

- 2 ... ACC Headquarters Take Action
- 3 ... How In-house Leaders Can Use Technology to Better Prepare for the Next Crisis
- 4 ... ACC News
- 5 ... ACC Northeast Chapter Members/Board Speak Out
- 6 ... Committee Corner featuring D & I Committee
- 7 ... Member Spotlight: In Focus
- 9 ... Welcome New & Renewing Members
- 10 ... Webinar Recaps
- 11 ... Upcoming Virtual Events
- 12 ... Social Media Initiatives
- 14 ... In Focus with Your Career
- 16 ... ACC Northeast Board of Directors

# FOCUS

WHERE LEADERSHIP COMES INTO VIEW

## President's Letter

**Gemma Dreher**

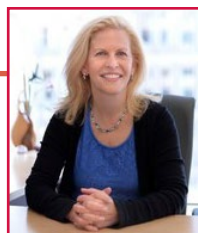
Dear Members:

Greetings. One thing I know for sure is that it has been a glorious summer weather wise and I now understand why so many New Englanders embrace a staycation. Like many members of our community, there are other things I'm not so sure about. As I write this, I don't know if my two high school aged daughters will return to school. My return to a corporate office is still unspecified but it won't be in 2020. Most significantly, as a family, we are watching what is going on in our town, state and country with concern, commitment and hope that real change is coming yet like other uncertainty, not completely convinced that we are correct.

On August 11, 2017, white supremacists marched on the University of Virginia campus to protest the removal of confederate statutes. They yelled both racial and anti-Semitic slurs. White supremacist James Alex Fields Jr. drove into a crowd of counter-protesters and murdered Heather Heyer and injured 19 other people. I was naively shocked that this was happening in 2017. That shock was borne out of ignorance and denial. I started to read about white supremacy and engage in courses offered on anti-racism, social justice and diversity. Although I am well educated and have advanced degrees, most of what I was studying had never been presented to me during my formal education.

The most significant fact I learned in 2017 is that race is a social construct. White or Caucasian has no biological basis. Of course, whiteness has tremendous social significance, but that comes from a proliferation of white supremacist ideas back in the late 1600s that were then codified into law. For me, knowing that there is no human differentiation rooted in biology started the unwinding of a lifetime of indoctrination. I became painfully aware that racism is a system that I was socialized into because I am white. If you are curious about this, read about Bacon's rebellion. A good place to start is with [PBS materials](#) on this subject.

Between August 2017 and May 2020, I invested time regularly on educating myself, engaging with others, and writing about racism and diversity. In 2018, I undertook the work put together by Layla Saad in a [Workbook](#) called Me and White Supremacy that I highly recommend to all white people. During this time, I realize now, I was still centered on my own world view, my whiteness, and leaning on my privilege. I am not going to spend time here talking about why things changed for me after watching the murder of George Floyd. I will say, invoking the theory of Palmer Parker in his essay [Divided No More](#), that I felt an elemental need for naming and claiming my role in systemic racism.



This is a lifestyle change for me. Like diet, exercise and other aspects of my physical, mental and emotional care, dedicating time to learning about systemic

and individual racism is a daily activity. I am being deliberate about what actions to take that are meaningful and not performative. I am listening first and engaging in dialogue when it makes sense. I am acutely aware of my own privilege and fragility around these issues. At the moment, I am specifically working on how to engage with other white people who are just starting on this work while ensuring that I focus on my own education, and antiracist practice every day.

There are many meaningful resources available. The ACC has created I.D.E.A.L., consisting of programs and resources on race, equity, social justice, diversity, and inclusion. The acronym stands for Inform, Discuss, Equip, Act and Lead. Members should check it out [here](#). This newsletter has information on what is happening in our chapter. Outside of the ACC, there are many resources for consideration. Some resources have been available for many years but are still relevant today. A well-known [essay](#) from Peggy McIntosh written while she was a professor at Wellesley introduced the concept of white privilege. Dr. Martin Luther King's [letter from a Birmingham jail](#) is both poignant and relevant in our current environment. Jimmy Fallon reminded

*continued on page 2*

me of [Jane Elliot](#). [Jane's appearance](#) on Oprah in 1992 is well worth the time – I watched it with my daughters, and it inspired some important discussion. These older materials are important to show us the depth and endurance of this problem. With all the uncertainty in our lives right now, another thing my family and I know for sure is that this is not a passing phase for us and we are not engaged because it is trendy – this

lifestyle change is critical to our personal well-being and our role in community. We are in it for a lifetime.

Sincerely,  
Gemma Dreher

#### Communications Committee

Communications Committee and Newsletter Editorial Board: Stephanie Lambert (editor-in-chief), Brian Ciaramicoli, James Coughlin, and Patrick Wu.



## ACC Headquarters Take Action

Since issuing ACC's commitment to move beyond words and take action in the face of social injustice, ACC and the ACC Foundation have been hard at work making good on that promise. We know that fostering meaningful change and continuing the dialogue around expanding diversity and inclusion within legal departments and the business community as a whole will take a long and sustained effort. While we've kicked off some exciting programming to date, we are just getting started. That said, we wanted to share some updates.

### I.D.E.A.L Initiative

The ACC Foundation organized and launched the Diversity & Inclusion [I.D.E.A.L. Initiative](#) to Inform our networks about the inequities that plague our profession, provide opportunities to Discuss these inequities, and Equip these networks with solutions that will enable them to Act and Lead for change.

