

- 2..... My Take: Pursue Justice!
- 3..... ACC News
- 4..... ACC-Northeast Member Spotlight
- 6..... Silver Linings
- 8..... Welcome New & Renewing Members
- 9..... In Focus with Your Career
- 10..... Optimizing Legal Services through ACC Legal Operations

- 11..... Committee Corner
- 11..... Membership Initiatives
- 12..... ACC-Northeast Webinar Recaps
- 13..... Recap of Other Virtual Events
- 14..... Upcoming Virtual Events
- 15..... Social Media Initiatives
- 16..... Pro Bono Spotlight
- 17..... ACC Northeast Board of Directors

FOCUS

WHERE LEADERSHIP COMES INTO VIEW

President's Letter

Gemma Dreher

Dear Members:

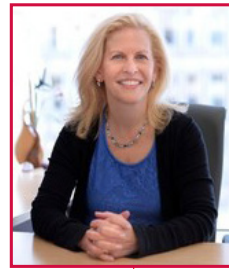
With 2020 in the rearview mirror, I hope for each of you there were some silver linings, some positive things to hold on to once the "new normal" officially arrives. It makes me wonder how the past year and the first quarter of 2021 will be captured and how it will be viewed in twenty years as we look back on this period in our history. I remember 9/11/2001 with extreme clarity. The images, the reactions, where I was and what I felt. Will that be true for the events that took place in January of this year? It is hard for me to say. With the range of unusual highs and lows, it is quite difficult to predict how history will preserve this period, and what will be recollected with certainty in the future.

As for this new year that is upon us, one area where there is certainty and guidance for the future is the 2021 ACC Chief Legal Officers ("CLO") Survey report <https://www.acc.com/clo2021>. The study has been conducted every year for more than 20 years and it provides insights of chief legal officers and general counsels from multiple industries and countries. The report measures the role and reach of CLOs by examining the legal department's value to the business. This value is defined as the CLO's influence on strategy and decision-making. There is a look at CLOs' experience with political and regulatory changes. The survey also gathers insights on the future of the legal department, specifically where there will be investments and where there might

be change for the in-house profession.

There is a variety of titles for the leader of in-house legal departments. There is also variance in reporting structures and areas of responsibility for CLOs. Despite this variance, the report indicates almost universal responsibility for the management of risk. In 95% of the organizations responding to the survey, the legal department is responsible for managing legal risk. This is three points lower than 2020. There are other functions that also have responsibility for legal risk. There was a significant jump in responses indicating that business units are responsible for legal risk from 18% in 2020 to 39% in 2021.

I find this last point interesting in the context of examining the changing role of CLOs and in-house legal function. CLOs are more involved in business decisions, attend executive and board meetings, and meet with board members outside of formal sessions. CLOs are influencing their organizations strategically and operationally and not just providing legal advice. Does this indicate that as CLOs become more involved in operational and strategic discussions, business leaders are becoming more sophisticated around legal risk? Or is there just more awareness of the legal aspects of risk facing companies? In considering these questions, it is interesting to note that areas of risk that



dominate CLOs attention are cybersecurity, compliance and data privacy. These are areas of risk that involve multiple functions and varying subject matter experts. Does this also impact how responsibility for risk is distributed across an organization?

I was pleased to see that the survey asked CLOs what measurable new actions they are taking to support a culture of racial diversity, equity and inclusion. Responses to this answer include both internal actions and external actions. According to the report, many respondents are taking steps to ensure a diverse culture exists in their workplaces. These activities include renewing hiring, promotion and retention practices, adding personnel dedicated to diversity and inclusion efforts, and bringing in external experts to evaluate company culture. Diversity and inclusion policies are being examined and new committees are being established to examine the issue. CLOs are also ensuring that vendors and outside firms have strong diversity on their teams. The issue of diversity and inclusion was also present in discussion of environmental, social and governance ("ESG") issues, along with environmental and ethical issues.

When looking at the outlook for legal departments, contract management is the top legal tech area where CLOs plan to invest. Areas of concern that respondents

continued on page 5

My Take: Pursue Justice!

By Jo Anne Schwendinger

A message from the Chair of the ACC Global Board of Directors

Even as the world was grappling with COVID-19, other threats demanded our attention in 2020. Following the disturbing killing of George Floyd at the hands of police officers in the United States, people from many nations marched, protested, and demanded change. In the United States, this was followed by a period of political tension, culminating in an attack on the Capitol building in January of this year. On the world scene, refugee crises continue, with a growing number of people living in a country other than the one where they were born. Income gaps continue to widen. Food insecurity remains an intractable issue. Employers continue to make hiring and promotion decisions based on factors other than objective qualifications, thereby denying opportunities to disadvantaged groups. These events and realities are sobering reminders that we must be relentless in our pursuit of social justice.

The pursuit of social justice is not new. Gaps in social justice are not unique to a particular time, community, or place. In fact, the global dimension of social justice issues was recognized by the United Nations when, on November 26, 2007, the General Assembly declared that February 20, would be celebrated annually as the World Day of Social Justice.

The pursuit of social justice is not new. Gaps in social justice are not unique to a particular time, community, or place.

As lawyers, who are also a part of a world in need of repair, what can we do? How can we contribute to the fight? Certainly, we must uphold the laws of the lands in which we work and live. As in-house counsel, we advise and instruct our clients on all areas of the law. We can therefore be advocates for compliance with laws that call for things like greater diversity and inclusion, as well as protections for



the planet. And some of our in-house colleagues work for nonprofits and NGOs that promote social justice causes like fairness in housing, healthcare, and access to the legal system. There are many ways that in-house counsel can engage in the pursuit of social justice daily.

That said, is there a role for in-house counsel that goes beyond compliance with laws? If so, what should that role be, both within our organizations and within society?

