

2.....	Positively Legal: The Power of Unfocus
3.....	ACC News
4.....	ACC-Northeast Member Spotlight
5.....	Top Tips: How In-House Counsel Can Lead on ESG
5.....	Committee Corner
7.....	Welcome New & Renewing Members
8.....	Career Development Resources and Coaching

8.....	Membership Initiatives
9.....	Career Corner
10.....	Next Gen Committee Offers Advice on Starting in a New In-House Position
11.....	PRO BONO Opportunities
12.....	ACC-Northeast Webinar Recaps
15.....	Social Media Initiatives
16.....	Upcoming Events
17.....	ACC Northeast Board of Directors

FOCUS

WHERE LEADERSHIP COMES INTO VIEW

President's Letter

Gemma Dreher

Dear Members:

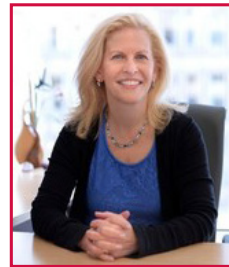
Summer is upon us and unlike last year, I am chatting with colleagues about travel plans and in-person gatherings. I am very much looking forward to social get-togethers and heading north for hiking and camping. I hope that many of you will also resume some typical summer-time activities.

When I commuted to work, I used that time to listen to the news and podcasts covering politics and current world events. Since I have not been commuting for fifteen months, I now read my news online. Consuming news online provides the opportunity to go down rabbit holes around intriguing events. Back in May, I followed the news stories about Liz Cheney. Liz is Wyoming's only member of Congress. She was elected in 2016 and became the Republican Conference Chair in November 2018. On January 12, 2021, she was one of 10 Republicans to vote to impeach the former President. On February 3, she survived a vote to remove her as Conference chair. After that vote, she did not back away from her position relative to the election and the events at the Capitol. She subsequently lost her leadership position on May 12, 2021 by secret vote with no debate and no record. The night before that vote, Liz delivered a powerful and defiant speech on the House floor. Most of the members of the Republican party exited the chamber before she started speaking.

She stated: "I am a conservative Republican, and the most conservative of conservative principles in reverence for the rule of law. The election is over. That is the rule of law. That is our constitutional process. Those who refuse to accept the rulings of our courts are at war with the Constitution."

Liz Cheney spoke her truth knowing that she would lose a leadership position. She showed her power as an individual and that is more significant than any appointed role. People who live authentically know this. Her position is consistent and unwavering – she took a stand. It is interesting to read the coverage of this, speculation over her political motivation, and whether she will be effective. In the end, it is the act of deviance that I admire. I point to her bravery when speaking to my daughters about it. I will use this story when I tell them to resist microaggressions or stand up for what they believe to be right. They hear a lot from me about the rule of law, the importance of democracy, and the criticality of truth always. I am happy to have Liz Cheney as a contemporary example in these discussions.

The other rabbit hole I fell into is related to Marvel and Disney. My children are serious fans of the MCU. Last year, at the beginning of the pandemic, we watched the movies in timeline order. I listened to my kids as they referenced comic books



and talked about various connections between the movies. However, I was not overly invested. When new TV series were released this year, I again joined them to watch with distracted attention. During an early episode of *Falcon and the Winter Soldier*, I noted that the

Tuskegee Syphilis Study and the treatment of black veterans after the Vietnam War was referenced through the introduction of the character Isaiah Bradley. It inspired family conversations about that ugly time in our history, the deficiency of current history curriculum and the ability to use pop culture for social commentary.

After that episode, I became more attentive to the show and observed how the two main characters, Sam and Bucky, related to each other. The diversity in the writers' room was evident in the dialogue and the way these two interacted. There are other moments in the series that provide commentary on our society – when Rhodey and Sam are together, when Sam finds out that the US Government lied to him, and when Sam interacts with the Baltimore police. Sam's monologue in the series finale addresses racism directly. This show provided a platform for my family and our friends to have some gritty conversations about being black in the northeast. My daughters have challenged the treatment of racism in the show differently than I perceived it and that has

continued on page 6

Positively Legal: The Power of Unfocus

By Caterina Cavallaro, Standards Australia, General Counsel

When we think of excellence and achievement, we often think of being focused and staying on task — following our “to do” lists, timetables, and calendar reminders. However, extensive focus uses a lot of energy and can exhaust our brains. Research shows that the brain operates optimally when it toggles between focus and unfocus, needing both to allow the unconscious brain to make connections and solve problems, “develop resilience, enhance creativity, and make better decisions.”

The shortcomings of a focused mind

Richard Davidson, a neuroscientist at the University of Wisconsin, calls focus an essential ability. During sharp focus, he says, key circuitry in the prefrontal cortex gets into a synchronized state with the object of focus, which he calls “phase-locking.” For example, if “people are focused on pressing a button each time they hear a certain tone, the electric signals in their prefrontal area fire precisely in sync with the target sound. The better your focus, the stronger the neural lock.”

There are benefits to sharp focus, but this focus can be limiting, and we can miss making connections. For example: Sharp focus is like the beam of a flashlight. “While a bright and narrow beam of light cast straight out in front of you is terrifically helpful if that’s where you need to be looking,” Dr. Srinii Pillay writes in his book *Tinker Dabble Doodle Try: Unlock the Power of the Unfocused Mind*, “what about your peripheral vision and the light you might need to see into the murky middle distance?”

