in the context of negotiating a commercial lease. The program, entitled *Successful Commercial Lease Negotiation & Navigating Everyday Tenant/Landlord Issues*, was designed to provide the non-real estate attorney with an understanding of each phase of the lease term: commencement, operations during the term and obligations at termination as well as distinctions between office and retail leases. The panel included Warren Heilbronner, Partner at Sullivan & Cromwell, Mathew Curtin and Andrew Hoar, both of CBRE/New England to give the brokers' perspective of trends in the market, and in-house counsel Jacquelyn Anderson of The RMR Group, LLC and Robin Malloy of Staples, Inc., to provide guidance from the landlord/office and tenant/retail perspectives, respectively. The panel offered a lively discussion on a number of issues including early termination rights, common area maintenance costs, estoppel certificates, and assignment and subleasing rights.



## **Rise to Influence – Developing Your Brand To Succeed**

**Sponsored by Mintz Levin and The Diversity & Inclusion Committee**  
**March 23, 2018**

On the morning of March 23, at the Mintz Levin office in Boston, the ACC-Northeast Diversity & Inclusion Committee and Mintz Levin sponsored and hosted a program entitled “Rise to Influence – Developing Your Brand to Lead and Succeed.” In this presentation, author, on-air legal commentator, and award-winning, Harvard-trained attorney Areva Martin emphasized how much of a concerted effort you need to make to promote and harmonize your brand. Not only do you need to be good at what you do, but you need to tell others you are good at what you do. Areva recommended that you first determine the areas in which you are (or want to be) a subject matter expert, then take steps through social and other media to consistently communicate, demonstrate and reinforce that expertise. The program was a good reminder to create a consistent message - - even your personal Facebook page is not off limits for creating a professional brand!



**Ethics for In-House**  
**Sponsored by Locke Lord**  
**March 29, 2018**

In a program titled "Ethics for In-House Counsel," held at Locke Lord's Providence, RI office on March 29, 2018, a distinguished panel consisting of Mark Freel and Laura Wilkinson of Locke Lord and Robert Turner, Litigation Attorney with Hasbro, led a lively discussion of the unique and often tricky ethical challenges faced by in-house counsel today. The interactive workshop session served as a basis for an engaging group discussion on a range of ethics issues affecting in-house counsel, including conflicts of interest, social media, confidentiality, mergers and acquisitions, identification of the client, corporate "Miranda" warnings, and other pertinent issues. The program also afforded members the opportunity to earn CLE ethics credit.



**Developing A Legal Operations Function for Any Law Department**

**Sponsored by Counsel on Call and the Practice & Career Management Committee**

**April 3, 2018**

See article on page 10.



Mike Murphy, Counsel on Call, Joan Tagliareni, Akamai,  
Ann Marie McLaughlin, Fresenius



## **Talking the Talk....Walking the Walk? Influencing Women's Representation in the Legal Profession**

**Sponsored by Day Pitney and the  
Women's Committee  
April 25, 2018**

On April 25, 2018, the Northeast Chapter's Women's Initiative, together with its 2018 law firm sponsor, Day Pitney, held an interactive roundtable discussion on how to promote a culture of diversity within law departments of companies and other organizations, including law firms. The event "Talking the Talk...Walking the Walk? Influencing Women's Representation in the Legal Profession" was held at the Boston offices of Day Pitney and attracted a range of participants representing the in-house perspective, the investor perspective, the association perspective and the law firm perspective. Participants explored the challenges faced throughout their careers, shared insights on strategies and practical steps for helping to advance women and other diverse attorneys in the legal profession and discussed the impact of certain industry-led initiatives.



### **WOULD YOU BE INTERESTED IN VOLUNTEERING?**

We are always looking for volunteers to help with our various committees and activities. Please let us know if you would be interested in volunteering a small amount of your time to help keep our chapter running strong. We will work with you to line you up with a project that interests you! Here is a list of our current committees and their chairpersons. Contact Executive Director - Julie Duffy, President - Karen Valentine, or any ACC board member for more information.

#### **Communications Committee**

Stephanie Lambert

#### **Diversity & Inclusion Committee**

Robin Walker

#### **Membership Committee**

Kathleen Burke

#### **Practice & Career Management Committee**

Sharon Kamowitz

#### **Pro Bono/Community Service Committee**

Christine Hughes

#### **Programs Committee**

Helen Tsingos &  
Gemma Dreher

#### **Women's Committee**

Marisa Murtagh

# Legal Operations Spotlight

Following the highly acclaimed program held April 3, 2018 on *Right-Sizing Innovation: Developing a Legal Operations Function for Any Law Department*, FOCUS caught up with Mike Murphy and Ann Marie McLaughlin, two of the panelists, with a few more questions. Mike serves as a Director at Counsel on Call and Ann Marie is Vice President of Legal Operations at Fresenius Medical Care North America.