The first three programs in the series are all available on-demand, including the most recent program, [Stand for Change](#), as well as [Courageous Conversations](#) and [Disrupting the Silence](#).

### ACC — SHRM Alliance for Change

ACC and SHRM partnered to be allies for change, bringing CLOs and CHROs together to discuss how to move their organizations to be more inclusive workplaces, where understanding, respect, and empathy are fostered. Two webcasts, [A New Understanding of Workplace Diversity](#) and [Inclusion and Understanding the Journey to Equity and Inclusion: What the Data Tells Us](#), are both available on-demand.

To be among the first to know about future Diversity and Inclusion programs, fill out the social justice form [here](#).



*ideal*  
Inform. Discuss. Equip. Act. Lead.

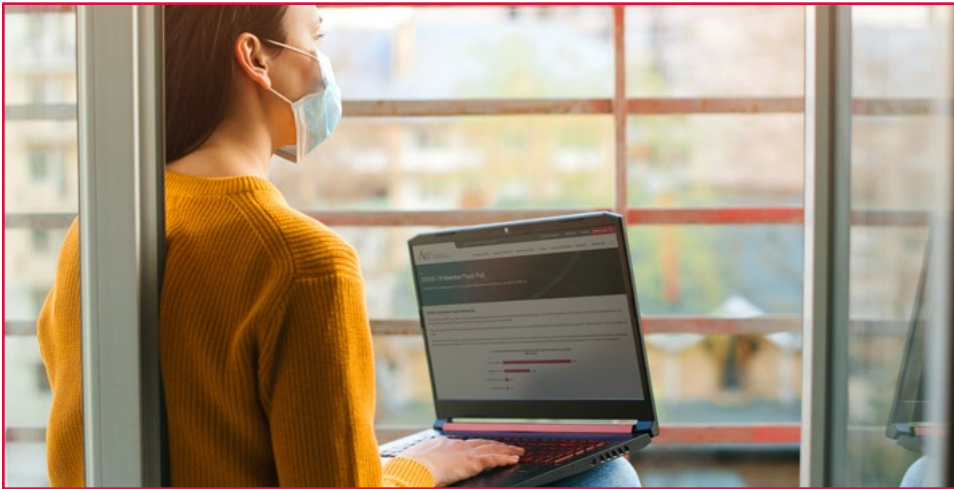
***"In the days ahead, we will work with our members and partners to establish opportunities for the in-house community to discuss and develop best practices and resources to promote racial understanding and diversity."***

- Veta T. Richardson

View the  
ACC  
Statement

# How In-house Leaders Can Use Technology to Better Prepare for the Next Crisis

By Olga V. Mack



Members of my team recently asked me a question that many in-house lawyers have likely been hearing in one form or another: “The [COVID-19 crisis](#) is hurting the small business community. What are we, as a company, going to do about it?”

During a crisis, corporate counsel deal with many unknowns that make answering a question like this a tricky business. We often need to make decisions long before all the facts are revealed. There are no rulebooks; no straight lines that lead to all the right answers.

We can, however, take advantage of technology to ensure we are better informed during a crisis and better able to assist employees and clients. The use of technology tools can help you take decisive action now while also building continuity and stability into your business systems. This way, you are prepared to deftly manage any future crisis too.

## Use technology to provide the stability employees crave

Saying the coronavirus pandemic accelerated remote work arrangements is an understatement. Rather, it forced the change like a mother bird pushing a baby out of the nest. During the pandemic, many employees feel overwhelmed,

distracted, and unable to focus even if the switch to remote work is not new.

[Related: [In-house at Home: Finding Normalcy in Uncertain Times](#)]

At a time when employees crave order and consistency, technology provides dependable direction. Project management tools support remote coordination of tasks and responsibilities. Remote workers stay more engaged with a system that tracks and records milestone events. Automatic notifications inspire fast action and move projects along reliably. Everyone stays in the loop through informative dashboards.

In many ways, the push to rely more on technology now is helping teams build trust in digital frameworks that provide a strong sense of structure, inclusion, and consistency — the very bedrock of the longed-for stability employees need in the virtual workplace.

## Spread your influence with automation

In-house leaders can use technology platforms as a vehicle to spread their influence throughout an organization. Through enterprise-wide automation, you dictate which actions are the inevitable result of a confluence of factors.

For example, [Contract Management Software \(CMS\)](#) automates the creation of contracts based on the information it receives from requesters. But you create the language options the software pulls from during automation. You develop the decision-trees the software uses to suggest alternative language. The result is the uniform inclusion of pre-approved language and clauses in contracts.

[Related: [5 Surprising Ways CMS Can Advance Your Legal Career](#)]

In-house leaders also expand their influence by developing training programs and instruction manuals that help others apply technology in dealing with everyday business problems. These efforts help ensure seamless and long-lasting consistency — especially during the flux of a crisis.

## Eliminate chaos with a uniform source of truth

Recently, GCs have needed to collaborate with outside counsel and internal executives to handle employment issues and determine what new legislation, such as the US Coronavirus Aid, Relief, and Economic Security (CARES) Act, means for their business systems.

It is much easier to assess the effects of recent events and legislation when documents are centralized and searchable within a single cloud-based platform. Everyone accesses the same information, which is stored in one location within tools such as client, employee, or contract management platforms. Data is more readily accessible, accurate, and up-to-date than that obtained from manually maintained spreadsheets and long and twisted email chains.