Another example is the well-known invisible gorilla study. Participants were asked to watch a basketball game between a team wearing white and a team wearing black. Participants were told to count how many times the white-shirted team passed the ball to one another. A person in a gorilla suit walked right through the



game and most participants, focusing on counting the passes, did not notice the gorilla.

The balance to such sharp focus is “defocused attention,” something often identified in highly creative people who have a “wider spotlight that gives them access to more elements.” These people then have “greater potential to generate more unusual ideas, as they have a wider array of elements than can be combined with the focus of their attention.”

But we don’t need to be a creative genius to have a “eureka” moment, generate novel ideas, and solve problems. We can all do it by learning to access our default mode network (DMN), a collection of regions that are active during rest and are usually deactivated during focused tasks.

The default mode network

Pillay thinks access to the brain’s DMN, known as the “unfocus network,” is just as important as the focus network. The process of “unfocusing” does the following:

- Recharges your brain, reducing amygdala activation and creating calmness;
- Activates the prefrontal cortex and enhances innovation;
- Improves long term memory; and
- Increases activity in the DMN.

There are practical ways to engage the DMN and Pillay suggests first introducing them during periods of the day when the brain would be in a natural slump like right after lunch or in the middle of the day.

Positive constructive daydreaming

Positive constructive daydreaming is a specific type of mind wandering for a short period of time, usually 15 minutes or so, and is characterised by “playful, wishful imagery, and planful creative thought” that serves four adaptive functions: 1. future planning, 2. creative incubation and problem-solving, 3. attentional cycling (when an individual can flexibly switch between various informational streams), and 4. dishabituation (which improves learning since an individual is taking short, recuperative mental breaks from externally demanding tasks).

This type of mind wandering that has been shown to help creativity. “While our minds wander,” writes Daniel Goleman in his book *Focus: The Hidden Driver of Excellence*, “we become better at anything that depends on a flash of insight, from coming up with imaginative wordplay to inventions and original thinking.” Positive constructive daydreaming is distinguished from other less productive mind-wandering like negative rumination.

continued on page 3

continued from page 2

During this time, you should engage in a low-key activity such as knitting, gardening, or going for a walk and let your mind wander to something positive like lying on a yacht or a beach or going for a run through the woods with your dog. This wandering then helps us “wander over to a solution.”

In addition, going for a walk on a curved path has been also shown to increase creativity. A 2012 study by Angela K. Leung and colleagues tested three groups, one walked in a rectangle, one sat down, and the last walked freely. The group walking freely outperformed the other two in the mental test they were given.

A five-to-15-minute nap has been shown to give one to three hours of clarity and should be done a few times a week. Occasionally, if you need it for creativity, try napping for 90 minutes.

Doodling can also increase creativity. It can be done during a conference call as it helps a bored or tired mind to stay awake a little longer. A 40 person study in 2009, found that those who doodled during a 2.5 minute dull and rambling voice mail message recalled 29 percent more details from the message when tested.

Block out time for undemanding tasks and holidays

Block out time for daily breaks you find undemanding like walking or doing

crosswords, make time for events to break up the monotony of the week, and ensure you take regular vacations.

Goleman describes a conversation he had with Salesforce CEO Marc Benioff who said, “New ideas won’t appear if you don’t have permission within yourself.” When serving as VP at Oracle, Benioff said he took a month off in Hawaii to relax which, “opened up my career to new ideas, perspectives, and directions.” It was during one such holiday that Benioff decided to quit Oracle and start Salesforce.

Actively engaging our DMN can help us to find solutions to unsolved problems, become creative, and enjoy ourselves in the process.

ACC News

ACC Executive Leadership Institute: August 30– September 2 (Chicago, IL)

There are two weeks left to give your top performers an exclusive professional development opportunity. Help them reach the level needed to one day lead your department. Nominate them to attend the 2021 ACC Executive Leadership Institute.

ACC In-house Counsel Certification Program

- 12–22 July
- 12 July – 5 August
- 23 August – 2 September

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.

Mini MBA for In-house Counsel: June Series

In today’s evolving climate, it is more important than ever for in-house lawyers to take on a more strategic role, investing in the company’s ability to grow. ACC and the Boston University Questrom School of Business are bringing to you virtually their popular [Mini MBA program](#). Master the executive skills needed to ensure that you—and your organization—continue to move forward.

The Global Women in Law & Leadership Virtual Conference and Honors Program: June 21-23

The ACC Foundation would like to honor women in the legal profession! This event, taking place virtually, includes programming focusing on soft skills, innovative leadership, and tangible takeaways to help advance female lawyers in today’s busy world. [Reserve your spot today!](#)

ACC Corporate Counsel University®: June–August

Registration is now open for the [2021 Corporate Counsel University®](#) (CCU). It will be held in Summer 2021, starting the week of June 14. This comprehensive education program is specifically designed for those new to in-house practice or in-house lawyers with less than five years of experience, as well as those who simply need to sharpen their basic practice skills.

2021 ACC Virtual Annual Meeting: October 19-21

It’s here! The 2021 ACC Annual Meeting program is ready and it’s jam-packed with valuable substantive and career-focused content you don’t want to miss. [Check it out!](#)

2021 Cybersecurity Summit On Demand

Cybersecurity touches every aspect of consumer and corporate culture, and vulnerabilities present grave financial, legal, and reputational risks. Preventing, preparing for, and responding to data breaches in real time are chief concerns in today’s workforce. This [on demand conference programming](#) will keep you apprised of the latest threats and innovations. The recordings will complement your broad understanding of cybersecurity strategies and principles, enabling you to become a more well-rounded, focused, and effective practitioner.