Finding a role that is both meaningful and acceptable within work norms can be daunting. Nevertheless, there are tangible actions we can take to become allies for change within the profession and within our own legal departments. I encourage you to use the ACC Docket article, [“The Time is Now: 10 Ways In-house Counsel Can Advocate for Change,”](#) as a jumping off point for ideas on how to leverage your position to promote diversity and inclusion, call out bias, and make colleagues feel welcome.

If taking up the social justice challenge feels like the right approach for your legal department, there are many avenues available to you. For one, you can hire legal service providers who promote social issues. For example, you can include in your outside counsel RFPs questions about a firm’s diversity and inclusion initiatives — and even better — ask for their D&I metrics and scorecards.

Ask about the causes they support, and perhaps even suggest partnering on pro bono activities that promote the social justice causes that are important to you and your client. Also, consider choosing law firms that demonstrate a commitment to work-life balance, with programs or policies that encourage lawyers to take time beyond the billable hour to care for family, community, and themselves.

If you choose your legal service providers based on their social commitments, I challenge you to keep track of how they are doing, and to take work away if they do not live up to their promises. These are hard conversations to have, especially with trusted counsel or firms your organization has worked with for years. But they are necessary to move the needle and go beyond platitudes. While no one action will end injustice, each thoughtful act moves us closer.

If you are looking to do more with social justice, reform, and corporate citizenship, don’t forget that ACC is always there to help. For example, following the release of [ACC’s statement on George Floyd](#) last summer, the ACC Foundation launched its [IDEAL](#) initiative and has since released many resources and produced programming on diversity. Recent programming, featuring notable diverse counsel, includes the two-part series, [“What Every GC, Board, and Corporation Needs to Know About Diversity.”](#)

continued on page 3

continued from page 2

[Inclusion, and Equity.](#)” You can find both sessions and more [On-Demand.](#)

In addition to IDEAL, we continue to expand our Seat at the Table initiative. While it’s critical that we champion the access and reporting structure of CLOs and those in leadership positions within the legal department, it is equally important that all levels of our teams have a clear pathway to earning their seats. I recently had a conversation with ACC’s Ramsey Saleeby to discuss this topic in “[Find Your Seat – Earning the Role of Strategic Business Partner.](#)” And as I encourage individual lawyers to seek and earn recognition, I also ask those in leadership positions to take a stand on

equity within your departments. Being an ally to diverse communities truly matters in this area. I am optimistic when I read in the recently released [2021 Chief Legal Officers Survey](#) that 72.7 percent of CLOs surveyed believe a focus on diversity and inclusion will continue to grow in importance in 2021 and beyond.

How we show up in our personal and professional lives matters. Standing up and saying something matters. Whether through a company statement or via a hiring decision, we have the power to make a difference, to be allies for change. As the keepers of the law, and those charged with managing risks and liability, we are uniquely positioned to champion

these issues. I applaud you for the strides you are making and challenge you to do more; to go further. And as you grapple with finding a response to the question, what can we do, I encourage you to share your thoughts and insights with your fellow ACC members.



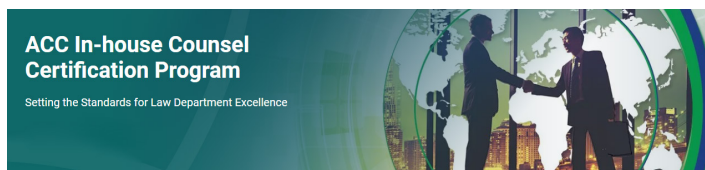
Jo Anne Schwendinger
II-VI Incorporated
Chief Legal &
Compliance Officer
& Secretary

ACC News

ACC In-house Counsel Certification Program

April 19–29

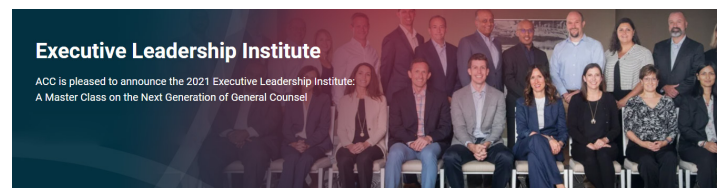
The [In-house Counsel Certification Program](#) covers the core competencies identified as critical to an in-house career. This virtual training is a combination of self-paced online modules and live virtual workshops. The workshops will be conducted over a two-week period, four days a week for three hours each day.



ACC Executive Leadership Institute

20-23 July

Invest in your high-performers and put your succession plan in place. [Nominate](#) your rising stars to gain the professional development they need to one day lead your department at the [2021 Executive Leadership Institute.](#)



ACC Xchange 2021

16-17 June

This two day experiential learning experience was specifically created for in-house counsel and legal operations professionals. Over the course of two days, attendees will be immersed in an advanced, practical, and interactive educational environment. [Get the details and registration rates.](#)



Introducing the ACC Data Steward Program

Your law firms are holding some of your company’s most sensitive data but are you certain that it is secure? The [Data Steward Program](#) – Single Client Option – allows you to gain assurance that your law firms are secure, while the DSP Program does all the work.

ACC
DATA STEWARD
PROGRAM



ACC-Northeast Member Spotlight

Liz Cox

**Managing Attorney
Hasbro Inc.**

I think most ACC Members are probably familiar with Hasbro. But please tell us a little bit about the company and your responsibilities there. Since joining Hasbro six years ago, I have seen the company transform from merely a “toys and games” company to a much broader “play and entertainment” company. This transformation, led by the CEO, resulted from the recent acquisition of Entertainment One (eOne), a company focused on movies and TV, and Death Row Records, a hip-hop music label. These entertainment-oriented acquisitions contrast somewhat with the more classic Hasbro brands, namely, Nerf, My Little Pony, Transformers, Play-Doh, and Monopoly. All of these brands, however, do “play” nicely with one another! As for my role on Hasbro’s legal team, it too has evolved over time. For instance, I was hired to focus on the Disney Princess licensed products and marketing following Hasbro’s successful acquisition of that business. While I was already a subject matter expert in marketing and advertising law, I needed training on children’s advertising rules. I was fortunate that the very welcoming Hasbro brand attorneys and paralegals were willing teachers. Today, however, I have pivoted to work with a smaller cross-functional legal team supporting the more innovative and creative groups at Hasbro -- our internal agency called “Left Foot Blue,” eCommerce/Direct-To-Consumer (D2C), and global media.