[Related: [Remote Collaboration: 3 Ways GCs Can Improve Their Communication Skills](#)]

The resulting uniformity reduces chaos in a crisis. Technology platforms offer

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continued from page 3

a single source of truth that helps companies clarify priorities in navigating the ever-changing business and legal landscapes.

### Understand business relationships

If you want to craft offers of assistance that are truly useful and meaningful to your business, you must understand the full nature of your contracts. Contract analytics help legal leaders navigate business relationships while centralizing the data and details lawyers need to empower business leaders to help themselves.

[Related: [How Technology Shrinks Our Fictional Divide and Fosters Positive Change](#)]

Your team can quickly answer questions like, “Can we create an offer that aids clients whose contracts renew in the next 30-90 days?” Or “Are there enough renewals to make it a worthwhile effort?” In other words, you can empower your team to have a much more functional and transparent relationship with contracts.

CMS and document management platforms also improve how you interact

and work directly with others online. Simultaneously collaborating on the same document and communicating in real-time enhances mutual understanding and promotes the free flow of information and ideas.

### Technology as a guiding tool

Technology’s usefulness has never been more apparent. The COVID-19 pandemic pushed companies to rely on technology as a source of stability in the virtual workplace. Lawyers are finding they can trust automation to facilitate predictability, ensure reliability, and enforce uniformity in decision-making.

Ultimately, using technology now results in faster, easier access to more data-driven insights later, which helps us deal with uncertainty and chaos during a crisis and guides us in making decisions that are beneficial for our companies, our employees, and our clients for years to come.

For more advice and resources on coping during the pandemic, go to the [ACC Coronavirus Resource](#) page.

### Author:

**Olga V. Mack** is the CEO and general counsel of [Parley Pro](#), a next-generation contract management company that has pioneered online negotiation technology. Mack shares her views in her columns on



*ACC Docket*, *Newsweek*, *VentureBeat*, *Above the Law*, *Bloomberg Law*, and *High Performance Counsel*. Mack is also an award-winning (such as the prestigious ACC 2018 [Top 10 30-Somethings](#)) general counsel, operations professional, startup advisor, public speaker, adjunct professor, and entrepreneur. She co-founded SunLaw, an organization dedicated to preparing women in-house attorneys to become general counsels and legal leaders, and WISE to help female law firm partners become rainmakers. Mack authored numerous books, including [Get on Board: Earning Your Ticket to a Corporate Board Seat](#) and [Fundamentals of Smart Contract Security](#).

## ACC News

### 2020 ACC Annual Meeting: Now Low Rate for the New Dynamic Experience

ACC will host the 2020 Annual Meeting entirely virtually and we want to see you there. You won’t want to miss this year’s program — including live interactive workshops, networking without limits, daily marquee speakers, access to the entire meeting’s substantive content, and more! 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:

- 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:

- Virtual course starts September 12

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.

## ACC Northeast Chapter Members/Board Speak Out

Idea Generation on diversity and inclusion....Focus asked the Northeast Board of Directors to share ideas and insights from their companies on diversity and inclusive initiatives.

*Dear Board members.....In light of what is going on in the world, as it relates to diversity and inclusion, please share what you/your company is doing to address one of the following: Social justice concerns; employee/personal activism; specific legal function engagement; hiring/retention and overall inclusion programs; equity across all employee groups; and/or training for all employees.*

What follows are ideas and thoughts from Board members in their own words:

A new People of Color Employee Resource Group which will focus on the areas listed below.

### 1. Diversity, Equity, and Inclusion

- Review talent acquisition strategy and enhance diversity sourcing as part of recruitment process
- Support our existing employees of color with mentorship to support future career advancement
- Partner with MassTLC and support the Tech Compact for Social Justice

### 2. Volunteerism and community support

- Volunteer Time Off programs with local charities

### 3. Charitable contributions

- Source ways in which we can contribute financially and with in-kind donations

### 4. Education

- Roll-out unconscious bias and/or anti-racism training this year
- Educational programming through ERG and forums to share and reflect with colleagues

Our company has had an extensive DE&I program for several years, led by our Chief DE&I Officer and her team. We hold annual all-day DE&I summits, attended by hundreds of employees, including senior leaders from around the organization, and quarterly programs addressing a range of DE&I topics. We have local DE&I councils and have been actively engaged for some time in concerted efforts to improve the diversity of our boards of trustees and our workforce.

When George Floyd was murdered, this pre-existing platform enabled us to quickly respond, making clear that we stand against racism. We organized multiple town halls and similar events to promote education, dialogue and action-

able objectives around structural racism, including one panel of leaders addressing ways leaders around the organization can and must address racism. These have been great learning experiences for all and are helping us to identify opportunities for action. One concrete example is developing a systematic way to promptly identify and address micro-aggressions in the workplace.

Our DE&I work is focused broadly on health care access, education, and identifying and eliminating structural barriers to a diverse and inclusive workplace. Our board, CEO and other senior leaders are developing concrete policy statements and actionable goals based on input from around the organization. Having such efforts directed from the top and appropriately funded is critical for success.