ACC-Northeast Member Spotlight

Donna Senkbeil

Vice President and Senior Counsel
TD Bank, N.A.

Please tell me about your current roll at TD Bank and how you got started with the bank?

I am Vice President and Senior Counsel at TD Bank and part of the vendor contracting group, serving primarily TD's marketing and human resources departments. Working with the business heads, I negotiate and manage multiple contracts and relationships with service providers in the United States and Canada. I joined TD's U.S. predecessor, Banknorth, eighteen years ago this summer as the sole vendor management attorney.

Have you always been working in the banking field?

When I was in law school at the University of Maine, I wanted to be a public interest attorney. My first job out of law school was with Maine Advocacy Services (now called Disability Rights Maine), Maine's protection and advocacy agency for people with disabilities. My practice focused on civil rights litigation. However, after about five years, I determined that litigation was not the best fit for me. I pursued mediation and negotiation training and used that experience to join a small website start-up company and then became in-house counsel for a software company in Portland. I was laid off from that position, but as luck would have it, the very next day, I saw that Banknorth was hiring for a technology outsourcing attorney. The rest was history!

How has COVID-19 affected your role at TD Bank?

In addition to my normal contract negotiations, as the legal liaison to the marketing and HR groups, I've been very busy renegotiating bank sponsorships and client and employee events and venues. Additionally, as most of our vendors' employees are working from home, I am working with a group of risk stakehold-

ers at TD to ensure that vendors have adopted enhanced policies to ensure data security. Most of all though, I miss seeing my colleagues face-to-face!

What are you most proud of in your legal career?

I am most proud of helping start and develop TD's LGBTQ+ diversity and inclusion program. Starting in 2008, I led the effort to submit TD's response to the Corporate Equality Index run by the Human Rights Campaign, better known as HRC, the largest LGBTQ+ rights advocacy organization in the US. Based on companies' responses to HRC's complex and encompassing survey, HRC evaluates companies on the following LGBTQ+ focused categories: (1) workforce protections, (2) inclusive benefits, (3) supporting an inclusive culture and corporate social responsibility, and (4) responsibility citizenship. I am delighted to report that in 2008, TD Bank scored a perfect 100% on the Corporate Index, and we have continued to maintain that perfect score every year since. Additionally, I helped to start TD Bank's pro bono program, and I currently serve as the pro bono coordinator for our Portland office.

Tell me about your life outside of work? What do you do to decompress and relax?

I live in South Portland with my teenage son Diego and our Goldendoodle Nancy Drew. One of our favorite games to play with Nancy Drew is "doggie baseball." She plays every position except for pitcher! Also, a few years ago, I discovered pickle ball. As an avid racquet sport player in high school and college, this sport is exactly what I need to socialize and decompress, especially during the pandemic. Any weekend when the court was not icy, you'd find us out there this past winter hitting around the ball. I also

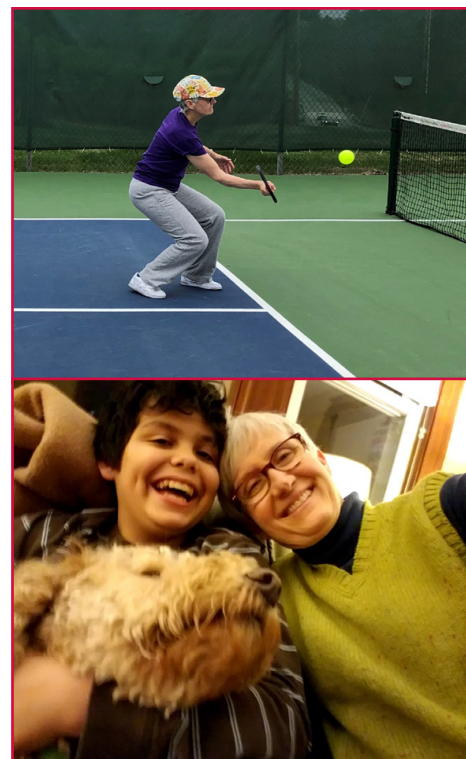
enjoy a daily meditation practice, a habit I have continued since my litigation days. In fact, between my litigation and in-house career, I attended a three-month, silent meditation retreat, which was a truly profound and life-changing experience.

Any tips for new attorneys?

Don't be afraid to try something new – that is how you learn. Also, participate in your company's pro bono program or help start one if your company doesn't have one – helping others with one's legal skills is richly rewarding as well as a great way to connect with colleagues.

How long have you been with ACC, and what have you enjoyed most about your experience?

I joined ACC about ten years ago. While I've found many of their programs beneficial, I really enjoyed the Annual Meeting. I find the sessions, focused on issues faced by in-house practitioners, to be very educational.



Top Tips: How In-House Counsel Can Lead on ESG

In-house counsel in today's environment sit at the center of corporate stakeholders involved in social responsibility initiatives, and this provides the opportunity to lead on cross-functional environmental, social, and governance (ESG) priorities. Shareholders, potential investors, customers, employees, regulators, and industry peers have increased the focus on ESG issues at the corporate level, and this demands the attention of in-house counsel. To lead in this space, in-house counsel must consider these top tips as a roadmap for successfully navigating the ESG landscape.

