

- 2 ... Stepping Up: How Companies Are Helping First Responders During the Pandemic
- 5 ... ACC News
- 6 ... New ACC Global Board of Directors Member
- 7 ... Winter Program Recap
- 8 ... Webinar Recaps
- 10 ... Welcome New & Renewing Members
- 11 ... ACC-Northeast Member Spotlight
- 12 ... Social Media Initiative
- 13 ... Pro Bono Heroes
- 14 ... Pro Bono Spotlight
- 15 ... Upcoming Events
- 16 ... ACC Northeast Board of Directors

FOCUS

WHERE LEADERSHIP COMES INTO VIEW

President's Letter

Gemma Dreher

Dear Members:

My plan for this letter during 2020 was to discuss ways in which in-house counsel might bring their best selves to work. In the last letter, I discussed confronting unconscious bias. But, like many of you, the whole concept of bringing myself to work changed dramatically in mid-March when we began to shelter in place. With a complete lack of separation between work and home, it took about a week to realize that new strategies were necessary to bring my best self to work during this crisis. First, it meant defining the hours to focus on work and the hours to focus on family and household. I love what I do so it was easy to have work consume my entire day while working from home. The built-in transition time previously known as my commute was gone and, in addition, the crisis brought on an abundance of new and demanding work, creating the potential for work to spread well beyond the typical business day. It became particularly important to mark the end of my work day in order to be present with my family.

Second, controlling stress was key. Along with exercise and staying connected and engaged with colleagues and friends, I invested more time in practicing mindfulness. One of the tools I use for mindfulness come from the Chapter [YouTube Channel](#). Brenda Fingold has several videos with recommendations for mindfulness in our current environment. Brenda is well suited for providing information on mindfulness to our legal community. She

spent 17 years as a litigator at Hale and Dorr and currently teaches mindfulness-based stress reduction classes at Brown University, where she has been Assistant Director of Workplace and Leadership Education for the last two decades.

Third, I realized that everyone in the household must pitch in. This was necessary to keep some level of sanity and to preserve the above-mentioned work schedule. As I heard children and pets in the background during calls or meetings filled with comments about preserving the lunch hour in order to interface with kids, to get outside for a walk, or establish some order in the house, I realized that balancing legal work and care work is impacting many of us. I observed many of my male and female colleagues struggling to balance work, a family and a household.

All of these changes brought on by a change in lifestyle got me thinking. According to the Institute for Women's Policy Research, women spend considerably more time than men doing unpaid household and care work. A report published in January 2020 states that it is unlikely that a significant shift will occur without public policies to support families with unpaid care responsibilities. That conclusion was set out prior to the nonessential workforce being sent home in March. Now that a good majority of us have worked an extended period at home, will mandated work from home impact



the gender gap in unpaid care work going forward?

David G. Smith and W. Brad Johnson think that it will. The two have authored a forthcoming book, *Good Guys: How Men Can Be Better Allies for Women in the Workplace*. In an article written for *Harvard Business Review*, they state that the presence of more men sharing more fully in unpaid care work for extended periods of time has the potential to create a sea change in gender norms. "Men teleworking during the pandemic are more likely to appreciate women's work-family experiences, understand the value of flexible work arrangements, appreciate the benefits of relationships with work colleagues, and role model more equitable work-family gender roles for their children." According to Smith and Johnson, women with equal domestic partners are more successful at work. Daughters with dads who do their fair share are more likely to pursue their career aspirations and when men lean into unpaid care work, it normalized flexible work policies for everyone. "This pandemic has created a golden opportunity for men-as-allies to purposefully leverage their newfound domestic partnership chops." As this evolves, I hope we all lean into the new normal and a shrinking of the gender gap does indeed become one of many silver linings to this crisis.

As for our Chapter, and due to the COVID-19 work from home mandate, the leadership team has been working

continued on page 13

Stepping Up: How Companies Are Helping First Responders During the Pandemic

By Karmen Fox

When COVID-19 spread across the globe, medical workers traveled from afar to help their peers beleaguered by overcrowded and understaffed emergency rooms.

Unfortunately, many regions were not prepared for the pandemic and didn't have enough personal protective equipment (PPE) needed to shield essential workers from the contagion. Hospital staff were forced to fashion [masks out of bandanas](#) and [wear ski goggles](#) to stop the spread of the coronavirus.

With inadequate government resources further hampered by delays, dozens of companies stepped up, converting their production facilities to make PPE for first responders, from jean brands sewing medical masks to brewers making hand sanitizer.

ACC Docket reached out to the in-house counsel of companies that are helping the heroes on the front lines. Below, they share how they repurposed their supplies and skills to help stop the pandemic, and how you can galvanize your company to help too.

Alpargatas/Havaianas — José Daniello, Chairman of the Board of the Alpargatas Institute and Director of People

What processes did Havaianas use before that made reconverting possible? (i.e., what tools, goods, techniques, etc. has your company traditionally used that made this effort happen?)

Havaianas is one of Alpargatas' brands. As a global company, we set up a crisis committee at the beginning of the coronavirus issue in China. We designed several scenarios and prepared to adapt the operation if needed.

Administrative professionals are working from home all over the world. We shut down brick-and-mortar stores and advised our franchisees to do the same.

We reduced production to safe levels and reinforced the essential product line to avoid any bottlenecks.

Our factories have been adapted to churn out new products: masks, lab coats, and hospital footwear. We made a commitment to produce and donate one million masks. This number may increase if we are able to source more raw material.

We are also donating 250,000 pairs of shoes to the underprivileged and healthcare professionals, the latter will receive a specific model for hospitals that we started to produce during the pandemic. In addition to footwear, 100,000 families will receive kits with essential products.

How are you balancing employee safety while ramping up production of equipment?

Since March 23, we have reduced the number of employees in logistics and production operations, reaching a minimum level and keeping only those who are essential, complying with health safety guidelines and rules. We are maintaining strict safety and social distancing standards in order to comply with the schedules and standards established in each region where we operate.

How does Havaianas ensure that it's complying with medical-grade sterilization techniques?

After all the adaptations that we promoted in our factories, we had an inspection from Anvisa, the regulatory organization that works with the Brazilian Government Healthy Ministry. They approved all the initiatives and changes in our production.

What internal stakeholders need to be involved to approve and implement these decisions?

The strategic committee, which includes the general counsel, is responsible to approve all the decisions.

How can in-house counsel who want to help during the pandemic get their stakeholders on board with implementing these decisions?

We have weekly lives streaming [calls] with all the employees to update the decisions, initiatives, and new processes during the coronavirus crisis.

In order to make it possible for individuals, such as employees and customers, to participate in helping the society, the Alpargatas Institute (IA), the company's social responsibility program, has created a fund. This fund will receive cash donations, which will be carefully recorded, and then converted into kits of essential products (e.g., hygiene products, food, and Havaianas) to be donated.