Our Office of General Counsel is directly supporting these efforts and also engaging in our own dialogue about our experiences and efforts to improve diversity in the office. A number of lawyers are taking the ABA 21-Day challenge readings/podcasts/TED Talks and convening regularly to discuss the substance and take-aways to advance our understanding as an office. It is something you can do at your own pace. While we have been engaged over time in DE&I efforts, we quickly have discovered how much more there is to learn. We didn't know what we didn't know. We accept that this will be a marathon not a sprint.

Another immediate thing we are doing is joining companies from across Massachusetts calling for the passage of a crucial environmental justice bill before the end of the legislative session. Air pollution and environmental hazards have a disproportionate impact on the health, economic well-being and safety of low income and communities of color across Massachusetts due to a lack of policy protections and stakeholder engagement. The bill, An Act Relative to Environmental Justice, will work to: protect communities from more pollution; increase equitable access to government and information; and reduce public health inequities. Passing this legislation is crucial to addressing existing inequities and supporting environmental justice in communities as we recover and rebuild from COVID-19.

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Here are some specific things that we recently did/implemented in response to recent developments/concerns about diversity & inclusion:

- Going forward, June 19 (Juneteenth) will be a U.S. company holiday
- Newly formed employee resource groups were created. All ERGs will meet monthly and the leaders of each ERG will also meet monthly with our CEO to provide candid feedback and insights.
- All employees were encouraged (not required) to purchase and be reimbursed for the following book (available on Amazon): "So You Want to Talk About Race." All employees were provided with links to resources and information about black history and initiatives.
- All employees were required to take an online "Unconscious Bias" training course.
- All employees were given 2 personal days to participate in non-violent protests related to the death of George Floyd/BLM.
- CEO addressed all employees expressing an intention to improve black representation across all levels of the company.

On D&I, several members of the executive team just completed a McKinsey course on gender diversity and inclusion. We thought so highly of the program that we are rolling it out to our top 125 employees. The course was an on-line program paced over 6 weeks (total of about 10+ hour commitment). Excellent program that taught a lot of things including unconscious bias, which I believe have strong correlation to racial diversity and inclusion.

Focus wishes to thank Board members for their contributions to our efforts to share ideas on this important initiative. If you wish to contribute to this discussion, please email Julie Duffy with ideas from your company and we will publish in future editions.

## Committee Corner featuring D & I Committee

Welcome to the initial launch of the "Committee Corner", a regular highlight of the ACC Northeast FOCUS newsletter, which will provide insight into the important undertakings of one of our various chapter committees. You are encouraged to take advantage of committee opportunities to get more involved in the ACC Northeast Chapter.

Our inaugural Committee Corner features the Diversity + Inclusion committee. The committee, comprised of Robin Walker (Committee Chair), Jamie Whitney and Laurence Lewis, addresses efforts to support diverse workplaces in the legal profession and leverage the effects of diversity to achieve competitive business advantages. Such efforts include providing forums where members can exchange ideas and expertise, organizing continuing legal education programs and developing resources to share among members. The D+I Committee has worked in collaboration with Mintz Levin for the last few years, where Brent Henry, a partner at Mintz and former Vice President and General

Counsel of Partners HealthCare, has recently agreed to be our new partner liaison. Our next Program will happen on September 17th, and will feature a virtual discussion of the intersectionality, history and impact of the Supreme Court's 2020 decisions and the President's Executive Orders. We have recruited a stellar panel: Robert Volk of BU Law School and Robert J Miller of ASU Law School. Look out for that invite.

The D & I mission is to create, nurture and sustain a culture that promotes and celebrates diversity, equity and inclusion for our members and their legal departments. Our goal is to aide the progress in

dismantling structural racism in the legal profession in light of public statements in support of the Black Lives Matter movement, how lawyers can get involved in combating voting challenges and voter suppression legislation in the U.S., and 21st Century policing and police reform. With the urgent importance of equity, diversity and inclusion in the current legal and business environment, and the tremendous amount of work still to be done, the undertakings of this committee are sure to be manifold. The D+I Committee provides a great opportunity to take part in forwarding D&I initiatives in our profession. All members are welcome to take part. Please contact Julie Duffy for more information.



## MEMBER SPOTLIGHT: In Focus

### Damon Hart

SVP and Deputy General Counsel at Liberty Mutual Insurance  
Mentor, Coach and Legal Department Leader

*“This is a moment of reckoning. It’s not just a passage. We have to continue the dialog.” – Damon Hart*

He’s a coach. He’s a mentor. He’s a leader at work and in the community—where he is passionate about equality and making a difference in the lives of others. Damon Hart, SVP and Deputy General Counsel at Liberty Mutual Insurance in Boston, has been all these things to others and more. He successfully built a career in law through hard work and determination but also, he’s quick to point out, with the support of amazing leaders in the city’s diverse community.

It was not easy building a legal career in Boston as a Black man. He prefers to call the challenges he encountered in a predominately white legal profession as “headwinds.” Nevertheless, not one to dwell on the details of his own personal headwinds, Hart prefers to recount his many blessings including ready access to amazing mentors from Boston’s people of color community, a relatively small community in the Boston area. Mentors like Steven Wright, senior vice president and general counsel at the Federal Reserve Bank in Boston, Hon. Charles (Chuck) Walker, former administrative judge for the Commonwealth of Massachusetts Department of Industrial Accidents and former chairman of the Massachusetts Commission Against Discrimination, and Deval Patrick, former governor of Massachusetts, who made themselves available to him for lunch and mentorship early on. These relationships were not only invaluable to his professional development, but he’s become lifelong friends with these inspirational leaders. Hart has paid these “blessings” forward to the younger lawyers he now mentors. Not only did diversity and inclusion work help him build a meaningful network but it also showed

him that networks alone can’t build a career—technical expertise ultimately brings success in the legal profession. As a result, he encourages the up-and-coming generation of diverse lawyers to not only build strong networks but to also to develop substantive skills needed by employers. “The younger generation thinks networking is important, but I tell them you also have to have something to sell,” he says.