Program Launch. The best place to start formulating a ESG program is to determine what the company does well in this space and determine the best way to tell the corporate story. To launch a successful ESG initiative, in-house counsel should also analyze stakeholder feedback and research the best practices of other similarly situated industry competitors. This research and review will be instrumental to develop the

right strategy. In-house counsel should engage with senior leadership and members of the board to align on the company's ESG goals. The ESG strategy must clearly define the program's goals and how those goals will be measured. Once the strategy is set, internal communication, coordination, and buy-in from relevant cross-functional groups is necessary for implantation of the initiative.

Disclosures. It is important for in-house counsel to work closely with investor relations and other stakeholders to determine the best approach for ESG-related disclosures. In addition to SEC required disclosures regarding human capital and climate change impact, cross-functional stakeholders should determine what other avenues are appropriate for the publication of materials related to company ESG efforts. This may include sustainability reports and commitments made publicly available on the company website, or in content published in the context of

a specific social media or advertising campaign. ESG disclosure should be handled with care, due to the legal implications of SEC filings centered on the accuracy and materiality of the information, as well as the impact on corporate reputation and brand.

Risks. Activist investor litigation and SEC regulatory enforcement are two important risks to consider with ESG initiatives, as well as the information that companies made publicly available. Claims have included allegations of breach of fiduciary duty for failing to maximize profits, as well as misleading material statements about ESG results and future commitments.

Potential Hot Topics. The ESG landscape continues to evolve, and with this evolution comes the push to standardize reporting. The pandemic has shined a spotlight on diversity, equity and inclusion, pay equity, and climate change (regardless of industry) as ESG focal points that have the attention of stakeholders.

Committee Corner featuring Pro Bono & Civic Engagement Committee

The last fifteen months revealed deep inequality and injustice in our nation and in our communities. From positions of privilege and good fortune, and with the special skills of being a lawyer, many ACC members are looking for ways to give back.

Our ACC Chapter has spent these months finding opportunities for ACC members to give back. Our Pro Bono Committee is newly reconfigured as the Pro Bono and Civic Engagement Committee. The new name recognizes that ACC members can serve our communities, and honor our ethical obligations, both through traditional pro bono publico work and through civic engagement programs, such as voter registration and turnout, literacy education, civics education, financial counseling services, and so much more.

There is a popular misconception that pro bono legal work requires litigation skills, which many in-house counsel do not have. Nothing could be farther from the truth. Indigent clients need credit counseling and financial services, landlord-tenant and real estate advice, assistance in navigating complicated bureaucracies, and immigration advice and counsel, just to name a few areas in which in-house counsel excel.

The Pro Bono and Civic Engagement Working Group Christine Hughes, Chair, Mitch Appelbaum, Laurence Lewis, Melissa O'Berg, James Coughlin, Christopher Mirick, Todd Keebaugh, and Elizabeth DiMare Fischer has expanded its list of volunteer opportunities for ACC members. See <https://www.acc.com/chapters-networks/chapters/northeast/>

[pro-bonocivic-engagement](#). Those opportunities including working with not-for-profit boards, civics education in the K-12 schools, advising homeless and indigent clients, and assisting children with immigration issues. New opportunities are being added monthly, so check back to the Committee website. If you know of an organization that would welcome ACC members as volunteers, contact Christine Hughes, Chair of the Committee, or any of the Working Group members. ACC can promote new opportunities to our membership through this newsletter, on the Chapter website, or in promotional videos such as this one, featuring the Executive Director of Discovering Justice, Matt Wilson <https://www.youtube.com/watch?v=67kiCHV6y-w&list=UUqta407qYupJ9EaAmD4i81g&index=18>.

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, Equity & 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
Mitch Appelbaum

Women's Committee
Marisa Murtagh

GOLD CHAPTER OF DISTINCTION AWARD 2020

ACC Association of Corporate Counsel

Follow us on social media at:



@ACCNortheast



ACC-Northeast

LET US KNOW...

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

Email your comments to
juliesduffy@gmail.com

President's Letter continued from page 1

broadened my perspective. I hope other fans have that same experience. We celebrate Juneteenth in my family. This year's preparation for our celebration is more hopeful than last year. As we talk about where we are as opposed to last summer, we remain invested in taking a stand to end systemic racism. Having a vehicle like the Falcon and the Winter Soldier

inspires us to keep at it. Also, in planning a more normal summer, we are all eagerly looking forward to the premiere of "The Eternals" and the diverse characters we will meet through that film. I hope you all have a great summer and your entertainment of choice meets with all your expectations.

Communications Committee

Communications Committee and Newsletter Editorial Board: Stephanie Lambert (editor-in-chief), Brian Ciaramicoli, James Coughlin, Kelly Whetstone, Larry Weiss, and Patrick Wu. Other contributor: Sarah Kmiecik, Larry Weiss, and Christine Hughes

Welcome New & Renewing Members

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

Afua Akoto

Farmers Insurance Group of Companies

Karen Areyzaga

Monotype Imaging Inc.

Anthony Augeri

Lewis Builders Development, Inc.

Leslie Battle

Farmers Insurance Group of Companies

Donnie Braunstein

Textron Inc.

Aura Brosnan

American Student Assistance

Melinda Brothers

Berkshire Residential Investments

Jannelle Cafferky

Athenahealth, Inc.

Katherine Charette

Blueprint Medicines Corporation

Kristen Cleary

Alexion Pharmaceuticals, Inc.

Susan Codner

Rockland Trust Company

David Crowell

Citrix Systems, Inc.

Emily Dertz

Blueprint Medicines Corporation

Amy Devito

Medtronic, Inc.

Tonya Drake

iRobot Corporation

Anne Marie Farley

FLIR Systems, Inc.