The kits are R\$15 and for each donated kit, the company will double the number of donations.

Lucky Brand — Maryn Miller, General Counsel

What processes did Lucky Brand use before that made reconverting possible? (i.e., what tools, goods, techniques, etc. has your company traditionally used that made this effort happen?)

As an apparel brand, it was fairly straight forward to pivot into non-medical cloth masks. Through our collaboration with LA City, we identified an appropriate pleated mask template, created by Kaiser Permanente and shared on [LAprotects.org](#).

With these tools and an existing apparel vendor base, we were able to identify a domestic vendor that was already sampling the same non-medical masks. Because we were flexible about fabric style choices, it allowed us to [produce our first 10,000 masks](#) within one and a half weeks. Since it was domestic production, we could deliver to our distribution center within four days.

continued on page 3

continued from page 2

We have also partnered with other brands in The Open Innovation Coalition, led by Rothy's and including Fabletics, Marine Layer, Outerknown, and Thirdlove, among others. The purpose of the coalition is to gather others within our industry to information and resource share to factories currently producing protective equipment. The coalition has routed fabric and other supplies to [Suay Sew Shop](#), who are making a mask for medical and essential workers when there is a lack of N95s.

How are you balancing employee safety while ramping up production of equipment?

All of our corporate employees are working from home and have been sent cloth masks for their protection.

Our third-party distribution centers remain open and Lucky has given them the same masks to protect themselves at work. These distribution centers have also instituted social distancing measures on the floor for employee protection.

All of our stores are closed to the public, but 50 of approximately 200 are fulfilling online orders. While these store associates are working alone in store, they have also been given cloth masks to protect themselves going to and from stores.

In addition to sending all employees cloth masks, our human resources department has widely communicated information on social distancing measures and how to protect oneself.

The factory that produces our masks for sale is a contractor. All their employees have their temperature checked when they enter the building. They are aware of symptoms to look out for, are spaced properly to ensure social distancing, and wear masks and gloves at work.

What internal stakeholders need to be involved to approve and implement these decisions?

We have a crisis management team made up of the following positions:

- Chief financial officer and chief administrative officer
- VP Human Resources – Corporate and field

- Director, Loss Prevention and Corporate Security
- Director, OMNI operations and communications
- Director, facilities
- General counsel
- Chief technology officer
- Corp communications, HR program administrator
- CEO

How can in-house counsel who want to help during the pandemic get their stakeholders on board with implementing these decisions?

Stakeholders have been fully supportive of these decisions and are fully invested in efforts to help our community during this crisis, especially where the stakeholders see that the teams have thought through the legal, operational, and logistical considerations upfront.

How can the public support Lucky Brand's efforts?

Charitable donations are always a personal choice in both amount and recipient. At Lucky, we have offered our customers a few options to make an impact. They can purchase a five pack of masks and donate a five pack to our community partners and other beneficiaries recommend by the Los Angeles mayor's office.

Our [#LuckyTogether](#) page has information about how to donate directly to Suay Sew Shop, who are making masks for front line workers. This same page includes the donation pages of Lucky's community partners who service the unhoused in Los Angeles. Customers are welcome to choose how they want to participate and with who.

AB InBev — Cybelle Buyck, VP of Legal and Corporate Affairs

How is AB InBev helping the medical community during the pandemic?

We are a global company but strongly rooted in the local communities where we brew our beers, which is why we acted

quickly to support medical efforts in these communities.

As [medical] supplies shorten in the fight against COVID-19, our breweries are producing much-needed disinfectant alcohol and over one million bottles of hand sanitizer gel to distribute for free to hospitals and frontline workers in some of the most impacted areas.

We use the residual alcohol from the brewing process and work with excellent partners who complement our production capacity and determination to help with their expertise in making biocide products.

Additionally, in Belgium and the Netherlands, we are donating billboard space to support public health campaigns by FIFA and the World Health Organization (WHO), as well as the Dutch government.

We are also helping the medical community by donating water and non-alcoholic beers to hospitals and medical workers to support their work and show our appreciation. In some parts of the world, we are working with local authorities to build modular hospitals.

What processes did AB InBev use before that made reconverting possible? (i.e., what tools, goods, techniques, etc. has your company traditionally used that made this effort happen?)

We pride ourselves on being an agile company, able to act and react quickly. In order to produce disinfectant alcohol and hand sanitizers, we used our residual alcohol left over from de-alcoholising our non-alcoholic beers.

In addition, we reoriented multiple departments, such as procurement teams to purchase the packaging, our marketing team to develop the labels, our transport team to help with logistics, and our legal and corporate affairs teams to find the right places to distribute and cooperate with the governments' crisis coordination centers and hospitals.

continued on page 4

continued from page 3

How are you balancing employee safety while ramping up production of equipment?

The health and safety of our people is our highest priority and we won't take any shortcuts in this area.

We have implemented a significant number of measures across our organization to ensure our colleagues have the support and resources that they need to stay safe and healthy. For instance, we proactively introduced enhanced cleaning cycles, social distancing measures, and entry-checks in many countries before they were mandated by the governments to safeguard our people.

Where we do produce hand sanitizer locally (e.g., in Germany or our small test brewery in Leuven, Belgium), in all circumstances, we ensure the strictest safety guidelines.

How does AB InBev ensure that it's complying with medical-grade sterilization techniques?

When we started the process to produce biocide products to help our communities, it was outside our comfort zone. We are brewers, not biocide producers. We started looking for experienced, fast-moving, and innovative partners who were familiar with the biocide regulatory framework.

Together with our partners, we were able to follow and adhere to the regulatory framework and in addition we received assistance from local governments and industry associations. Many governments made emergency exceptions in regards to obtaining biocide licenses and the European Union decided to release product standards free of charge, which has been a tremendous help.

How is AB InBev helping the public at large during this pandemic?

In addition to helping the public health sector, we are supporting our partners in the hospitality sector. As restaurants, bars, pubs, and clubs in many European countries have closed their doors, as

part of government efforts to contain the spread of COVID-19, we've acted quickly to support the hospitality sector.

In addition to offering deferred rent payments, free tap cleaning services, and keg restocks, our team has developed a series of online voucher platforms in Belgium, the United Kingdom, Italy and France, which allow individuals to pre-pay for beers in their favorite bar to redeem once reopened.

We've also pledged to match each donation, so pubs and bars get double the immediate cash injection. So far, almost 500,000 beers have been "prepaid."

In addition, we have also supported our local communities through donating laptops to support distance learning for children and young students.

What internal stakeholders need to be involved to approve and implement these decisions?