For Hart, having something to “sell” meant developing strong relationships with his clients—first, as a lawyer in a law firm and now as in-house counsel at Liberty Mutual. Hart started his law practice in general litigation at Holland and Knight in Boston. His experience there was simultaneously broad and deep: his work on large cases enabled him to go deeper into the salient issues while work on smaller cases allowed him to own all aspects of the case. At first, employment law was his “minor” to general litigation but his career quickly flipped to 80 percent employment issues. While Hart enjoyed practicing in a law firm he always knew he would eventually seek out an in-house role. Taking what he learned about client focus and development in the law firm into the in-house setting, Hart immediately got to work at Liberty Mutual helping clients fulfill their goals. “It’s important to always put your client’s needs first. How you do it distinguishes you. You need to treat clients with empathy and fulfill the role as a trusted advisor,” explains Hart. Hart prides himself on listening to the client’s needs while considering the whole organization in advising on the issue at hand.

At Liberty Mutual Hart has also been deeply engaged in employee resource groups for women and employees of African descent. He has enjoyed a speaking and mentoring role within both groups. He is as passionate about women



achieving the roles they deserve as he is about people of color doing so. “We need talented people. With the upheaval we have seen recently, we need the best ideas. We need adaptable people who can work with others. We need these people at the table.” In the wake of the death of George Floyd, Hart has found the personal relationships forged at Liberty Mutual have taken on deeper meaning. Among other informal groups across the company, Hart began connecting over a year ago with a group of ten other male executives—five Black and five White—to have an open discussion around race. As societal events unfolded this spring, Hart found the group evolved into a support group where deeper sharing around differing experiences took place, including the complexities Black people face partaking in seemingly everyday activities. The group has honest discussions around topics ranging from the trepidation and strategy involved for a Black man walking through his own

*continued on page 8*



continued from page 7

neighborhood to having the “talk” with their children about how to handle inevitable encounters with the police. The relationships formed through these conversations became a powerful example of how people could come together and overcome fears and discomfort around discussing race. There are similar informal groups at the company comprised of Black and White women executives, but as for his group, “it’s particularly potent to get men together to discuss racial issues,” observes Hart. The conversations are very emotional at times but create a space of trust and positive intent.

Hart recently had the privilege to join efforts with nineteen Black and Brown executives from outside Liberty Mutual in the Boston area to create a fund called the New Commonwealth Racial Equity and Social Justice Fund. This new fund will direct donations to organizations doing valuable work in diversity to fight systemic racism. The Fund addresses four pillars believed by experts in the field to present the most opportunity for effective change: policing and criminal justice reform, health care equity, economic empowerment, and youth education. Hart explains that “very little of the philanthropic dollar goes to Black and Brown individuals.” This Fund is designed to reach recipients who are doing the best work but have not historically received funding for their community efforts. Hart is excited by the positive reaction in the community to the Fund as well as interest from outside of Massachusetts to replicate it. Hart says that this interest in the fund demonstrates that he and the other executives have turned a moment of racial reckoning and awakening into a movement for positive change and racial equity. Hart believes the group is a “testament to what you can do when you put aside egos and bring allies together.”

Hart is all about teamwork, having played basketball at the College of Holy Cross during his undergraduate years and now, as a coach. He has worked with diverse youth from the inner cities to the suburbs through basketball programs and coached his own children in a variety of basketball programs for many years. While he’s earned a few trophies in his career as a player and coach, he values the impact these programs have on the lives of those he coaches. It makes him proud to see the third grader he coached grow up and experience interest from a college. It’s the impact, he says, that makes the involvement worth the effort.

## PRO BONO SPOTLIGHT

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## 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



# Welcome New & Renewing Members

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

**Daniel Bennett**

Liberty Mutual Group

**Jenna Bigornia**

Biogen

**Christine Biscotti**

Aware, Inc.

**Anne Canfield**

Takeda Pharmaceuticals U.S.A., Inc.

**Alexander Carrington**

Tremont Asset Management LLC

**Judd Caulfield**

Takeda Pharmaceuticals U.S.A., Inc.

**Josephine Chin**

Tufts Health Plan

**JoAnn Ciriello**

Takeda Pharmaceuticals U.S.A., Inc.

**Nicole Clouse**

Biogen

**Betsy Coldwell McSheffrey**

Takeda Pharmaceuticals U.S.A., Inc.

**Rupa Cornell**

Takeda Pharmaceuticals U.S.A., Inc.

**David Dreher**

Takeda Pharmaceuticals U.S.A., Inc.

**Marissa Ennis**

Citrix Systems, Inc.

**Lilly Geerdes-Klymowsky**

Takeda Pharmaceuticals U.S.A., Inc.

**Lori Gelsomini**

Takeda Pharmaceuticals U.S.A., Inc.

**Mary Beth Heath**

Takeda Pharmaceuticals U.S.A., Inc.