**FOCUS:** What were your priorities when you started your Legal Operations function?

**AM:** I view the Legal Operations function as an enabling function. To enable the Law Department, I started with understanding the goals and objectives of both the Law Department and the Corporation and then strategized how best to facilitate achievement of those goals.

**FOCUS:** How would you recommend a small law department with limited resources address operational issues?

**AM:** Start with really understanding all your current resources: internal, external, and financial. Then get to work optimizing resources with the goal of creating capacity and redirecting resources to address pain points and better enable the legal team. Initially you can drive lots of process improvements that have a big impact without requiring incremental resources. These successes can provide funding sources for follow-on operational improvements.

**MM:** Don't try and boil the ocean. Look for areas where you can make an immediate impact, like outside counsel management. For example, implement an eBilling process with an eye towards not just reducing cost, but also analyzing the data, understanding where value is being provided, and where it is not.

**FOCUS:** What are some of the factors you have considered when leading a change in the Legal Department, such as implementing a new process or technology?

**AM:** Personalize the business case to make clear to users and stakeholders "what's in it for them". Develop a communication plan and a training plan and then double your estimates.... there is no such thing as too much communication or training. Anticipate objections and questions. Regularly revisit adoption to ensure the law department is truly benefitting from the new technology or process.

**MM:** The most important factor is to make sure you have the necessary cooperation and support from the IT department. I've seen many technology investments by legal departments fall short of expectations because of a lack of understanding and support from IT for the application. In addition, I would make sure the implementation of any technology application is well-defined and narrow enough in scope as to ensure utilization. That way, you can measure results and prove ROI.

**FOCUS:** How has your role impacted your company's engagement of outside counsel?

**AM:** We truly value our partnerships with outside counsel trusted advisors and seek to engage in value discussions to jointly identify efficiencies and win-win solutions. We are able to use data and analytics to inform utilization decisions and facilitate value discussions.

**MM:** While I don't work within a legal department, the role of my company has certainly impacted how legal departments engage with outside counsel, as our services provide a robust alternative for legal services.

**FOCUS:** How can technology improve a legal department's efficiency?

**AM:** It is easy for knowledge workers to get bogged down creating and searching for documents. Technologies that speed document creation and facilitate searching, will not only create capacity, but will also contribute to improved job satisfaction.

**MM:** While technology cannot by itself create efficiencies, it can certainly enhance

a legal department's strategic plan. Carefully selected technology tools that are used to improve workflows and streamline processes should certainly be part of a department's overall strategic plan.

**FOCUS:** Do you recommend a strategic plan for operations and, if so, what would be some of its key components?

**AM:** Yes, a strategic plan sets out a vision. Core components to start with: 1) Talent: resource needs and plans to attract, retain, and develop talent, 2) Outside Counsel Management: identifying the best partners and continually improve value (cost, quality, speed, outcomes), 3) Technology and Process Improvements. Less is more. There are many examples where successful organizations have seen improved results from limiting strategic goals.

**MM:** First, I would focus on improving existing processes before introducing technology solutions. Identify existing workflows, map them out, and look for ways that you can streamline and improve. Begin first with internal financial management, then move to external outside counsel management.

**FOCUS:** Do you have any tips on how to measure the success of operational changes made in the Legal Department?

**AM:** When proposing any project, it's important to consider what success will look like and how you will measure success. You will need to capture baseline statistics (volumes, rates, hours, etc.) in order to measure and track improvements. Calculate the capacity creation or the bottom-line impact of the initiative. People often look for benchmarks but find it difficult to identify relevant comparisons. My advice: benchmark your performance against your prior performance and set goals for continuous improvements.

**MM:** The most successful approach I have seen is the identification of point projects, where quick wins and measurable results are easily obtained. For example, one department I worked with wanted to track

*continued from page 10*

activity within the legal department to better understand where resources were being allocated. A technology application and dashboard was created, and the result was clear visibility into the areas where additional resources were needed. Another

department built a similar application for the tracking of outside counsel, allowing for better decision-making related to those law firms.

*Editor's Note: Many thanks to Mike and Ann Marie for sharing their valuable, practical insights*

*on legal operations with FOCUS and its readers. If you would like to hear more about legal operations in future editions of the newsletter please email the ACC Northeast Executive Director, Julie Duffy, at juliesduffy@gmail.com.*

## Legal Ops Pointers

1. The goals of the Legal Operations team and Legal Department should match. Does the Legal Department want to reduce overall spend? Increase company efficiency? Improve law firm management? Impact morale? A successful Legal Operations function recognizes and embraces the company's top priorities for the in-house team.
2. Decide how success should be measured. Begin by benchmarking current state to document a start point so you can then compare progress over time. Financial success should equate to the bottom line. Anecdotal evidence does matter, so listen to and involve the team.
3. Explore technology with an open mind, recognizing that it is not always the answer. Do your homework and then evaluate whether it is the right fit for the team and organization.
4. Ensure that the Legal Operations role has enough seniority to influence and be a player in the organization.
5. Be mindful that the Legal Operations business case may overlap with other business functions--sales, compliance, procurement, human resources and finance. Leverage those budgets that are more flexible than Legal's.
6. Plan for pushback when implementing change and expect hidden costs. Be prepared to weather both.
7. Look for a few early, easy wins. Legal operations should not become lawyer "hand-holding", but sometimes a little help goes a long way toward winning internal advocates!