Helping to combat the effects of COVID-19 for our colleagues, customers, and communities has been a company-wide effort. All teams are involved and needed to implement decisions, ranging from our brewery teams to marketing, procurement, legal and corporate affairs, IT, and logistics colleagues.

We have an ongoing dialogue with our global senior leadership team but also operate as a European team to decide how best to support the communities we live and work in.

How can in-house counsel who want to help during the pandemic get their stakeholders on board with implementing these decisions?

In-house counsel have to radically prioritize time and resource to deliver workable solutions for rapid – and compliant – deployment of critical community support measures. Achieving that for each initiative means focusing on its specific legal challenges (e.g., permits for hand sanitizer) and covering compliance triggers.

At the same time, in-house counsel need to keep all stakeholders on the right path, even in tumultuous times, through a consistent drumbeat of reminders on data protection, antitrust, anti-corruption, anti-fraud, and other compliance requirements.

Once it's clear that in-house counsel are on top of initiatives and retaining broader compliance control even in a crisis, stakeholders are confident to back novel measures to the fullest.

Operation BBQ Relief — David Rosen, General Counsel

Operation BBQ Relief has been helping communities affected by disasters across the United States since 2011. How does your team determine which areas to help?

Since 2011, Operation BBQ Relief has provided meals to those in need and to support first responders, military personnel, and veterans. As a 501(c)(3), our charitable mission is to provide comfort to those in need by connecting, inspiring, serving, and educating in communities far and wide. Whether it is in response to a natural disaster, or as is this case now, a pandemic, we are doing our best to respond and make a positive impact in as many communities as possible.

Through our new program, Operation Restaurant Relief, we empower a local restaurant to reopen and rehire formerly laid off employees while providing 2,500 free meals per day to their community. The Operation BBQ Relief programs department developed this program and implemented it within a few weeks, and the results thus far have been very successful.

What we need most of all is funding to activate in new areas. We rely heavily on our corporate sponsors and donors. Our COVID-19 deployments started in our hometown of Kansas City, and expanded to a Kansas City restaurant, South Carolina restaurant, then via the sponsorship of Dignity Health, we activated a restaurant in Bakersfield, CA.

continued on page 5

continued from page 4

The Pennsylvania Department of Health Services contracted us to feed 180,000 meals per week in conjunction with The Salvation Army. We understand the need at this time is far and wide, and we are trying our best to help in as many places as possible. We hope to work with corporations ready to deploy our resources in their local community to feed those in need and get seven to 10 employees working again at each restaurant.

How is Operation BBQ Relief helping medical, first responders, or other essential workers during the coronavirus pandemic?

They have been one of Operation BBQ Relief's targeted beneficiary groups. Our restaurant contractors have been delivering meals to their facilities.

How has Operation BBQ Relief helped other community members during this pandemic?

Operation BBQ Relief understands the comfort a hot meal brings to both the body and soul. Through Operation Restaurant Relief, we are providing that comfort to those in need, first responders, and other front-liners. The added benefit

is the reemployment of previously laid off employees at our restaurant contractors.

How is Operation BBQ Relief ensuring the safety and health of its chefs and volunteers during the pandemic?

Operation BBQ Relief is committed to following all US federal, state, and Center for Disease Control (CDC) guidelines, with relation to all laws, rules, and regulations. During this crisis, we have continuously updated our standard operating procedures and policies to reflect the changing guidelines.

We have implemented many new operational protocols governing mask usage, gloves, mandatory glove changes, sanitization of all hard surfaces every 30 minutes, checking the temperature of incoming people and then again randomly throughout the day, and many other [rules].

What internal stakeholders need to be involved to approve and implement these decisions?

The Operation BBQ Relief programs department evaluates potential deployment sites and then the CEO with

input from the management team makes the final determination.

How can in-house counsel who want to help during the pandemic get their stakeholders on board with implementing these decisions?

Operation BBQ Relief is actively looking for corporate partners and donors that want to make a positive impact in their local communities. Please share this information with decision makers within your corporate foundation, corporate social responsibility department, marketing department, and the executives.

How can the public support Operation BBQ Relief efforts (aka deployments)?

Please visit www.obr.org to get involved and become a registered volunteer or make a donation.

For more advice on the coronavirus pandemic, visit our [Coronavirus Response Resource Page](#).

Author:

Karmen Fox is the web content editor of ACC Docket.

ACC News

2020 ACC Annual Meeting: It's Happening.

Mark your calendars for October 13-16. For the first time, ACC Annual Meeting will be taking place in-person in Philadelphia, as well as virtually. Reserve your spot today at acc.com/annualmeeting.

In-house Counsel Certified (ICC) Designation

The [ACC In-house Counsel Certification Program](#), helps in-house counsel become proficient in the essential skills identified as critical to an in-house legal career. The program includes live instruction, hands-on experience, and a final assessment. Those who successfully complete the program will earn the elite ICC credential. Your law department and your employer will benefit from having a lawyer that returns with global

best practices in providing effective and efficient legal counsel. Attend one of these upcoming programs:

- **Melbourne, Australia (Virtual)**, August 10-14
- **Alexandria, VA**, November 16-19

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:

- September 22-24, and November 17-19

Learn more and register at acc.com/BU.

Are you prepared to comply with new state privacy laws?

Rapidly growing data privacy regulations from California to New York make you accountable for all third-party service providers that access, process, or store your company's personal data. Visit www.acc.com/VRS for more information.

New ACC Report Shows the Value of Legal Operations

One of the most comprehensive reports of its kind, the [2020 ACC Legal Operations Maturity Benchmarking Report](#), created in partnership with Wolters Kluwer Legal & Regulatory, analyzes data for 316 legal departments of all sizes, across 29 countries, and 24 industries. Quickly assess how your department rates and develop a roadmap to improve critical functions. [Download this complimentary report now.](#)

New ACC Global Board of Directors Member



Cristina Gonzalez serves as Chief Legal Officer of Staples, Inc., located outside Boston. Cristina joined the

ACC Global Board of Directors at the Annual Meeting in Phoenix in October 2019. *Focus* caught up with her recently to learn about her experience as a new member of the Board, her involvement with ACC, and how the organization is dealing with the challenges posed by COVID-19.

As a new member of the ACC Global Board of Directors, how would you describe your experience thus far?

The experience has been great. I have always found the ACC to be a powerful network of colleagues that are very supportive and who care about the profession and about you personally. Being a member of the Board has reinforced these feelings.

Has anything surprised you?

I didn't realize how organized and professional the ACC staff was in supporting the Board. It is similar to serving on a public company board. The governance structures and roles between the Board and ACC organization are clearly defined and the Board leadership is very dedicated and accessible.

What do you like the most/least?