What does a typical day look like for you? There really is no typical day at Hasbro! I actually perish the thought, and I hope never to see one.

When you were in law school did you contemplate you would work in a play and entertainment company like Hasbro? Not exactly! When I was in law school, having been newly married to start, I did question whether I wanted to work law-firm hours. Boston College Law

School’s dean at the time was a vocal proponent of working in-house. When I expressed skepticism about going right to a company, he responded: “you only need one job.” Following his advice to cold mail my CV and a cover letter to every corporation in Massachusetts, I successfully landed my first legal job at a publicly traded manufacturing company. I brought some employment law knowledge to the role, having interned at the Massachusetts Commission Against Discrimination, but the GC trained me on everything else that was corporate. Eventually I worked my way to become the General Counsel’s right-hand person.

How did you move from the manufacturing company to Hasbro? What was your career path? After five years at the manufacturing company, I made the difficult decision to take a part-time temporary attorney role for Harcourt General, so I could be home more with my newborn son. Since Harcourt owned Neiman Marcus, I became that division’s main attorney. Though working only 20 hours a week, I was still learning and advising on retail and marketing issues. When Neiman was spun off and they hired their own General Counsel, he agreed to contract directly with me to help transition. Over time the contract was extended, and as my family (by now three children) grew to school age, I increased my hours and went full-time. It was at this point I took on legal support for the Chief Marketing Officer, Public Relations and NeimanMarcus.com, as well as divisions Bergdorf Goodman, Laura Mercier, and Kate Spade. Years later when I interviewed with Hasbro, I took it as a positive sign that Hasbro displayed Swarovski-bedazzled Mr. & Mrs. Potato Head figures in the headquarters— these also happened to be a Neiman Marcus Christmas Catalog fantasy gift that was included as part of one of my deals at Neiman Marcus.



How did you get involved with ACC? Are there any resources or events that have been particularly helpful or enjoyable? I first hosted several ACC Women’s Initiatives at the Natick and Dedham Neiman Marcus stores shortly after each one opened. These events combined fashion shows with networking and refreshments. These networking events enabled me to make a lot of new in-house ACC contacts. Maintaining and growing my network has kept me coming back to the ACC events over the years – of course, most with more substantive offerings! I am very pleased to report that the networking paid off with one new contact joining us at Hasbro as a senior attorney.

How has COVID-19 affected Hasbro and your role there? If there was a silver lining for our team in 2020, it was that we felt more embedded and critical than ever for our clients and their objectives. Since my team supports advertising and marketing production for our fairly new internal agency, early on we went into

continued on page 5

continued from page 4

overdrive to work with our compliance colleagues to help transition the producers to working at home in a safe and compliant way. Then the business created some new campaigns: first, a huge cross-brand TV and social media campaign called “Bring Home the Fun” was added to provide a message of hope and encouragement to families instead of a pure sales pitch and then, as soon as that campaign wrapped up, we moved on to support a two-day, virtual event featuring top talent. It was never a dull moment!

How have you been handling the personal changes posed by the pandemic? Personally, I feel fortunate to be able to work from home since many are unable to do so. Perhaps this sounds frivolous given the tragedies of 2020, but I do miss going out each day and putting an outfit together in the morning, especially shoes and accessories! Like many others I am getting a little too attached to cozy lounge pants and fuzzy moccasins.

Do you have any tips for in-house counsel that are new to their roles?

When you are in-house, it’s always a balancing act between accomplishing the business objectives and maintaining the legal guardrails. For me, a top priority is to gain the business’s trust and serve the objectives. If you can gain senior management’s trust by listening and showing that you are going to help them meet their goals, then you’ll find a lot of satisfaction as a valued part of the team.

What are your interests outside of work? What do you do to decompress and relax? I play games of course! My favorite Hasbro games right now are Taboo, Scategories, and Monopoly. Obviously, I only play by the real rules--no money pot in Free Parking, for instance, since it makes the game last too long. I’ve learned to be less competitive with my family, but I still have a reputation with them for being the lawyer consulting the rules. For self-care, daily yoga, medita-



tion, and journaling are important to me now more than ever with all the personal, family and work challenges this past year.



President’s Letter continued from page 1

expect to accelerate include data privacy issues (90%), followed by diversity and inclusion (72%) and ESG (65.8%). When asked about changes brought on by the pandemic, nearly all CLOs predict that remote work will continue as well as expanded use of technology.

When thinking about the in-house department of the future, the report concludes that legal operations is a strategic imperative. With 61% of departments having at least one legal operations professional on staff, CLOs report that legal

operations is an important department strategic initiative. It will be important to think about legal operations in the context of how in-house practice has changed in the last year, the role that technology plays in our collaboration, work-flow management and external communication. See In Focus with Your Career on [page 10](#) for more on legal operations ideas.

I recommend reviewing the ACC CLO survey in its entirety. It contains interesting data for all in-house counsel, not just CLOs. If you have any comments or

questions coming out of the survey, let us know via email or through our social media channels. We are interested in your perspective or ideas.

Communications Committee

Communications Committee and Newsletter Editorial Board: Stephanie Lambert (editor-in-chief), Brian Ciaramicoli, James Coughlin, Kelly Whetstone, and Patrick Wu. Other contributors: Mitch Appelbaum, Christine Hughes and Helen Tsingos.