Dustin Ford

Hasbro, Inc.

Vicky Gormanly

Alexion Pharmaceuticals, Inc.

Craig Gugger

Blueprint Medicines Corporation

Alex Halls

Alexion Pharmaceuticals, Inc.

Dawn Harper

Alexion Pharmaceuticals, Inc.

Christine Hlavka

Alexion Pharmaceuticals, Inc.

Melissa Joyce

Systems & Technology Research

Justin Kahler

NORESCO, LLC

Sagun KC

Alexion Pharmaceuticals, Inc.

Todd Keebaugh

Eliassen Group, LLC

Dennis Kerrigan

The Hanover Insurance Group

Sravana Khandekar

Emburse

Madeline Korber

Athenahealth, Inc.

Glen Krebs

Athenahealth, Inc.

Cory Lamz

Buoy Health, Inc.

Victoria Lepore

Orbia

Daniel Lev

Intellia Therapeutics, Inc.

Christine List

Q, LLC

Jennifer Loebach

Blueprint Medicines Corporation

Megan Lucey

The Middlesex Corporation

Daniel MacNulty

Athenahealth, Inc.

Martin Mao

BeiGene, Ltd.

Tracey McCain

Blueprint Medicines Corporation

Greg McIntosh

NetScout Systems, Inc.

Rore Middleton

Blueprint Medicines Corporation

Deb Miller

Sunovion Pharmaceuticals Inc.

Christian Na

Magnitude Software

Kha Nguyen

NetCracker Technology Corporation

Xing-Yin Ni

Analysis Group, Inc.

Elaine Nichols

Athenahealth, Inc.

Elise Nulton

Zeptomatrix Corporation

Leah Rabin

Blueprint Medicines Corporation

Joseph Reynolds

Raytheon, Intelligence & Space (RIS)

Kara Ryan

Blueprint Medicines Corporation

Jo Sauer

Thermo Fisher Scientific Inc.

Karen Schneider

Blueprint Medicines Corporation

Patricia Stokes-Ramos

Kronos Incorporated, a UKG Company

Bill Storey

Alexion Pharmaceuticals, Inc.

Haider Sultan

Alexion Pharmaceuticals, Inc.

Jennifer Venckus

Medtronic, Inc.

James Wagner

Olema Pharmaceuticals Inc.

Martha Wrangham

Reify Health Inc.

Xing Yan

Blueprint Medicines Corporation

Christian Zapf

Abpro Corporation

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

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](#)

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.

In an unusual and unprecedented year, many of us hunkered down and counted just having a job as something to be grateful for. After the initial shock of the pandemic, voluntary resignations in the United States dropped to the lowest levels in almost a decade.

With the prospect of the world emerging from pandemic and quarantine, thoughts might be turning to job satisfaction, career development and possibly an external job search. Depending on which surveys you read, as much as half of the overall workforce might now be considering their next move.

As someone who did change jobs during the last year, I put a lot of thought into what I wanted to do next. In talking with others here at ACC Northeast, we thought there might be value in sharing some of that thinking and sparking a dialogue across our membership about making a job change.

We often start a new job search by updating our resume, forgetting that something else needs to come first. Looking for a new job first requires some introspection, some soul-searching to consider what you really enjoy, what motivates you and what your unique strengths are. It can take a while and it can involve some important but somewhat uncomfortable conversations with yourself. In some respects, by the time you decide you're going to look for a new job, you might wish you had started these conversations with yourself sooner. So, whether you're actively thinking about what's next or not, I'd recommend you start the introspection now.

One thing I have learned over the years is that career development and job searching aren't – or shouldn't be – separate topics. They're both parts of the same topic – how you can find work that motivates you, leverages your

strengths and provides opportunities for you to grow. As you think about seeking your next role, you'll find a lot of topics you consider also apply to finding improved satisfaction and growth in your current role or at your current company.

Both the career development and job search process require, or at least deeply benefit from, some deep introspection. If that makes you uncomfortable well, you're in good company. Just trust me that it will be worth any discomfort that comes from being honest with yourself so you can seek to understand yourself. There's really nothing more important in your job search than discovering your strengths and weaknesses, the things you're not good at but want to improve, things you don't enjoy and don't want to do, what work environment you prefer, the kind of boss you like working for, whether you prefer working alone on projects or as part of a team, all of that matters and is uniquely you.

Having considered what you know about yourself, look a little further out on the horizon and ask what you want to be doing years down the road. One mistake a lot of people make here is assuming that the job with a certain title – like General Counsel – should be the goal. And it might be. But it also might not be. Instead of what the job is called, consider what the job entails. In some cases, those jobs involve a very different set of skills and requirements than the ones that have made you successful so far. If you're a great patent attorney or contracts lawyer, stepping away from that work to make space to manage and coach others might be frustrating. Or it might be just what you want. Focus on the what and the why of the work in this future role and not so much the title. With this approach you are more likely to find satisfaction with what you're doing through small wins and growth opportunities than seeking that elusive title.

If you've charted a course for this future role and considered what responsibilities it involves and what skills and experiences it requires, think back to your own assessment of your strengths and weaknesses. How do current you and future job line up? If the answer is "not quite exactly," that's fine! This is where you can look for the next growth opportunity, whether that's something available to you at your current job, a temporary assignment or something you seek out in a new role.