I like interacting with my colleagues and peers from all over the world and learning from them and laughing with them. What I like the least is not being able to be with them in person because of the COVID-19 crisis.

What are you hoping to accomplish as a Board member?

I hope to bring a very diverse perspective from an in-house practitioner who has experienced a number of different highs and lows in a company that is always evolving to meet the challenges of the marketplace. Legal departments are at the center of company evolutions and it is important to have the resources you need to lead your organization through these changes. ACC is one of the best resources available to help legal professionals tackle that change.

Why did you want to serve?

The ACC has given me so much in my career, it has been there every step of the way and helped in my development. This Board service was a way to give back to ACC and also pay it forward to others.

Can you tell us a bit about what the Board is currently working on?

There are a number of great new initiatives. Whether it is educational programming, member services, resources, networking, there is something for everyone. Probably most important right now is expanding our global presence and navigating a multi-cultural complex environment. With the pandemic, we have seen how globally interconnected we are and how important it is to share best practices and stories of what has worked and what hasn't in order to adapt and continue to grow.

Are there any areas of focus or new initiatives that you'd highlight? Anything you're particularly excited about?

We are spending a lot of time and thought into finding new ways to connect with our members and to make the organization more relevant in a digital world. The educational programming is constantly evolving to meet the needs of

our members. Understanding the need and tailoring programs to meet that need I find fascinating and also very rewarding as we help build the future leaders of our profession.

How has COVID-19 impacted the ACC and/or the Board's work?

How is the Board handling the challenges posed by the pandemic? We have adapted just as companies, schools and governments have adapted. Our next Board meeting will be virtual and we are currently testing the technology that we will be using. ACC staff is working from home. We had to suspend in-person programming but we are providing virtual opportunities to get together and help in-house counsel get the information they need to work through the crisis.

How can ACC support in-house counsel's efforts to manage the crisis?

ACC continues to work with partners to bring programming that is top of mind, practical, and easy to access during the crisis. We know that your time is in high demand, now more than ever. We want to make sure every program we provide is helpful and worth your time.



Winter Program Recap

Bridging the “GAAP”: Simplifying Financial Accounting for In-house Counsel **Presented by PwC and The ACCNE Practice & Career Management Committee** **MARCH 3, 2020**

The most effective in-house attorneys are increasingly viewed not just as lawyer-advisors, but as valuable business partners. This requires in-house attorneys to provide guidance on issues beyond traditional legal matters and demands an understanding of the risks affecting a company's financial performance, as well as a deeper understanding of how the business operates.

The *Practice & Career Management Committee* of ACC Northeast Chapter once again collaborated with PwC, subject-matter experts in financial accounting, in an interactive, round-table environment to guide us through financial accounting topics relevant to our roles as in house counsel.

Speaking to a packed room of in-house attorneys, PwC provided high-level training on financial accounting issues that frequently impact an in-house legal audience and their corporate clients, including:

- Revenue Recognition
- Audit Cycles
- Managerial Accounting (including ratios and trends)
- Deals Due Diligence

This program presented a unique opportunity—where no question was too basic—to enhance your professional skill set, differentiate yourself among legal in-house professionals, and increase your value as a trusted business partner. Stay tuned for follow-up programs coming soon.

If you were unable to attend and would like to view the course materials, please follow this [LINK](#).

The 2019 Program was entitled Financial Accounting for In-house Counsel and, if you missed those materials and would like to use them as a resource, you can find them [HERE](#).



WEBINAR RECAPS

COVID-19 in the Workplace: What Employers Need to Know

Sponsored by Jackson Lewis

April 3, 2020

In April, Jackson Lewis held a webinar discussing the many employment issues and challenges facing businesses related to COVID-19. The panelists touched on a variety of issues related to the rapidly changing pandemic situation, including paid sick leave, paid family leave, and workforce changes. In the discussion, the panelists addressed concerns about the appropriate actions to take if any employees experience symptoms and/or test positive for COVID-19. Key provisions of the Families First Coronavirus Response Act were also covered, as were important considerations for implementing pay changes, furloughs or reductions in force. The panelists rounded out the webinar by highlighting issues related to the CARES Act, OSHA, and the WARN Act.

Will Traditional Business Insurance Policies Apply to Claims Related to the Coronavirus?

Sponsored by Bowditch & Dewey

April 7, 2020

The legal and insurance industries are bracing for a wave of insurance claims and lawsuits related to the Coronavirus. Does your company's insurance policy provide coverage for these claims or other losses caused by Coronavirus? What specific policies should in-house counsel or risk management professionals be looking at? What hurdles do the insured face and what steps should these companies be taking to maximize their chances of obtaining coverage? On April 7, attorneys at Bowditch & Dewey LLP addressed these questions and more in a highly informative and timely webinar on the applicability of traditional insurance policies to claims related to the Coronavirus. The presenters identified the types of policies that may be applicable to losses caused by Coronavirus, analyzing the typical language utilized in those policy provisions, existing caselaw shedding light on how such policies may be interpreted with respect to Coronavirus claims, and early developments in Coronavirus litigation.

The attorneys first discussed the applicability of first-party policies such as business interruption, ingress/egress, civil authority, and event cancellation policies, identifying the key issues impacting coverage. For example, the attorneys noted that under typical Business Interruption policies, coverage may turn on whether Coronavirus can be said to cause physical damage to property. Next, the attorneys analyzed third-party policies such as commercial general liability, D&O, Errors & Omissions, and employment practices liability, and the circumstances in which they may be relevant. The attorneys highlighted the importance and prevalence of various policy exclusions that may disclaim coverage for Coronavirus losses. The possibility of retroactive coverage through legislation was discussed next, citing examples of pending legislation in Massachusetts, New Jersey, and New

York, among other states. The presentation concluded with helpful recommendations to maximize the chances of coverage. For example, the attorneys stressed the importance of carefully reviewing the policy language for coverage and exclusions, keeping in mind that ambiguities in the policy are construed against the insurer, and the importance of providing timely notices to insurers to prevent against a waiver of coverage.

When a Crisis Strikes: Effecting Business Planning and Communications

Sponsored by Verrill

April 14, 2020

With a health and economic crisis underway, the in-house legal team accounts for just one part of a company's response team. Whether facing the COVID-19 pandemic or an employment-related claim and subsequent investigation, your business and communications strategies need to work together from the start. The number one rule in crisis management is not to wait until a crisis arises to put a plan in place.

This webinar provided an overview of the top things in-house counsel need to know to handle an internal investigation. Seasoned professionals from Verrill and its government relations subsidiary, Maine Street Solutions, provided in-house counsel with insights into preparing for a crisis, how things have changed since the pandemic hit, and how they will likely change again post-pandemic, in addition to addressing issues that may arise out of this difficult time.