SILVER LININGS

As we start our journey into 2021, the Focus editors thought it would be nice to “focus” on some of the bright spots and life lessons of the past 12 months. We’ve asked our Board members to share insights from their own personal experiences in 2020. Here is our ode to a year spent mostly working away from our offices, wherever that happened to be....

Even though I truly miss seeing my colleagues based in Boston on a daily basis, the odd thing about meeting entirely through video is that it's deepened my connections to coworkers outside of Boston. I now have weekly virtual lunches with teammates in Atlanta, Washington DC, and even a colleague from Brazil, which never would've been possible in the “pre-pandemic” world. It's been a true silver lining to build closer personal relationships with these wonderful colleagues outside of my home office.

Alex Aferiat

Legal Counsel – Global Supplier Contracting
BCG Boston Consulting Group

1. Instead of commuting, I am able to spend that time exercising or playing with my grandkids.
2. Connection has new meaning since the pandemic. Now we are connected only via technology instead of physical proximity. So, I have intentionally reached out to someone every day to say hello, check in on how they are doing, or see if they need anything. Although I am not greeting folks at ACC live programming, at the Francestown Village Store or at my kids' school, my relationships in my community, with my professional network, and in my personal life have all become strong through intentional effort.

Gemma M. Dreher

Vice President, Senior Counsel
TD Bank

As I watched the multiple pandemics of 2020: COVID-19, race injustice, income inequity, the assault on truth and fact, and government dysfunction, I was reminded of the saying: 'All that is necessary for evil to succeed is that good people do nothing.' Let 2021 be a year in which we all resolve to do something. To assist, the Northeast Chapter's Pro Bono Committee, newly styled the Pro Bono and Civic Engagement Committee, will be offering opportunities for good people to do something--look for our postings in the coming months.

Christine Hughes

Former GC
Emerson College

While I am starting to go a little stir crazy, this time has really brought my family together. Without the evening chaos of sports, recitals, and meetings, we have dinner together every night. My daughter has a hybrid school schedule, so we make a point of having lunch together every day when she is home. As a family, we now regularly enjoy movie nights, board games, and puzzles.

Kelly Whetstone

Deputy General Counsel
FORESIDE

I have experienced more time with immediate family and more opportunities to take time for myself as a result of the changes created by the pandemic. The key takeaway for me from 2021, however, is to not take anything for granted especially time spent with loved ones.

Stephanie S. Lambert

AVP, Chief Compliance Counsel
Netscout

One of my silver linings has been the opportunity to get to know the neighbors on my street and form a new and diverse social group made up of people from several countries, multiple professions, and a range of ages.

Sharon S. Kamowitz, J.D., CIPP/US

President
Sharon Kamowitz Privacy & Compliance Consulting

In 2020, the pandemic and work-from-home enabled me to watch my daughter crawl, walk, and run. In 2021, I look forward to watching her fly.

James Coughlin

Senior Managing Legal Counsel
DELL

Daily walks (sometimes 2) with my kids!

Len Ho

Division Counsel
Zipcar

continued on page 7

continued from page 6

I have really enjoyed the ability to have my family present throughout the day. We are all in our own personal spaces, but to be able to see each other in the kitchen over lunch, or a snack, or a short walk has been wonderful. To be a more integrated part of each others' daily lives has been the silver lining on the pandemic.

Karen Valentine

Chief Legal Officer & General Counsel
Constellations Pharmaceuticals

I have a much shorter commute, less traffic walking to my study every morning than driving into Cambridge every day.

Robin Walker

Chief Legal Officer
Goldfinch BIO

Ironically, working remotely has brought our law department closer together. When we were physically together in the office every day, we would see each other but not always spend time discussing matters other than those we were actively working on with another member. When we began working from home in March, I quickly realized that we needed to schedule and plan for regular discussions so that we all could stay connected to each other and what was happening at the company. Since then, twice a week our department has a Microsoft Teams call where we discuss active matters and share insights about what is happening, including status reports on the impact of the pandemic on the company. These calls have been very helpful at maintaining connections with all members of the Department. I definitely plan to continue this practice when we return to the office.

Paul C. Nightingale

Senior Vice President & General Counsel
HP Hood LLC

**COMMITTEE
MEMBERS/
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

Next Gen Committee
James Coughlin

Practice & Career Management Committee
Sharon Kamowitz

Pro Bono/Civic Engagement Committee
Christine Hughes

Programs Committee
Helen Tsingos

Women's Committee
Marisa Murtagh

**GOLD
CHAPTER OF
DISTINCTION
AWARD 2020**

ACC Association of
Corporate Counsel

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social media at:**



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ACC-Northeast

ACC-Northeast e-Group

This eGroup provides our members with a great opportunity and means to interact with the broader in-house Northeast Chapter members

Sign up on the website at https://community.acc.com/communities/community_home?CommunityKey=d91eb526-ab13-4470-8e4a-3ea29109464e to obtain access to our community and to obtain (and give!) helpful peer-to-peer advice, as well as feedback on legal issues and challenges we all face as in-house counsel.

Welcome New & Renewing Members

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

Zaihra Ahmed
HubSpo

Geoffrey Aptt
GCorp Management LLC

Miles Archer
UNUM Corporation

Billie Audia

Logan Bergeron
Hypertherm, Inc.

Katherine Blitzblau
Monotony.ai, Inc.

Anthony Bolzan
DEKA Research & Development

Shelbi Brown
Alexion Pharmaceuticals, Inc.

Brett Budzinski
Alexion Pharmaceuticals, Inc.

Amy Cabell
Commonwealth Care Alliance, Inc.

Dave Canarie
UNUM Corporation

Stephen Cole
Keurig Dr. Pepper

Katie Day
Covetrus, Inc.