If you're seeking a role with some growth or stretch assignment associated with it, think back on your career so far. What's your track record with new responsibilities? If you can point to a history of taking on new challenges and learning new skills, chances are you can transfer the ability to do that into a new setting and even just having that "growth mindset" will make you an attractive candidate for many roles. Depending on the role and the culture of the organization, in some cases you'll find that employers are looking for someone who hasn't just "been there, done that" but who can reasonably be expected to adapt, learn and grow whatever the world throws at them. And with the year we've all just been through that's probably truer now than ever.

In future articles, we'll talk about other issues to consider as you think about career development and job searching, including the important role of corporate and team culture, preparing to tell the best authentic story about yourself you can and interviewing. If there's a topic that interests you please reach out and let us know through Julie Duffy at juliesduffy@gmail.com.

Additional Resources:

See Page 14 for description of the Webinar we held: Job-Seeking During and After the Pandemic: The What's, Why's, and How's of Securing a New Position and listen to recording at <https://youtu.be/Q1IX9fCruAo>.

Next Gen Committee Offers Advice on Starting in a New In-House Position

Starting in a new in-house role can be daunting, whether you are new to the in-house world or you have been practicing for several years. Over the years, the Next Gen Committee has hosted events pertaining to being new in-house and we thought we would compile these career advice tips so everyone could review. Some of the insights that were shared are presented below:

How should I go about learning about the company?

- Ask the teams that you support, what publications/websites/podcasts/media they follow. Any news stories or developments that they are following may help you gain understanding of what they are thinking about. Or you can set up a Google alert or other notification for any news stories about the company and industry.
- Ask if there is an internal abbreviation/jargon cheat sheet. Companies often have their own vocabulary which you may need to learn. If one isn't available, start putting together your own for your reference.
- In talking to the business, ask them, "what's coming next?" Knowing about the future state of the company is just as important as knowing about the current status. This will help you anticipate future legal needs and may help you get a seat at the table during the planning stage.

How do I establish myself in the legal department?

- Have a regular cadence of one-on-ones with your manager. If your manager hasn't already scheduled these, you may need to be proactive and initiate this yourself, i.e. "manage up".
- Set up informational one-on-ones with others in the department or even just socialize with your colleagues. Developing social relationships helps to build trust and rapport.

- If you need a bit of guidance or some reinforcement of an opinion before you provide it to your client, it's great to ask a colleague but make it easy for the person. You are asking for their help, so you want to avoid adding a big task to their pile of work to do.

Do you have any tips for interacting with senior business leaders?

- Talk to your own manager about strategies or consider shadowing a co-worker to get a sense of how they interact with those leaders. Learn from their experience.
- Think about/listen to what are business leaders' needs and preferred communication styles.
- Share an agenda before meetings.

What sort of new onboarding materials are useful to have?

- If there isn't an established onboarding process and formal materials, start taking notes yourself. Your notes can be the basis for creating formalized future onboarding documentation and would be a great way to add value to the department.
- Sign up for webinars. ACC is a great resource for this.
- Understand the tools available to you. Use technology to your benefit.
- Create resources lists for each area you interact with, e.g., business, legal areas, people.

How do you manage work/life balance when you are new?

- Communicate - You may not need to be at every meeting. Being in-house, you are often asked to wear many different hats and getting pulled into meetings happens frequently. By talking to people, you can better understand what meetings you really need to be present for and which you can decline.

- Calendar management - Block off some time for yourself. Block off lunch so that you have some time to eat and decompress. Or block off time to get work done.
- Talk to the leadership about what are their priorities. This will help you prioritize your own work and align it with their goals.
- Talk to your manager about other resources that might be available. Outside counsel might be better suited to handle certain tasks.
- Consider your after-work email behavior and set boundaries. While it might seem proactive to respond to emails outside of work, think about the expectation of constant availability that you are setting if these are not truly urgent issues.
- When you are taking time off, try to truly disconnect.
- Find something that helps your mental health and make it a priority – e.g. hobbies, exercise, social/community groups.

What do you wish you knew when you first started?

- Be aware that you are not just a legal advisor, but you are also a business partner. You are a part of the business, so you should see where you can add value. Don't limit yourself to just legal advice but learn business terminology – it can be like a different language.
- Similarly, you need to be aware that the Legal Department is just one part of the business and even then, it is not the "main event." While making sure the business understands and minimizes legal risk is important, it is not the focus of the business.
- Separate the "ask" from the "goal." Ask your client what they are trying to accomplish? What is the greater context? Perhaps there are better ways of achieving that goal.

PRO BONO Opportunities

Kids In Need of Defense (KIND) assists unaccompanied immigrant and refugee children who are fleeing violence and seeking protection in the United States. There is no court appointed counsel in immigration court, even for children, and about 60 percent of unaccompanied children do not have lawyers. Many of the children are eligible to stay in the United States, but without a lawyer, 9 in 10 children will be ordered deported. KIND works to ensure as many children as possible have high quality legal representation by recruiting volunteer lawyers from law firms, corporate legal departments, law schools, and bar associations. KIND's pro bono program provides all the necessary training and guidance and is designed so that no previous immigration experience is required.



ASYLUM: Advanced Asylum Training in the UC Context.

Wednesday, June 23 @ 11-12:15 p.m. Webinar.

KIND staff will provide an update on recent developments in asylum law, take a deeper dive into both the theoretical basis behind the most common asylum claims KIND clients can make, as well as procedurally how an asylum case works within the Boston Asylum Office. Within this context, we will also point out differences between SIJS and Asylum as a form of legal relief for your clients. This training is especially important given the visa bulletin's backlog of SIJS cases and the many changes in asylum law and procedure. [Please register here.](#)

Discovery Justice connects students in K-12 with legal professionals (through mentoring and speaking engagements) to help build a deeper understanding of our judicial system and the many paths toward justice.