In the digital era, things can become public rather quickly, causing detrimental effects to the company regardless of the legal outcome that are hard to overcome. Verrill attorneys Doug Currier and Michael Saxl, along with Clara McConnell of Maine Street Solutions, explored the balance between the legal investigation and obligations, and reputation management.

Data Privacy Competence Amid the COVID-19 Pandemic: Pro-active Compliance Workshop

Sponsored by Exterro

April 16, 2020

A surge in new data privacy regulations, increased awareness of privacy rights and the proliferation of online activities are setting up a minefield for in-house counsel.

Beyond practicing good data hygiene, in-house counsel must proactively mitigate privacy and security risk in order to protect their companies and their customers. In this ever-changing regulatory landscape, there is no room for procrastination as plaintiff attorneys are eyeing private rights of action and new theories of liability in order to supercharge litigation against companies of all types and sizes, including a recent wave of class actions related to the CCPA.

continued on page 9

continued from page 8

The ACC Northeast Chapter and ACC's exclusive Alliance Partner for Data Privacy Compliance, Exterro, presented this online workshop, which was led by Robert Fowler of Exterro and Mark Schreiber of McDermott Will & Emery, in April. These seasoned professionals offered an up-to-the minute regulatory review, a heads-up on risks posed by potential litigation, and provided key practical tips to undertake now to meet your responsibilities to the companies you represent. The most important thing in house counsel can do is to be as prepared as possible. As the saying goes: "Every battle is won before it is fought."— Sun Tsu

Upping Your Game: Five Principles for Enhancing Legal Department Efficiencies and Effectiveness

Sponsored by Apperio

April 22, 2020

This presentation set out five principles for enhancing a legal department: (1) build transparency into the legal spend process, (2) develop trusting relationships with outside counsel, (3) use meaningful KPIs to measure departmental progress, (4) strengthen relationships with internal stakeholders, and (5) invest in technology to automate administrative tasks. One of the presenter's many suggestions was, in order to improve relationships with outside counsel, to have an annual meeting with outside counsel where, instead of legal topics, the topic of discussion is that year's business objectives." Another tip was for Legal to use its seat at the table to demonstrate the value it adds to the company in order to ensure that it isn't perceived as just another cost center. The presenter stressed the importance of taking a realistic assessment of the legal department and its relationships, both internally and externally, in order to develop a plan to improve it.

Issue Spotting: Litigation Trends in the Post-Covid-19 World

Sponsored by Seyfarth Shaw

April 24, 2020

In order to stay ahead of the curve and look down the road for potential litigation traps for companies, Seyfarth Shaw has been proactively monitoring COVID-19 litigation trends. At the time of this webinar over 800 lawsuits had been filed in the U.S. relating to COVID-19. The following observations were made in this litigation webinar by attorneys at Seyfarth, including Brandon Bigelow, Lisa Damon, Lynn Kappelman, Chris Robertson and Patrick Joyce:

Employment

- Consider jurisdictional requirements for employee/visitor screenings and assessments—including questionnaires, temperature taking, and testing.
- It will be difficult to determine whether an employee contracted COVID-19 on the job.
- Employees may fear going back to work, but fear must be reasonable for a disability claim.
- Follow CDC and OSHA guidelines for back-to-work as much as possible.
- Employers cannot retaliate against workers raising health and safety claims under OSHA.

- Be careful of how government funds are used—employees may be sensitive to this which could raise potential False Claims Act whistleblower claims.
- Unilateral commission changes that have a profound effect on employee compensation can lead to breach of contract claims.
- For exempt employees be careful not to tie reductions in salary to hours worked.
- Be wary of duty dilution for exempt employees and time taken for new activities like temperature taking, cleaning, etc. for non-exempt employees and how new responsibilities may affect job classification.
- Reevaluate accommodations.
- Expect more requests for leave and disability claims.
- Tie HR into personnel decisions and retrain them on ADA/FMLA/FFCRA.
- Be careful of disparate treatment and the impact of any large-scale policies.
- Co-worker harassment is on the rise for Asian communities.
- Expect increased age and disability claims related to layoffs/furloughs.

Commercial Litigation

- While litigation is down overall, expect supply chain and cash flow disruptions.
- Focus on contractual relationships:
 - » Force Majeure clauses
 - » "Impossibility" doctrine may be available where no Force Majeure clause
 - » Battle of the Forms for UCC claims
- Expect the following trends: performance excused, collecting debt prohibited, class actions, state AG claims on price gouging.
- Read insurance policies and contracts with suppliers/customers for rights, obligations, and potential exposure.
- Engage business teams on any disputes to determine applicable terms and remedies.

Action Items to Address Business Impacts of COVID-19 in New England

Sponsored by Beveridge & Diamond

April 29, 2020

The webinar featured Marc Goldstein, Jayni Lanham, and Dylan King. The discussion focused on finding pragmatic solutions to the challenges Sponsored by COVID-19. Particular focus and specific guidance centered on managing workplace safety and addressing OSHA compliance, contract interruption and the doctrines of force majeure, impossibility, impracticability, and frustration of purpose, and also how to pursue litigation during unprecedented delays and closures in the court system.

Missed a Webinar

Materials and/or recordings are uploaded one week after each event/webinar. For your convenience, they will be posted under "Resources" at the following link:

<https://www.acc.com/chapters-networks/chapters/northeast/resources>

Welcome New & Renewing Members

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

Christine Alpers

Acquia Inc.

Michelle Anderson

Alexion Pharmaceuticals, Inc.

Stacey Ardini

Clarks Americas, Inc.

Cindy Belmore

MassMutual Financial Group

Joseph Berman

Board of Bar Overseers

Meredith Blount

Foundation Medicine

Jaymie Cameron

VMware, Inc.

Helen Chang

Foundation Medicine

Saloni Choudhry

Cotiviti, Inc.

Timothy Cross

Legacy Publishing Group, Inc.

Jaimie Curtin

Foundation Medicine

Maegan Deare

Foundation Medicine

Kellie DiNapoli

Foundation Medicine

Timothy Douros

Bluebird Bio, Inc.

Rebecca Drzal

Barr Brands International Inc

Eleanor Faust

Foundation Medicine

Jessica Foster

Foundation Medicine

Julie Gillis

Clarivate

Adam Gold

NetScout Systems, Inc.

Winona Hudak

Foundation Medicine

Susanna Jones

Foundation Medicine

Scott Keegan

VMware, Inc.

Stephen Kohen

HEVC Advance

Jenna LaBarre

Allegro MicroSystems, LLC

Stephanie Lambert

NetScout Systems, Inc.

Brian Larivee

Foundation Medicine

Michael Leslie

Sappi North America

Melissa Madden

Foundation Medicine

Loren Maloney

Citrix Systems, Inc.