John Donnelly
MACOM Technology Solutions Inc

Christina Fernandes
Randstad Professionals US, LP

Lisa Geller
Frequency Therapeutics, Inc.

Amy Goodridge
Electronics for Imaging, Inc.

Kevin Gordon
C&S Wholesale Grocers, Inc.

Pamela Guy
Ultivue, Inc.

Nicole Humblis
Manulife Financial Corporation

Sung Hwang
Lutronic USA

Julie Jabaut

Sarah Kmiecik
American Tower Corporation

Stacy Krause
Kadant Inc.

Jon Larson
Zymergen Inc.

Curran Leahy-Longro
Alexion Pharmaceuticals, Inc.

Betty Lee
Sonos, Inc.

Barbara Levine
The Brattle Group, Inc.

Troy Lieberman
Attentive Mobile, Inc.

Laura LoTurco
L.E.K. Consulting LLC

Kevin Madden
Liberty Mutual Group

Michael Mitchell
Citrix Systems, Inc.

Riikka Morrill
UNUM Corporation

Meg Murray
Timberland LLC

Tamika Newson
UNUM Corporation

Juliana O'Brien
Smart Wires Inc.

Colin Owyang
Franklin Energy

Michael Pacella
Covetrus, Inc.

Jaime Powell
C&S Wholesale Grocers, Inc.

Alex Praschma
Risk Strategies Company

Margaret Pritchard
Covetrus, Inc.

Catherine Raissipour
Sophos Inc.

Chantelle Respert
UNUM Corporation

Daniel Risica
BitSight Technologies, Inc.

James Seely
Covetrus, Inc.

Bia Sena
Panera LLC

Jolie Siegel
C4 Therapeutics, Inc.

Heidi Singleton
State Street Bank and Trust Company

Brendan St. Amant
Ohana Biosciences

Thomas Sullivan
Sallie Mae Bank

Fletcher Thomson
Textron Inc.

Shirley Tian
BeiGene, Ltd.

Joerg Trebs
Covetrus, Inc.

Martin Trimiew
UNUM Corporation

Rita Tulman
Commonwealth Financial Network

Stephen Ucci
Hypertherm, Inc

Abigail Varga
Woodard & Curran

Sean Venden
Covetrus, Inc.

Benjamin Wojcik
Covetrus, Inc.

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

In Focus with Your Career

A Strategic Imperative: Building or Becoming Legal Operations

Whether you aspire to build one or become one, a legal operations function can raise the value of your legal department.

By: Stephanie S. Lambert | AVP, Chief Compliance Counsel, NETSCOUT

According to the recently published 2021 ACC Chief Legal Officers Survey, 61% of legal departments now have at least one legal operations professional staff person and 21% of departments employ at least four legal ops professionals. Additionally, nearly 38% of CLOs say their department's most important strategic initiative involves legal operations. If your legal department does not yet have a legal ops professional or function, or would like to add to your current legal ops staffing, below we provide some practical tips to aid you in doing so.

Getting Started.

General Counsels who aspire to lead a world class legal department ought to consider how legal operations can help add value to the endeavor. Building a flexible, customer-centric legal operations function means understanding how the rest of the company operates first and then building legal operations to support it. Identifying the challenges for legal department members working in the environment is equally as important to a General Counsel's efforts to add value. General Counsels should begin by examining the legal department from the outside looking in, that is, consider the client's perspective first. The client is, of course, the person interacting with the company's customers. The client's job is driving revenue for the company, and when the client comes to you, it is usually with an immediate need generated as a result of an interaction with a customer.

To be customer-centric, members of the legal department must be proactive and learn the business. Sitting at your desk and waiting for the next matter to arrive, or expecting clients to take a number, is not an option. Members of the legal department must proactively maintain a consistent presence within the organization so clients can get to know you. Go to staff meetings. See the business as it is operating. Visit remote locations. Find out what people are doing in the company and what their

priorities are. Learn their challenges and headwinds.

Armed with this knowledge, the legal operations function can then set about doing its job—creating efficiencies for department members to interact with and support the company's business. Operational decisions for the department will be made with full understanding of the impact on the client and customer. Since relationships have been developed, stakeholder input can easily be obtained and updated.

The next step--understanding what the lawyers and legal staff do day-to-day and where the challenges exist--takes time. Figuring out how to improve efficiencies with limited resources can be frustrating. A department survey can be a great tool to help get you started. Asking questions about manual processes and current technology can yield actionable results. From there, you can create a roadmap for resources and technology based on a multi-year budget plan. This plan should account for the client's priorities as well.

A diverse role.

What type of person does a GC need to lead such an effort? Legal operations people need to wear many hats. One day legal ops might be interacting with finance and helping with budgets, then working on project management, convergence or data the next. This person might be helping with relationships across the organization,

answering questions like: "how are we working with product development, and how can we make it better?" Legal ops team members must be organized and disciplined, in both their skillset and mindset. They need a collaborative approach. They need to navigate input from 15 different lawyers, for instance, on how to complete projects such as billing systems - and still get the job done well and on time. Legal ops could also spend time managing the inner workings of the department, planning special meetings and team events, and considering budget challenges. Flexibility in all these responsibilities is key.

One of the most important traits a legal operations person can possess is gravitas. Having a backbone helps immensely. The ability to encourage and support those who resist change can be an important asset. This starts with the GC, who empowers the legal operations team and communicates this to the organization. From there, a legal operations person must be able to stand on their own -- from overseeing administrative resources all the way up to interacting with outside counsel. Very few can traverse this diverse role successfully. The interview process may not always yield the best candidate for this unique role. Choosing someone already within your organization may be the best option.

continued on page 10

Building a team.