**Matthew Hogan**

Takeda Pharmaceuticals U.S.A., Inc.

**Yalonda Howze**

Codiak Biosciences

**Margaret Ives**

Takeda Pharmaceuticals U.S.A., Inc.

**Linda Ji**

Takeda Pharmaceuticals U.S.A., Inc.

**Neha Joshi**

Takeda Pharmaceuticals U.S.A., Inc.

**Kevin Kiely**

Takeda Pharmaceuticals U.S.A., Inc.

**Paula Leca**

Takeda Pharmaceuticals U.S.A., Inc.

**Elsa Levy-Passer**

Takeda Pharmaceuticals U.S.A., Inc.

**Malik Lewis**

Liberty Mutual Group

**Jeffrey Lodding**

Takeda Pharmaceuticals U.S.A., Inc.

**Changgang Lou**

Takeda Pharmaceuticals U.S.A., Inc.

**Kevin Ma**

Takeda Pharmaceuticals U.S.A., Inc.

**Patricia Martin Marrero**

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**Johannes Matz**

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**Michael Mayo**

Takeda Pharmaceuticals U.S.A., Inc.

**Cristin McArdle**

Takeda Pharmaceuticals U.S.A., Inc.

**Christine McCormack**

Takeda Pharmaceuticals U.S.A., Inc.

**Julie McDonnell**

Takeda Pharmaceuticals U.S.A., Inc.

**Masahiro Minamiguchi**

Takeda Pharmaceuticals U.S.A., Inc.

**Philip Moynihan**

Koch Membrane Systems

**Esben Munksgaard**

Takeda Pharmaceuticals U.S.A., Inc.

**Melanie Nevin**

Takeda Pharmaceuticals U.S.A., Inc.

**Yoon Ah Oh**

Analog Devices, Inc.

**Shannon Quinlan**

Intersystems Corporation

**Cristen Raucei**

Rhode Island Housing

**Jose Rivera**

Intellia Therapeutics, Inc.

**Jarrod Sharp**

Liberty Mutual Group

**Jen Sieczkiewicz**

Biogen

**Julie Sroczynski**

Liberty Mutual Group

**Jamie Sroczynski**

Liberty Mutual Group

**Kim Starr**

Liberty Mutual Group

**Bradford Steiner**

Infor Global Solutions, Inc.

**Nathan Ulrich**

Medtronic, Inc.

**Lauren Wetzonis**

Kronos Incorporated

**Richard Winkler**

Proofpoint Inc.



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

## WEBINAR RECAPS

### ***Restarting the Economy: A Practical Toolkit for Your Business in the “New Normal”***

***Sponsored by Nelson Mullins***

***May 21, 2020***

In addition to managing through the crisis of the pandemic itself, companies are increasingly turning their attention to planning for their return back to business. As states rollout a myriad of plans involving phased easing of restrictions, companies need to prepare for their employees' return to work and a scaling up of operations that have been on hold. In May, ACC Northeast and Nelson Mullins hosted a panel discussion webinar to discuss how to restart a business under this “new normal.”

The panelists from Nelson Mullins, Katherine Baker, Rob Sheridan, and Jim Bartling, as well as Kathleen Turland, General Counsel at Liberty Construction Services, shared their thoughts and recommendations based on the guidance provided by local officials at the time. They also discussed some of the key considerations in developing a safe operation and wellness plan for reopening a business in addition to some of the litigation concerns and avoidance in the employment context. Social distancing, PPE, and wellness checks were all part of this “new normal.” The panelists then discussed consumer debt and how it has changed in the wake of COVID-19 – with changes due to the CARES Act as well as changes at the state level. Finally, the near universal reduction of transactional volume in M&A and banking industries was discussed.

### ***COVID-19: From Crisis Management to Business Strategy***

***Sponsored by PWC***

***June 10, 2020***

The COVID crisis continues to create new challenges for legal and compliance professionals and will impose additional demands, even as we enter a phase of stabilization. This discussion on June 10, led by PwC's Global Crisis Leader and partner Kristin Rivera, allowed participants to learn and share strategies for handling this increased responsibility and for preparing for what comes next in this crisis. The discussion focused on the following topics:

- Trends arising in geographies already returning to work
- Steps to take for safe return to the workplace
- The value of regular assessments on what's working/not working
- Predictions for the future of work

Through this collaborative session, participants gained practical advice and tangible action items to help drive conversations with business leaders as we face the challenges of this new environment.

More on the featured speaker: Kristin Rivera shared insights gathered from her 20-year career navigating global organizations through a range of crises. She currently oversees a practice of over 3,500 professionals operating in more than 70 countries. In addition, Kristin also leads PwC's Global Crisis Centre which helps companies and business leaders around the globe to prepare for, respond to and emerge stronger from crisis and other unexpected events. Her years of experience investigating fraud, misconduct and responding to crises of all types allows Kristin to help business leaders prepare for and emerge stronger from events for which they didn't or couldn't plan.