Alexsa Marino

FM Global

Julio Martin

Clarivate

Louise McCarthy

Perkins School for the Blind

Robin Morse

EMD Millipore Corporation

Sonya Murphy

Foundation Medicine

Rob Myers

VMware, Inc.

Anna Nesterova

Eversource Energy

Luke OBrien

Jenzabar, Inc.

Richard Raihill

VMware, Inc.

David Ralston

Bluebird Bio, Inc.

Kerri Lynne Randall

Southern New Hampshire University

Laura Ratautaite-Zulkarnain

VMware, Inc.

Natascha Restrepo

NetScout Systems, Inc.

Shannon Roberts

Foundation Medicine

Rachel Roy

VMware, Inc.

Ellen Schmidt

iBasis, Inc.

Susan Senecal

MassMutual Financial Group

Jenna Shedd-Sawli

Fresenius Medical Care

Krista Sherman

Globalization Partners

Winnie Swan

Foundation Medicine

Corrine Taylor

NICE Systems, Inc.

Mark Tredinnick

Citrix Systems, Inc.

Levina Wong

Veson Nautical

Jonathan Yellin

Charles River Associates

Shana York

Mimecast North America, Inc.

If you forgot to renew please email membership@acc.com.



Member Spotlight

Building Community at Home and at Work

Larry Weiss

Senior Vice President and General Counsel,
Analog Devices, Inc.: Building community at home and at work

When *Focus* caught up with Larry Weiss, SVP and General Counsel for Analog Devices, this spring stay-at-home orders for the COVID-19 pandemic in Massachusetts were just underway. While Larry was settling into a new routine at home with his family—everyone healthy thankfully—he was also contemplating plans for starting the family vegetable garden. He described this as a “regular family activity” that seems to have more purpose now more than ever. Larry explained that spending summers on Martha’s Vineyard for years and cultivating a garden there helped create this sense of community for the family.

Larry has prioritized time for family vegetable gardens, little league coaching, morning workouts, and family time all while maintaining a successful in-house legal career. As the General Counsel at Analog, Larry oversees all legal, compliance, regulatory and Government Affairs including securities, M&A, governance and compliance matters, intellectual property strategy and management, and litigation. Analog is a 55-year-old publicly traded company and a leader in the semiconductor industry based in Boston. Larry’s return to Boston came after serving as the Vice President and General Counsel of Medtronic’s Minimally Invasive Therapies Group, a global medical device business located in New Haven. The move to Analog Devices was motivated by a desire for a new challenge and to learn something different. Commenting on his own “soul searching” prior to the change, Larry explains that it was “a bit of a journey to figure out what [he] wanted to do. Already enjoying a challenging role at a great company, deciding to change jobs was not easy. Opportunities for professional growth [at the GC level] can require you to be willing to disrupt your own comfort and success.” For others in his position

he recommends finding what would be most rewarding for you personally and figuring out “what motivates you” before making the next career move.

Larry’s career path has been a “series of opportunities he hadn’t planned for” and really the result of legal work that came his way because business partners sought his involvement. One experience, for example, as Chief International Counsel for Covidien, resulted in him having a great deal of “fun” building a team from scratch. This role put him in the middle of complex regulatory and litigation issues, intellectual property and other areas outside of his prior expertise. He attributes his career growth to partnering with business leadership, knowing when to ask the right questions and being open to new challenges. Of course, he also identified his involvement with the ACC as an enabler of his success at Covidien. He enjoyed networking with the International Committee at the time and reaching out to members with more experience than him for practical tips on how to build the team and what issues to prioritize. Building a community of connections through the ACC is something he still prioritizes. “ACC allows you to connect with people and network,” he explains. “Staying connected to your network is important because there’s always an opportunity to learn from others’ experiences. Without the in-person contact you can lose the in-depth connection. I am very much looking forward to more involvement with ACC now that I’m back in Boston.”

Building community and personal connections seems to be a theme in both Larry’s family and work life. Larry cultivates the same sense of community with his team. In prior roles and with his new team, there’s an emphasis on team-first, collaboration and investment in every-



one’s development – including quarterly development days, an initiative that came out of Larry’s involvement as Executive Sponsor for a project called Culture Circles started at Covidien that still continues to this day at Medtronic. Outside of work, Larry might be seen chased around the outfield by a group of Little Leaguers after a game or at his regular spot in the outfield at his regular summer softball game on Martha’s Vineyard, a game known more for the social connections and humor than excellence on the field. In *Focus*’ humble opinion, however, just like his thriving family vegetable garden (see photo), Larry has acquired a keen sense for all three—connections, humor and excellence--across his personal and work lives.

Larry Weiss holds a B.A. in Political Science from Tulane University and a J.D. from Boston University School of Law.

Editor’s Note: This article continues *Focus*’ Member Focus Series, providing you insights from personal experiences of our members concerning, career, work-life balance, hobbies and interests. If you or someone you know would like to be featured in an upcoming newsletter please contact Julie Duffy, executive director, at juliesduffy@gmail.com.

SOCIAL MEDIA INITIATIVE

Last month we unveiled a series of video interviews with leaders in our field sharing relevant and timely information. We are calling this video series *"Five Good Minutes"* which is a conversation with ACCNE members speaking to specific issues and challenges for in-house practitioners. The idea is to give you some valuable information to consume while

enjoying your first cup of coffee in the morning, or whenever it is convenient to you.

Another video/audio series we premiered is, *"Ask the Experts"* which is a Q&A format with industry experts speaking to relevant and specific topics for the membership during these unusual times.

Our goal is to continually share valuable content, to keep you engaged and up-to-date via our website, our webinars and the social media channels. If you missed any of the videos/audios, you can find them on our [YouTube channel](#).

If you have other ideas, or want to provide feedback, please email us here: northeast-administrator@accglobal.com

We hope our online activities will help you feel a sense of connection and community. Please make sure to follow us:



LinkedIn: <https://www.linkedin.com/company/acc-northeast/>



Twitter: <https://twitter.com/ACCNortheast>

INTRODUCING *Around the In-House* Look out for first episode in June

The ACCNE Practice and Career Management Committee (P & CM) is excited to announce a new mini-podcast, "Around the In-house." The series will feature corporate counsel at various stages of their careers from a variety of industries and backgrounds, discussing practice and career matters, along with tips for success. The Committee expects each 15- to 20-minute-episode to be timely, informative, and entertaining. Topics may include team building and time management, efficiency and technology tips, career development, along with a few surprises. Alex Aferiat, Legal Counsel, Boston Consulting Group, will kick off the series as Moderator. If you would like to participate or have ideas for topics, please contact Sharon Kamowitz at sharon@kamowitz.com.