Some organizations may have resources for a legal ops team approach. If this is possible in your organization, there are a number of questions to consider. What are the priorities of the legal operations function? Do you want creative outside counsel billing approaches? Do you need a strong negotiator? Do you want to improve efficiency with the client through project management or do you intend to implement technology? Do some soul searching about priorities and what you want to achieve prior to preparing job descriptions and hiring. For example, for larger companies, the biggest opportunities for improvement tend to be in the areas of systems and knowledge sharing. In smaller organizations, where the bread and butter include contracts, client inquiries, administrative processes, and

budget tracking, juggling a lot of little things can be overwhelming. In this situation it's important to understand what your department needs so you can match it with the right skillset.

The best place to hunt for the right personnel may be within your own organization. Look for those ambitious and creative team players who may be looking for career opportunities, both within and outside the legal department. Start with your staff. Perhaps a paralegal or junior lawyer is looking to grow and develop. With some training, this could be the beginning of your home-grown legal ops team. Look at other departments, especially Finance, IT and Procurement - find an expert in one area who also knows your company. This person must be able to flip and understand the legal side. It may be worth your effort because a strong grounding in the

business can bring unique value to the department. Also consider investing in outside training courses for legal operations. Ultimately, you need to prove the value of legal operations to the business. The best way to do so is to allow the clients to experience your new efficiency and engagement. In so doing, you may realize a greater willingness in the organization to help as you continue to grow your legal ops team.

Additional Resources:

2021 Chief Legal Officers Survey
<https://www.acc.com/clo2021>

ACC's Legal Operations Network
<https://www.acc.com/services-initiatives/legal-operations>

ACC's Legal Operations Maturity Model
<https://www.acc.com/maturity>

Optimizing Legal Services through ACC Legal Operations

As legal departments seek to advance operationally, we want to make sure you are aware of resources and opportunities for ops-minded in-house legal professionals. The [ACC Legal Operations Maturity Model](#) provides a view of what advancement looks like, and a foundational toolkit to make progress in any of 14 facets of legal ops.

In addition, if you or members of your team are focused on legal operations

– from selecting and rolling out new technology to managing legal spending, providing dashboards and analytics and organizing “all hands” meetings and internal communications – you already know that it's a broad remit. Utility players are made not born – they learn from each other! The [ACC Legal Operations](#) section offers year-round access to webcasts, online resources, roundtables, a forum for ad hoc queries and refer-

als, and ops-focused programs at the [Xchange](#) – the ACC conference focused on leadership and innovation for law department leaders.

ACC members are welcome to subscribe to ACC Legal Operations at no additional charge, and legal operations professionals (whether lawyers or not) can join individually or on corporate membership rosters.

Career Development Resources and Coaching

ACC offers a team of highly experienced career coaches that 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 to learn more about the resources ACC offers including wellness training, career coaching, networking opportunities, education, and job seeking.

[Recent Job Listings](#)

Committee Corner featuring the Programs Committee

This quarter's Committee Corner features the Programs Committee. The Programs Committee is comprised of Helen Tsingos (Chair), Mitch Appelbaum, Jason Ellis, Claudia Gilman, Sharon Kamowitz, Donna Killmon, Gwenn Roos, Kathleen Turland, Larry Weiss, and Kelly Whetstone. The Committee's primary responsibility is to collaborate with Chapter Sponsors to develop program content of interest to our members.

The types of programs the Committee is responsible for organizing and planning include: continuing legal education programs, networking programs, and other similar programs that are deemed to be beneficial to our members and in line with the Chapter's mission.

The Programs Committee offers a great opportunity for members to work closely with our sponsors, to influence

the subject matter of future Chapter programming, and to otherwise ensure that your local Chapter is providing the most value to members. The Programs Committee is also a wonderful opportunity for fellowship, professional development, leadership, and networking. We always welcome new volunteers and new ideas. Check us out! If you are interested in getting involved, please contact Julie Duffy for more information.

MEMBERSHIP INITIATIVES

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.

Member-Get-A-Member <https://www.acc.com/membership/recruit-a-member>

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 or +1.202.293.4103, ext.360.

ACC-Northeast Webinar Recaps

Navigating the Key Employment Issues Created by Covid 19

Sponsored by Mintz & D&I Committee

December 10, 2020

The ACC-Northeast partnered with Mintz Levin on a timely webinar that addressed plans for back-to-work scenarios in 2021. Geri Haight, a Member at Mintz and former Vice President & Deputy General Counsel at Panera Bread, led the discussion along with Amanda (Mandy) Carozza, General Counsel at The Rockport Company. The world has been turned upside down since the onset of the virus, and as the crisis continues, all employers are being faced with a multitude of new employment issues to navigate. The conversation during the panel addressed how legal departments can best manage the conflicting concerns of employees and employers as the pandemic eases and employees return to their workplaces. Issues around navigating the politics of the workplace and how to deal with remote working were addressed. Panelists provided up-to-date guidance on the legal requirements that in-house counsel and employers should be aware of as they navigate return-to-work plans. Issues such as plans for office spaces, the remote working environment, navigating leave policies and the ever-changing wage and hour landscape were covered. The impact on non-compete and non-solicit agreements and severance agreements was reviewed.

Get on Board!: Parts 1 and 2

December 11, 2020 and January 22, 2021

The ACC-Northeast partnered with the Arts & Business Council of Greater Boston to present “Get on Board!”, a program that included a two-part virtual professional development workshop run by James Grace, Executive Director of the Arts & Business Council of Greater Boston, for counsel interested in service on nonprofit boards. The first session in December focused on legal aspects of volunteering, including the dynamic of the dual role as attorney and board member. Concerns raised about malpractice insurance and governance were also explored. In January, Mr. Grace held an interactive discussion on board responsibilities relating to finances and fundraising, as well as tips on how to find a good board match. Participants actively engaged in the discussion for each of the ninety-minute trainings.