It's time to get your ticket for the [2021 Discovering Justice Gala](#) – Mentoring the Next Generation: Pathways to Civic Engagement! Our honoree and Champion of Justice award winner this year is Massachusetts Attorney General, Maura Healey!

While we can't hold this year's event in person, our virtual gala on June 8th will be a fun night of celebration of our work from the past year, recognition of the mentors in the program and in our lives, and a preview of our programs in the coming year.

**[Register](#) today for Discovering Justice's 2021 Gala –
Mentoring the Next Generation: Pathways to Civic Engagement.**

P.S. With our focus on mentoring, we encourage you to invite your mentors or mentees for only an additional \$25.

Are you an attorney interested in mentoring the next generation of civic leaders? Volunteer to lead a team of middle school students in **Discovering Justice's Mock Trial Program** this Fall.

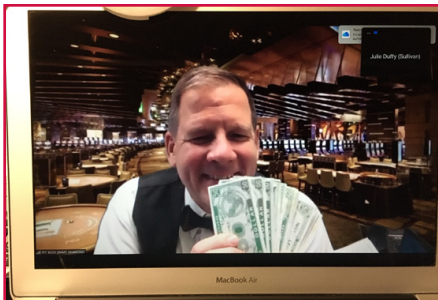
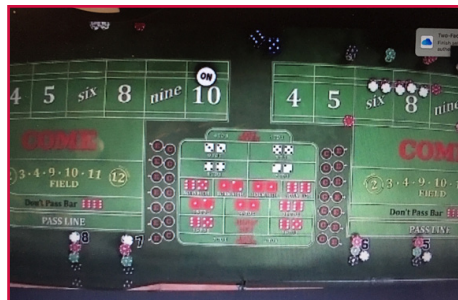
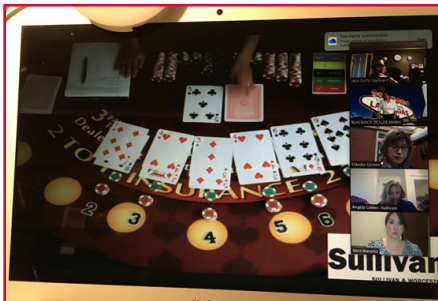
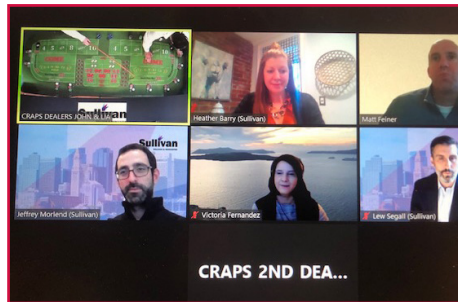
Through weekly sessions with legal mentors like yourself, students in the Mock Trial Program explore our judicial system, learn the basics of litigating a case, and practice critical civic skills. At the end of the program, students will transform into trial lawyers and present arguments in front of a real judge and jury.

If your organization is interested in forming a team of three to seven volunteers to work with students in the program this fall, please email Luke Matys (lmatus@discoveringjustice.org)!

ACC-Northeast Webinar Recaps

ACC Northeast Virtual Casino Night **Sponsored by Sullivan & Worcester** **March 16, 2021**

The virtual stakes were high (aka bragging rights!) when ACC-Northeast hosted its first-ever Virtual Casino Night featuring craps, roulette, and blackjack on the evening of March 16. The friendly competition between ACC members and guests led to top scorers recognized at the end of the night with special prizes donated by Sullivan & Worcester. Participants also appreciated the helpful instruction that was needed from time to time from the experts at Sullivan & Worcester, the event sponsor. Winners continue to maintain bragging rights for a full year—and don't we know it! (No legal tender was exchanged at the event.)



Being the GC! with Gemma Dreher and Kathleen Burke **March 25, 2021**

On March 25, 2021, ACC Northeast Chapter President Gemma Dreher conducted a live virtual interview with Kathleen Burke, Sr. VP and General Counsel of MKS Instruments. Ms. Burke explained that like many people, she initially took an in-house role for a lifestyle change but grew to love the self-determination and diversity of work. She describes her experience working in-house as more of a business partnership than a service delivery model. When she started, she was the sole in-house lawyer but quickly realized that she needed a larger team. The path to growing to a legal department of 20 did not happen overnight but was rather a slow process that required deliberately looking at where the company was going and what expertise would be needed in the future. Similarly, it was also important to figure out what functions don't belong in the legal department and move them to the appropriate business groups. As General Counsel, Ms. Burke likened her role to that of a conductor. She has an "orchestra" of highly skilled team members, and it's her job to make sure that all the "sections" work together. Particularly, during COVID-19, one of her top priorities has been to make sure her department feels connected and remains a cohesive unit.

1st webinar of 3-part series on Personal Estate Planning **Sponsored by Nutter** **March 31, 2021**

On March 31, ACC Northeast partnered with Nutter to present the first of three webinars on the topic of trust and estate planning. Nutter partners, Julia Satti Cosentino, and Sara Goldman Curley, discussed four key topics: the purposes of an estate plan and keeping it up to date; the role that wills and trusts play in an estate plan, what happens without them, and the benefits they provide; the role of health care proxies and powers of attorney

continued on page 13

in disability planning and other measures to consider; and actions you can take now to review your estate plan, identify your next steps and prepare for moving forward. In our role as in-house counsel, we are tasked with protecting the interests of our companies and often this involves planning for the future. However, we often do not treat our personal affairs with the same focus. If you missed the first webinar in this series, the recordings are in Resource Center on our website www.acc.com/chapters-networks/chapters/northeast/resources/past-webinar-recordings. Please join one of the upcoming Nutter webinars on this topic.