The screenshot shows a Zoom meeting interface with the title "Next Gen Happy Hour". The meeting is in "Speaker View" mode. There are 16 participants visible in a 4x4 grid. The participants are: Patrick Wu, James Coughlin, Stephanie, sdevlin, Wendy Cassity, Michelle Ander..., Victoria Fernan..., Eli Strassfeld, ThoCo002, Patricia Natale, Bob Schrader, Bevin Murphy, Allison Sjolund, Brian, ULUERD, and B Murphy. The bottom right corner of the screenshot contains the text: "Look out for more FUN virtual events this Summer".

More Important Social Media Postings

Learn to Manage Stress Through Mindfulness

Practicing mindfulness in our daily lives – even in the most basic tasks, and even for just minutes a day – not only helps us stay focused and engaged but also protects against the damaging effects of toxic stress.

The ABA's Report of the Task Force on Lawyer Well-Being recommends mindfulness training, noting that "mindfulness can enhance a host of competencies related to lawyer effectiveness, including increased focus and concentration, working memory, critical cognitive skills, reduced burnout, and ethical and rational decision-making."

Cultivating mindfulness in your role as in-house counsel will help you in these unusual and uncertain times. Partnering with Brenda Fingold, Assistant Director at the Mindfulness Center at Brown University School of Public Health, ACC Northeast has developed some videos on mindfulness techniques. You can find them on our [YouTube channel](#).

You can also sign up for The Brown Mindfulness Center offers free, daily online mindfulness sessions as support during this challenging time. Brenda leads the 15 minute Mindful Pause on Tuesdays.

Community Mindfulness Sessions Available Live Online or by Telephone

Mondays 5:30pm –6:30pm
Sitting Meditation and Discussion

Thursdays 9:00am –9:15am
Mindful Pause

Saturdays 10:30 –11:30am
Loving Kindness Practice and Discussion

Tuesdays 11:45am –12pm
Mindful Pause

Fridays 5:00pm –5:15pm
Mindful Yoga Pause

Sundays 10:30am –11:30am
Mindful Yoga

Wednesdays 12:15pm –1:00pm
Meditation Session

Brenda spent 17 years at Hale and Dorr, where she was a litigator and the Partner Responsible for Training and Professional Development. Her experience in the fast-paced world of a large law firm coupled with her equal years of immersion in the science and practice of mindfulness give her unique and practical experience to guide lawyers in integrating mindfulness into their work and lives.

20 Members will participate in the Lawyers Have Heart Virtual Road Race

Each participant has committed to 3.1 miles of movement. This is the second year our team, LEGAL PACE Makers joined in this fun, worthwhile endeavor.



President's Letter continued from page 1

diligently to ensure that resources are available to our members online. The Chapter has developed some amazing content on our social media channels. Along with Brenda's videos, there are videos from our sponsors and some of our members. Many of our live programs have been converted to webinars and we hope you will tune in. Our sponsors have been very accommodating and have

worked diligently with us to provide information relevant to the membership. We are very grateful for their flexibility. Check out the ACC Northeast website for a current list of webinars. I am not sure what will happen between now and my next letter but right now it is time to run – it is my turn to cook dinner.

Sincerely,
Gemma Dreher

Communications Committee

Communications Committee and Newsletter Editorial Board: Stephanie Lambert (editor-in-chief), Brian Ciaramicoli, James Coughlin, and Patrick Wu. Additional contributors in Q2: Michael Horne and Sharon Kamowitz

Building an Effective In-house Pro Bono Program

By Dell Technologies



Building an in-house pro bono and community service program is a challenging and rewarding endeavor. Maintaining an effective program can be especially impactful for underrepresented and low-income clients during unprecedented times of crisis.

Dell Technologies has found success by providing options for its lawyers to participate in a variety of pro-bono initiatives. Dell Technologies lawyers have collaborated on a broad spectrum of projects ranging from one-day clinical initiatives advising local non-profits, to full legal representation of asylees in political asylum cases, before federal immigration courts. “Providing options for our colleagues in the legal department to participate in pro-bono projects, which require varying degrees of time and skill, has helped us champion pro-bono as a cultural norm, globally,” said Sommer Coutu, Legal Vice President at Dell Technologies, and executive sponsor of the legal department’s pro-bono and community services committee. “Having something for everyone has led to increased interest and engagement, and our committee is now more than 50 members strong, representing all of our regions across the globe.”

As a company, Dell Technologies is committed to driving human progress, including transforming lives in local communities. Since 2013, Dell employees have volunteered over 5 million hours of service to its local communities. “Volunteerism and social impact is embedded in our corporate culture at Dell Technologies, and our attorneys make this commitment real every day on a global scale, by providing pro bono

legal services”, said Robert Potts, Senior Vice President Corporate Legal at Dell Technologies. As a legal department, Dell Technologies’ commitment to pro bono service stems from its lawyers’ desire and long-standing pledge to give back to those most in need of legal services. Dell Technologies’ pro bono program has paid special attention to helping refugees fleeing persecution in their home countries. For example, in Mexico, Dell Technologies lawyers partner with the UN High Commissioner for Refugees; in Texas, Dell Technologies lawyers assist detainees with credible fear interviews; and in Massachusetts, Dell Technologies lawyers partner with Political Asylum/Immigration Representation (PAIR) and Kids in Need of Defense (KIND) to represent asylum seekers looking to find safety in this country. In recognition of Dell Technologies’ contributions in providing legal services to asylees, PAIR recently selected the company to be the 2020 Business Leader in Human Rights Award recipient, at the PAIR Gala in June.

Outside the asylum and refugee context, scores of legal team members across the globe seek to fulfill the company’s commitment to pro bono and community service every day. Dell Technologies lawyers promote literacy, advise startups and nonprofits, champion disability rights, and work to feed and clothe the neediest neighbors. In Massachusetts, Dell Technologies lawyers regularly participate in the annual Walk to the Hill lobby day, to advocate for increased civil legal aid funding. The company’s lawyers also attend the annual Clinic in a Box program hosted by the ACC

Northeast Chapter, in partnership with ACC Northeast sponsor Mintz, and Lawyers Clearing House. “The Clinic in a Box program is a great, time-bound way to introduce those new to providing free legal services, to the pro-bono practice,” said James Coughlin, Regional Legal Director at Dell Technologies, and ACC Northeast Chapter Board Member.