Tenth Annual Clinic in a Box®

January 28, 2021

The tenth annual Clinic in a Box® program on January 28, 2021 was also our first virtual program! Clinic in a Box® is a half-day pro bono opportunity for ACC members to provide legal advice to small not-for-profit organizations. It is a collaboration among ACC, [Mintz Levin, Corporate Pro Bono](#), and [Lawyers Clearinghouse](#). ACC members spend an hour and a half learning about an area of law of interest to the not-for-profit clients, and then another hour and a half in teams advising the clients in real time.

This year’s special topic was “Navigating COVID-19 as an Employer.” Over 35 ACC members participated. The presenters were Mintz attorneys [Geri Haight](#), herself a former ACC member when she was in-house at Panera, and [Brendan Lowd](#). They reviewed the basics of COVID-19 compliance, including COVID-19 control plans, compliance attestation posters, and employer and worker posters. Geri and Brendan also covered remote working policies, the notoriously complicated issues surrounding state and federal leave requirements, and the still-emerging questions around workplace vaccine programs. After a brief break, ACC members were paired with their not-for-profit clients to assist them in dealing with their real-world issues.

Challenges for Executive Compensation in a COVID-19 Pandemic World

Sponsored by McDermott Will & Emery LLP

February 4, 2021

As we head into the 2021 Proxy Season, it is increasingly important to be aware of the potential impacts that COVID-19 may have on the development and implementation of incentive compensation plans and to also appreciate the trends and other issues presented for 2021 reflecting executive compensation in public filings. On February 4, 2021, McDermott Will & Emery LLP and ACC Northeast conducted a webinar on the “2021 Challenges for Executive Compensation in a COVID-19 Pandemic World.” Bindu Culas of Frederic W. Cook & Co., Sharon Briansky of Thermo Fisher Scientific and Andrew Liazos from McDermott Will & Emery LLP discussed key issues and trends in the design and implementation of incentive plans in the current environment. The panelists highlighted issues concerning the use of incentive compensation in this COVID-19 environment and some of the challenges companies faced as they tried to balance goals of fair compensation in light of pre-established targets and goals that became obsolete or impossible to meet as a result of the global pandemic. Similar considerations should be evaluated as part of the development of future incentive plans. The panel particularly noted some of the challenges reporting companies faced in explaining and supporting this year’s compensation levels, particularly where the payouts were above targeted amounts (which are likely to be even more closely scrutinized). They explained that general supporting statements would likely be inadequate as readers were likely to want more detailed explanations in the Compensation, Discussion and Analysis section, including things like a description of how the company was impacted by COVID-19 and examples of actions taken by executive management to overcome those challenges. The panel also highlighted trends in considering inclusion of ESG-focused goals and the risks of overpromising.

continued on page 13

continued from page 12

ESG-What In-House Counsel Need to Know and Do In 2021

Sponsored by Morgan Lewis

February 11, 2021

On February 11, the ACC Northeast and Morgan Lewis hosted a virtual discussion on Environmental, Social, and Governance issues, titled “ESG-What In-House Counsel Need to Know and Do In 2021.” The discussion featured Morgan Lewis partners, Carl Valenstein, Celia Soehner, and Jason Frank, as well as NetScout Systems, Inc., Vice President, General Counsel and Secretary, Jeff Levinson. The presentation focused on the important legal issues that in-house counsel must consider in order to implement ESG strategies within their organizations. In particular, they addressed why in-house lawyers should care about ESG, where to start, where to make ESG related disclosures, ESG risk areas, what’s on the horizon, how to advise the board on ESG, and best practices for implementing an ESG program. Stay tuned for an interview with Jeff Levinson on this topic, in the next ACC Northeast quarterly newsletter.

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



RECAP of OTHER VIRTUAL EVENTS

Being the GC! with Gemma Dreher & Rita Heimes

January 27, 2021

On January 27, 2021, ACC NE Chapter President Gemma Dreher conducted a live virtual interview with Rita Heimes, General Counsel and Chief Privacy Officer at the International Association of Privacy Professionals. Ms. Heimes outlined key data privacy issues and laws of which general counsels should be aware, as well as essential leadership and business skills. Ms. Heimes also discussed privacy concerns specific to the COVID-19 pandemic.



RITA HEIMES
GENERAL COUNSEL &
CHIEF PRIVACY OFFICER,
IAPP

GEMMA DREHER
VP & SENIOR COUNSEL, TD
ACCNE PRESIDENT

Next Gen & Pro Bono Committee Talk to the Hill January 27, 2021

On January 27, ACC Northeast Chapter members joined the Next Gen and the Pro Bono/Civic Engagement Committees to participate in this year's virtual



Talk to the Hill event. *Talk to the Hill* is an annual day of advocacy, when hundreds of lawyers, law students and advocates urge Massachusetts legislators to increase the funding for civil legal aid. This year's event was more important than ever, due to the increased need for civil legal aid to assist low income residents impacted by the pandemic. If you are a Massachusetts resident, who was not able participate in the event this year, you can still advocate for increased funding for civil legal aid by writing to your legislator. The Equal Justice Coalition has published a form letter, which is available on their website (<https://equaljusticecoalition.org/action/>).

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 2021.

March 31

Why You Need An Estate Plan and Steps to Getting the Right One in Place

April 7

A Litigators Guide to Contracts

April 15

Mitigating Risk During and Post Covid

April 22

Navigating the in-house/law firm relationship for the NextGen attorney

April 28

Traps for the Unwary in Employer DE & I Initiatives

May 6

Managing the Workplace in Wake of COVID-19

May 12

Job-seeking During and After the Pandemic

www.acc.com/chapters-networks/chapters/northeast/events



ACC Northeast & Nutter present

2021 Trust & Estates Series:

Planning Ahead for you and Your Family.

Webinar series dates are
March 31st, June 9th, Sept 22nd.