### ***Practical Advice Regarding Due Diligence and Freedom to Operate Opinions***

***Sponsored by Finnegan Henderson***

***June 17, 2020***

Conducting an IP due diligence investigation is one of the more complex and challenging tasks in-house attorneys are asked to perform. Fortunately, ACC members who attended the June 17th webinar by the IP law firm Finnegan, Henderson, Farabor, Garret & Dunner LLP will find themselves better suited to the task. The webinar, entitled Practical Advice Regarding Due Diligence and Freedom to Operate Opinions, provided tips and best practices on how to conduct successful investigations and avoid common pitfalls. A panel of seasoned attorneys, consisting of partners from Finnegan and in-house attorneys from the IP-laden tech and pharmaceutical sectors, began by identifying the key components of a successful due diligence program. In a helpful framework, they identified four essential components that should guide a successful investigation and the issues lurking in each: (1) Scope (what IP assets are being acquired?); (2) Rights (is ownership clear? Are there encumbrances?); (3) Risk (what are the potential exposures?); and (4) Value (strengths and weakness of IP; importance to business). After discussing the “what,” the panel turned to the “how”. Here, the panelists identified the relevant public and non-public sources of information, and the common challenges and pitfalls inherent in the investigation. In particular, the panel discussed the tricky issue of privilege in the due diligence context and provided a list of best practices to preserve privilege. The panel also discussed the utility of obtaining Freedom to Operate opinions and when to get them (or not). For example, one panelist noted that they can help the company defend itself against claims of willful infringement but come with a cost in the form of a limited waiver of attorney-client privilege.

*continued on page 11*

## **Business Resiliency and Safeguarding the Company: How to Implement a Strong Data Privacy Strategy**

**Sponsored by FTI Consulting**

**June 24, 2020**

On June 24, 2020, ACC-Northeast together with FTI Consulting hosted an informative webinar, "Business Resiliency and Safeguarding the Company: How to Implement a Strong Data Privacy Strategy".

In the current economic climate of uncertainty, business resiliency is top of mind for many organizations and their in-house counsel, but many are struggling to articulate what that might look like and how to achieve it. Moreover, data privacy and security concerns have increased exponentially during the pandemic's work from home mandates.

Fortunately, there are steps you and your organization can take right now to strengthen business resiliency. These strategies not only help with regulatory compliance, but also serve as a meaningful business integrity component that can help steady the rudder following tumultuous times.

The webinar featured experts Andrew Shaxted, Senior Director at FTI Consulting, Mathew K. Cutin, Partner at Murtha Cullina LLP along with Jean Liu, Vice President, Chief Privacy Officer at Nuance, where they discussed these strategies and shared practical steps for implementing them.

Participants learned how to:

- Create a data map that pulls together business processes, and how to associate them with relevant systems, stakeholders and data.
- Develop a baseline data taxonomy, including metadata elements.
- Align data privacy and procedures with IT infrastructure to implement good data hygiene.

## **The New Playbook for International Business Growth**

**Sponsored by Osborne Clarke**

**July 22, 2020**

ACC Northeast and Osborne Clarke held a webinar this July focused on the key international legal and business issues companies need to address in order to succeed in the post-COVID-19 world. Steve Wilson and Tim Rezendes at Osborne Clarke shared their thoughts on what are the essential elements in a playbook for starting and growing an international business in this new environment.

The panelists explained the importance of understanding your business' market and customers, including how it relates to the current pandemic situation. Talent, corporate structure, and political climate are all factors to consider. The panelists discussed the considerations that need to be addressed before jumping into M&A overseas and walked attendees through the numerous steps that should be taken in preparation for expanding a business internationally. They emphasized the importance of not assuming that the local law would be the same as in the US – highlighting differences in employment, IP, privacy, and commercial contract laws. In addition, the panelists cautioned attendees not to forget the operational and logistical challenges of doing business across time zones.

## **All Webinar Recordings are on ACC-Northeast Website**

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:

[www.acc.com/chapters-networks/chapters/northeast/resources](http://www.acc.com/chapters-networks/chapters/northeast/resources)

## **Upcoming Virtual Events**

### **Mark Your Calendar and Plan to attend:**

ACC Northeast 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 participate in a few or ALL of the Chapter Programs happening in 2020.

**September 15, 2020 from 12:30 pm - 1:30 pm**

**"Being the GC!" - A Virtual Discussion**

**Sponsored by ACC Northeast**

**September 17, 2020 from 12:00 pm - 1:30 pm**

**Recent Supreme Court Rulings: Not Yet Trump's Court!**

**Sponsored by Mintz**

**September 23, 2020 from 1:00 pm - 2:30 pm**

**Basic Tech and Cyber Competency for In-house Counsel:**

**A Virtual Roundtable**

**Sponsored by Day Pitney LLP**

**September 30, 2020 from 1:00 pm - 2:30 pm**

**Race-Based Allegations in the Workforce: Effectively**

**Conducting an Internal Investigation**

**Sponsored by Locke Lord**

**October 8, 2020 from 5:00 pm - 6:00 pm**

**LinkedIn for In-house Lawyers: Leveraging Connections**

**for Professional Growth**

**Sponsored by P & CM Committee**



# SOCIAL MEDIA INITIATIVES

We hope you have enjoyed our recent activities on Linked in and Twitter. Here is a rundown on what we have been posting. A few months ago 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.