With the Coronavirus pandemic and Covid-19, and the resulting social distancing as the back-drop, the Dell Technologies pro-bono committee is focused on finding new ways to collaborate on important pro-bono projects, among fellow Dell Technologies attorneys, non-profit partner organizations, and clients, with the objective of continuing to provide legal services to the most vulnerable populations. Later this Spring, Dell Technologies will host its first ever, all virtual legal advice clinic leveraging Legal Answers Online, a program hosted by the American Bar Association, in cooperation with the Massachusetts Law Reform Institute and the Volunteer Lawyers Project. Dell Technologies attorneys are also relying on virtual communication tools, such as Zoom and Microsoft Teams, to collaborate on and advance existing full representation matters. “In these times of crisis, it is more important than ever that our profession rises to the opportunity to provide access to justice to those in need in our communities,” said Tom Brown, Senior Legal Director at Dell Technologies, and pro bono committee chair. “We can all contribute to our communities in meaningful ways during this pandemic.”

This is a new section on Companies In house ProBono Programs and if you want to feature your companies activities please send the descriptioin to juliesduffy@gmail.com.

PRO BONO SPOTLIGHT

LAWYERSCLEARINGHOUSE

Affordable Housing • Community Development
Nonprofit Legal Assistance • Homelessness Prevention



Pro bono opportunities for in-house counsel

To learn more, visit
www.lawyersclearinghouse.org



@LCprobono

Lawyers Clearinghouse

7 Winthrop Square, Boston, MA 02110 | 617.544.3434

Upcoming Events

Dear Members, You're probably wondering where our Calendar is. Given the recent cancellations/postponements due to Coronavirus outbreak and our various states' stay at home orders, we have decided to remove our calendar from the newsletter. We are hopeful that our amazing in-person programs & events will return soon but in the meantime please check our website for the latest information on webinars and online discussions we will be hosting in the near future.

<https://www.acc.com/chapters-networks/chapters/northeast/events>

COMMITTEE MEMBER/VOLUNTEERS WANTED.

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!

Communications Committee

Stephanie Lambert
Patrick Wu

Diversity & Inclusion Committee

Robin Walker

Membership Committee

Kathleen Burke

Next Gen Committee

James Coughlin

Practice & Career Management Committee

Sharon Kamowitz

Pro Bono/Community Service Committee

Christine Hughes

Programs Committee

Helen Tsingos

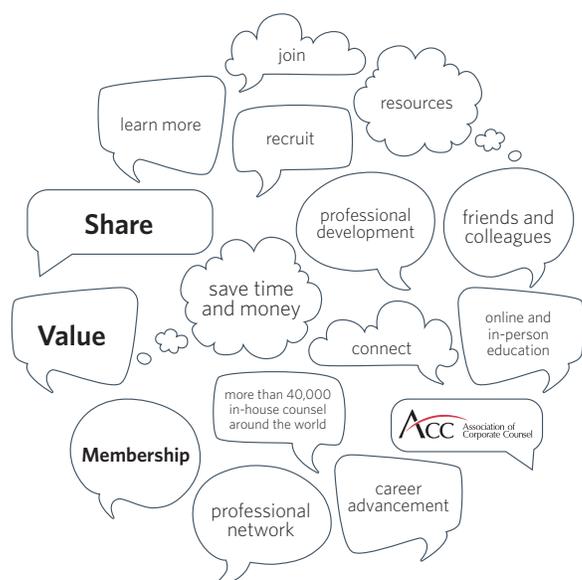
Women's Committee

Marisa Murtagh

We would like to acknowledge and thank our 2020 sponsors

Apperio	Mintz, Levin, Cohn, Ferris, Glovsky and Popeo, P.C.
Beveridge & Diamond PC	Morgan, Lewis & Bockius LLP
Bowditch & Dewey	Nelson Mullins Riley & Scarborough LLP
Day Pitney LLP	Nutter McClennen & Fish LLP
Finnegan Henderson	Ogletree, Deakins, Nash, Smoak & Stewart, P.C.
FTI	Osborne Clark
Herbert Smith Freehills LLP	PwC
Jackson Lewis P.C.	RFP
JAMS	Ropes & Gray LLP
Exterro	Seyfarth Shaw LLP
Lando & Anastasi, LLP	Sullivan & Worcester
Locke Lord LLP	Verrill Dana LLP
Majmudar	
McDermott Will & Emery	

Share the Value of Membership



You know the value of ACC membership.

It saves you time and money, provides world-class professional development, and connects you with more than 40,000 in-house counsel around the world.

Invite your in-house friends and colleagues to become members of ACC by sharing how ACC made a difference in your career.

If interested, all membership information can be found at

www.acc.com/membership/benefits-membership.

ACC Northeast Board of Directors

President

Gemma Dreher

Vice President and Senior Counsel
TD Bank
gemma.dreher@td.com

Immediate Past President

Karen Higgins Valentine

CLO & General Counsel
Constellation Pharmaceuticals
Karen.valentine@constellationpharma.com

Treasurer

Ian Hecker

Executive Vice President
& General Counsel
Middlesex Savings Bank
ian.hecker@middlesexbank.com

Secretary

Jamie C. Whitney

Senior Vice President and Senior
Managing Counsel
State Street Bank and Trust
jcwhitney@statestreet.com

Board of Directors

Kathleen F. Burke

General Counsel
MKS Instruments, Inc.
kathleen_burke@mksinst.com

Tavares Brewington

Chief Compliance Officer
Leica Biosystems
tavares.brewington@leicabiosystems.com

James Coughlin

Senior Managing Legal Counsel
Dell Technologies
james.coughlin@rsa.com

Paul G. Cushing

Legal Counsel
Partners Healthcare
pcushing@partners.org

Krish Gupta

Senior VP and Deputy GC
DELL
Krish.gupta@dell.com

Leonard Ho

Division Counsel
Zipcar, Inc.
lho@zipcar.com

Christine Hughes

VP and General Counsel
Emerson College
christine_hughes@emerson.edu

Jeff Levinson

VP and General Counsel
NETSCOUT
jeff.levinson@netscout.com

Laurence Lewis

VP, Assoc. General Counsel
Care.com, Inc
llewis@care.com

Sharon Kamowitz

President
Sharon Kamowitz Privacy & Compliance
Consulting
sharon@kamowitz.com

Stephanie Shores Lambert

Chief Compliance Counsel
NETSCOUT
stephanie.lambert@netscout.com

Marisa Murtagh

VP and Counsel
Global Treasury
State Street Bank and Trust Company
mmurtagh@statestreet.com

Paul C. Nightingale

Senior VP & General Counsel
HP Hood LLC
paul.nightingale@hphood.com

James W. Peck

VP and General Counsel
Cognex Corporation
jim.peck@cognex.com

Helen Tsingos

Senior Counsel
Casa Systems, Inc
helen.tsingos@gmail.com

Robin A. Walker

Senior Vice President, Chief Legal Officer
Stoke Therapeutics
rwalker@stoketherapeutics.com

Danette Wineberg

Adjunct Professor
UNH School of Law
dwineberg@comcast.net

Executive Director

Julie Duffy

juliesduffy@gmail.com