## LET US KNOW...

- What ideas do you have for program topics?
- How can we help you make the most of your ACC membership?
- Would you like to be more involved, serve on a Committee?
- Do you know someone interested in joining?
- Do you have some news you would like to share with your in house colleagues?
- What types of networking event would you attend?
- Are you new to the area?

Email your comments to  
[juliesduffy@gmail.com](mailto:juliesduffy@gmail.com)

## PRO BONO SPOTLIGHT

The [Lawyers Clearinghouse](#) offers a wide range of pro bono opportunities for in-house lawyers and legal staff, often working collaboratively with our law firm partners to provide needed legal assistance to nonprofit organizations and the homeless.

Are you interested in [helping nonprofit organizations](#)? We have nonprofits seeking help with transactional matters ranging from full-representation cases to brief assistance at a consultation clinic. Please contact Program Director [Machiko Sano Hewitt](#) for more information.

Would you like to [assist someone who is homeless](#) or struggling with economic hardship? Teams of lawyers from law firms and in-house legal departments interview clients at homeless shelters to assess their legal issues. If the case cannot be resolved at the time of the intake interview, lawyers can decide if they'd like to continue helping the client or have the case handled by another. Please contact Program Director [Mia Friedman](#) for more information.



Are you nearing retirement and seeking opportunities to engage in pro bono work? Consider becoming an [Access to Justice Fellow](#). Senior lawyers and retired judges are partnered with nonprofit organizations, courts, and other public service entities to increase equal justice for all. Please contact Program Manager [Susan Gedrick](#) at for more information.

The Lawyers Clearinghouse provides malpractice insurance, mentoring, case supervision, and the administrative resources needed to make participation in our programs meaningful and worthwhile. We look forward to working with you.

## ACC-Northeast proudly launches our NEXT GEN Committee.....

On April 24, twenty five “next generation in-house lawyers” gathered at the Exploratuer Café on Tremont Street in Boston to celebrate the inaugural event for the Next Gen committee of the ACC Northeast Chapter. The concept of creating a new group within the ACC Northeast designed to engage lawyers who are in the early stages of establishing an in-house practice started as a discussion between ACC Northeast Board Members Krish Gupta of Dell and Kathleen Burke of MKS Instruments. In the Fall of 2017, Krish and Kathleen invited active ACC Northeast Chapter members Jillian Gentilli of MKS Instruments, Kelly Cruz of Dell, Brian Ciaramicoli of Staples, Patrick Wu of Staples, and James Coughlin of RSA Security to join the discussion (pictured below). Before long, the Next Gen committee was born.

For several months prior to the kickoff event, the committee met regularly to collaborate on the mission and direction for the Next Gen committee. The first order of business for the newly formed committee was to establish a mission statement.

The committee solidified the mission for the Next Gen to provide benchmarking opportunities, practical resources and camaraderie among the next generation of in-house attorneys in the greater Boston area. The “next generation” is defined as in-house lawyers who have practiced in an in-house setting for ten years or less. The next order of business for the committee was to define clear objectives. The committee identified unique networking opportunities, mentoring opportunities, engagement with law students, and relevant substantive learning opportunities, as actionable goals.

The excitement at the kickoff event was abundant, and the committee would like to continue to build interest and momentum for the Next Gen concept. ACC Northeast Chapter members who have practiced in-house for ten years or less and are interested in engaging with others in the next generation of in-house practice are encouraged to keep a look out for opportunities to come for learning, developing, and staying connected. Email the Next Gen committee at [nextgennortheast@accglobal.com](mailto:nextgennortheast@accglobal.com) to get involved and to share your thoughts, feedback, and ideas.

“The Next Gen committee is an exciting development for the ACC Northeast membership,” said Board Member Krish Gupta. “This initiative is designed to ensure that all of our members have the resources and network they need, no matter what stage they are at in their in-house legal career.”

“The enthusiasm surrounding the Next Gen kickoff event is a sign of the growing population of attorneys working in-house at an earlier stage in their career,” said Board Member Kathleen Burke. “Next Gen’s mission addresses the demand for innovative development and networking opportunities for this budding group. For ACC Northeast overall, it’s an important step in remaining aligned and connected with the legal profession’s evolving landscape.”



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