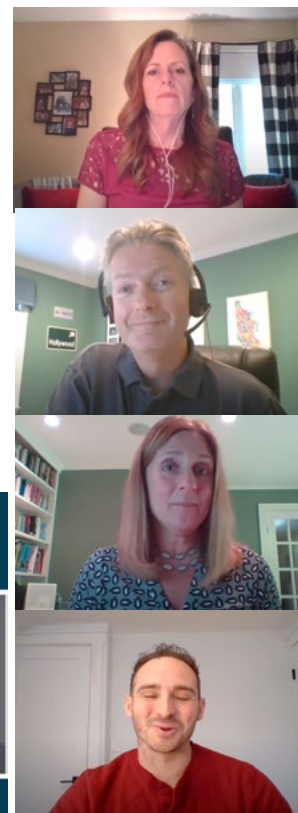


Another video/audio series we premiered is, *"Ask the Experts"* which is a Q&A format with industry experts speaking to relevant and specific topics for the membership during these unusual times.



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](mailto: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>

## Around the In-House A Monthly Podcast brought to you by the P & CM Committee-NOW on iTunes

This Podcast series features 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. 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 moderates the series and his guests have included: Jennifer Watson of Liberty Mutual, Bill Gabovitch of Primark US and Sarah Kmiecik of American Tower Corporation. If you would like to participate or have ideas for topics, please contact Sharon Kamowitz at [sharon@kamowitz.com](mailto:sharon@kamowitz.com).





## Lawyers Have Heart road race

On June 12th, 22 ACC Northeast Chapter's Next Gen Committee along with chapter members participated in this year's Lawyers Have Heart road race, as part of the ACC Northeast Chapter team, the "Legal Pace Makers." This is the second year that this team participated in this race but due to the pandemic the Lawyers Have Heart 5k Road Race, one of the American Heart Association's fundraising events was held virtually. Although we missed the camaraderie of running the Seaport together, we made up for it by have a quick virtual meet up the night before and everyone offered who participated offered "sweaty" selfies after finishing their race. Some sweatiier than others..... The group helped raise awareness for a great cause as well as raised over \$2000.00 The AHA focuses not only protecting the heart and stroke patients who are more likely to be seriously affected by the virus, but also continues to deepen awareness and education within communities that are at high-risk of heart disease and stroke. The AHA is doing a lot, including: providing healthcare workers with ventilator training; investing \$2.5 million dollars in lifesaving research; training hospitals and communities in CPR; accelerating the discovery of antiviral drugs; and giving companies resources to keep employees healthy and active. The Legal Pace Makers' participation and fundraising efforts will help to ensure investments can continue to be made.



## In Focus with Your Career

This is the first of a recurring segment on career development and job search topics.

Providing job performance feedback can be daunting to even the most seasoned manager. What follows is an excerpt on this topic from an Article in the July/August ACC Docket entitled, "There's No Magic Wand for Legal Leaders: Overcoming Ten Common Challenges in Managing In-house Teams" by ACC members Stephanie S. Lambert, member of the ACC Northeast Board of Directors, and Edward T. Paulis III, member of the ACC Board of Directors.

[Click here for the full article.](#)

**Giving Feedback.** The art of providing effective job performance feedback to team members requires the appropriate groundwork: trust with each individual team member. If the relationship is not centered on trust, then team members will not internalize and act on the feedback you provide. In turn, the enterprise will suffer. One size does not fit all in building trusting relationships with team members — adjusting your leadership style in accordance with the individual personalities on the team is important to build credibility and buy-in. Team members are looking to see that you are authentic, can provide

them with needed assurances for the future, and, most importantly, that they can rely on you to watch out for their welfare.

Trust is also built when team members are aware of the expectations for their job performance. It is up to you to ensure objectives are specific, realistic, and reasonably attainable by the team member and communicated clearly in line with the company's policies. By so doing, your team can execute against the objectives efficiently and you have a baseline for holding them accountable for achieving those objectives. You should regularly share

your observations on performance with team members in a timely manner. Be mindful, of course, not to overload them with feedback because too much can be demoralizing. Similarly, generously share business partner feedback with team members to aid your analysis for consistency and relevance to the team member's role in the enterprise. Where team members have more substantive skills than you do in a certain area, appreciating and complimenting such skills helps maintain trust. Any performance issues, however, should be handled immediately and in accordance with company policies.

### In-transition Membership

As a benefit of your ACC membership, you have the opportunity to continue your membership at a reduced price if you lose your in-house position. Offered to **existing members only**, ACC will waive your dues for up to one year, and offer a reduced membership rate for up to an additional two years if you are displaced but actively seeking a new in-house position. Current or recently lapsed ACC members should complete the [in-transition application form](#) and return it to us.

ACC welcomes individuals who are not members and in-transition to join for US\$385 annually.

Please ensure you meet the eligibility guidelines.

Direct questions to [membership@acc.com](mailto:membership@acc.com) or +1.202.293.4103, ext.360.

### Career Development Resources and Coaching

ACC offers a team of highly experienced career coaches comes from a variety of professional backgrounds with an expertise in helping lawyers attain their professional development goals. Each of our coaches has had significant experience providing one-on-one coaching services in the legal profession. [Find out more here.](#)

All in-house counsel are eligible to receive a complimentary 30-minute session with one of our established coaches. Please feel free to reach out to the coach that best fits your needs

ACC provides members with career-long access to jobs and wellness resources, online and in-person education, career coaching and networking and global job opportunities. As your career grows, ACC grows with you. You can visit [acc.com/career-development](http://acc.com/career-development) to learn more about the resources ACC offers including wellness training, career coaching, networking opportunities, education, and job seeking.

[Recent Job Listings](#)



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llewis@care.com

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stephanie.lambert@netscout.com

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mmurtagh@statestreet.com

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helen.tsingos@gmail.com

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