LOOK FOR MORE DETAILS IN YOUR IN-BOX.



KATHLEEN BURKE
SR. VP & GENERAL
COUNSEL,
MKS INSTRUMENTS

GEMMA DREHER
VP & SENIOR
COUNSEL, TD
ACCNE PRESIDENT

ACC Northeast Special Event

Being the GC!: A Virtual Discussion with Kathleen Burke and Gemma Dreher

THE PATH TO GC WITH A DISCUSSION ON WHAT MAKES AN EFFECTIVE LEADER IN TODAY'S MULTI-GENERATIONAL WORKPLACE

THURSDAY, MARCH 25TH
12:00-1:00 PM ET

Look for details of next event in your in-box.



..... Current Offerings

Weekly Yoga for Busy Legal Professionals

Each Wednesday at 2pm,
20-minute sessions with optional discussion

SuperMom Support Group

Meets monthly on the 4th Wednesday
from 12pm – 1pm

ADHD Support Group

Meets weekly on Wednesdays
from 9am – 10am

Job Search Support Group

Meets twice each month on the
1st & 3rd Tuesday from 12pm – 1pm

Addiction Recovery Peer Support Meetings

Meetings formerly across MA are all now
online, with at least two meetings per week

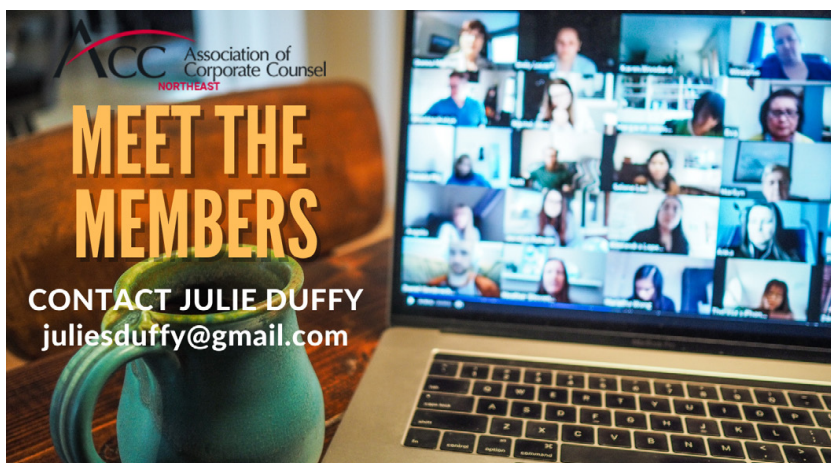
[More Groups](#)

SOCIAL MEDIA INITIATIVES

ACC-Northeast has been committed to bringing members together while we have been forced to stay apart due to the pandemic. We are rolling out a new video feature titled, *"Meet the Members"* where members share a few minutes about who they are and what tips and tricks they have learned to keep them sane during the pandemic. We would love to hear your voice and thoughts to share with ACC-Northeast members. We only require a short 15 minute video interview over Zoom. Contact Julie Duffy with questions or for more information.

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>

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 at Boston Consulting Group moderates this series, which recently featured Gemma Dreher of TD Bank and Yalonda Howze of Codiak BIO. If you missed any of the previous interviews you can listen to them on:

Apple iTunes

Google Podcasts

Spotify



If you would like to participate or have ideas for topics, please contact Sharon Kamowitz at sharon@kamowitz.com.

Who We Are, What We Do



Corporate Pro Bono (CPBO) is a global project of Pro Bono Institute (PBI) and the premiere resource for legal departments and Association of Corporate Counsel (ACC) chapters interested in building or expanding their pro bono programs. Since 2000, CPBO has offered support to legal departments, ACC chapters, and in-house legal staff, including providing confidential consultation services, online resources, trainings, surveys, research materials, and onsite pro bono clinics. To learn more, visit www.cpbo.org.

How We Can Help



CPBO provides complimentary and confidential consultation services to help legal departments and ACC chapters successfully establish and maintain in-house pro bono programs.



CPBO convenes in-house pro bono leaders for educational programs, including PBI's Annual Conference, which offers attendees an opportunity to network with law firms and public interest organizations.



CPBO can assist in identifying appropriate opportunities for an in-house legal department or ACC chapter's pro bono effort and creating sustainable and effective partnerships.

Signature Initiatives



Corporate Pro Bono Challenge® Initiative

The CPBO Challenge® initiative is a simple, voluntary statement of commitment to pro bono service by legal departments, their lawyers and staff.



Clinic in a Box® Program

CPBO offers a suite of off-the-shelf clinic models designed to offer pro bono opportunities for in-house legal staff to use their skills to help nonprofits and small businesses.



Pro Bono Partner Award

The award recognizes innovative team approaches to pro bono work involving in-house legal departments. Awards are presented annually at the PBI Annual Dinner.



Multijurisdictional Practice Initiative

CPBO develops strategies and resources to advocate for changes to state practice rules that limit in-house pro bono.

Resources

CPBO offers a variety of resources – toolkits, publications, webinars – on topics relevant to in-house pro bono practice.

A blue circular icon containing a white building with a scale of justice on top.

Malpractice Insurance

A red circular icon containing a white document with a pencil.

Sample Policies

A teal circular icon containing a white person silhouette with a scale of justice.

Pro Bono Ethics

A blue circular icon containing a white computer monitor.

Metrics Tools

A red circular icon containing a white document with a checkmark.

In-House Best Practice Profiles

A teal circular icon containing a white document with a checkmark.

Benchmarking Reports

We would like to acknowledge and thank our 2021 sponsors



Morgan Lewis

PretiFlaherty



ACC Northeast Board of Directors

Welcome a New Board Member: Larry Weiss, SVP, Chief Legal Officer Emulate, Inc.

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AVP & Chief Compliance Counsel
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