Litigators Guide to Contracts

Sponsored by Mintz

April 7, 2021

On April 7, 2021, ACC Northeast, together with ACC New York City and Mintz, hosted a webinar on the impact of boilerplate language in business contracts, and how the inclusion of, and language in, boilerplate provisions can play a critical role when a dispute emerges. The panelists discussed boilerplate language often seen in commercial agreements such as the integration clause, the no waiver/amendments in writing clause, third party beneficiaries' language, and choice of law and venue clauses. The litigators on the panel highlighted the numerous issues that can arise if these clauses are not properly considered and included by providing real world cases where such language was at issue. They reinforced that while, more than ever, in-house lawyers are pressured to work more efficiently, it's important to not cut corners on these standard components of a commercial contract.

A Brave New World: Corporate Policies & Procedures Post-COVID

Sponsored by Bowditch

April 15, 2021

In an April 15 webinar entitled *A Brave New World: Corporate Policies & Procedures Post-COVID*, Bowditch attorneys Patrick Tracey and Doug Radigan discussed the importance of developing a thoughtful and comprehensive set of corporate policies and procedures to mitigate organizational risk and guide decision making. The presenters noted that policies and procedures (affectionately referred to as "P&Ps"), although often under appreciated serve as the backbone of an organization, proactively mitigating risk by providing a mechanism for compliance with laws, regulations, and industry standards. P&Ps also provide necessary guidance for decision making and can streamline internal processes. Robust P&Ps are particularly helpful in times of uncertainty or disruption and can provide companies with a significant competitive advantage over less-prepared competitors.

The speakers recommended that organizations set a timetable to periodically review P&Ps, given their importance. The review process helps companies identify weaknesses and gaps and provides an opportunity to continually improve productivity and mitigate risk. The speakers encouraged their P&Ps in detail to ensure they are comprehensive and accurately reflect current operations. Compliant P&Ps can be quite helpful in dealing with disputes or litigation. Weak or outdated P&Ps, on other hand, can make it harder for a company to demonstrate compliance or defend itself from accusations of misconduct.

The webinar continued with an in-depth discussion of four types of P&Ps whose importance were brought to the forefront by COVID-19: business continuity, data privacy, and document retention and preservation, and reputation and integrity preservation. The speakers discussed the essential sections to cover in each and considerations for tailoring a policy in accordance with size and nature of an organization. Drawing on real-life examples, including the impact of COVID, the presenters noted the ways each policy can serve to mitigate legal and business risk.

NextGen ACC-ELERATE: Navigating the In-house/Law Firm Relationship for the NextGen Attorney

Sponsored by Preti Flaherty

April 22, 2021

On April 22, the ACC Northeast NextGen Committee partnered with Preti Flaherty to present a panel discussion on the relationship between in-house counsel and law firm attorneys from the NextGen perspective. The panel was moderated by James Coughlin, Dell Technologies, and featured Stephanie Molina, Staples; Benjamin Brown, Onto Innovation; Kristy Abraham, Preti Flaherty; and Adam Shub, Preti Flaherty. The discussion explored the in-house/law firm relationship, how to establish appropriate expectations and ensure accountability for both parties, and how to effectively share relevant business and industry knowledge for the benefit of the engagement. The discussion highlighted the notion that the next generation of in-house and law firm attorneys depend on each other to grow and develop in their careers. This year, the ACC Northeast's NextGen Committee and Preti Flaherty have formed a unique partnership to provide programming tailored to the specific needs of the ACC Northeast NextGen members. If you missed this first event, you can access the recording on the ACC Northeast website. Please stay tuned for future programming.

Don't Get Caught: Traps for the Unwary in Employer DE&I Initiatives

**Sponsored by the DE & I Committee & Verrill
April 28, 2021**

On April 28, 2021, the ACC Northeast Chapter's Diversity Equity & Inclusion Committee partnered with Verrill attorneys Liz Johnston and Emily Coombs to conduct an hour-long webinar on issues employers may face regarding diversity, equity, and inclusion and strategies for avoiding such pitfalls. The presentation focused on the areas of employee recruitment, hiring, and advancement. The webinar included audience polling questions regarding participants' own experience with DE&I traps, as well as tips for crafting DE&I programs appropriately tailored for an employer's workforce.

Managing the Workplace in Wake of COVID-19

**Sponsored by Day Pitney LLP
May 6, 2021**

On May 6, 2021, ACC Northeast partnered with Day Pitney LLP to present legal questions for employers to consider in the wake of the COVID-19 pandemic. Panelists Eric Sussman and Rachel Gonzalez, partners at Day Pitney, and Jason Ellis, General Counsel at Staples, discussed employee vaccination considerations and return to work policies and best practices, including outbreak reporting, reopening plans, travel policies, recall procedures, and leave laws. The presentation concluded with hypothetical scenarios and best practices for employers to handle each.

Job-Seeking During and After the Pandemic: The What's, Why's, and How's of Securing a New Position

**Sponsored by the P & CM Committee
May 12, 2021**

On May 12, the Practice and Career Management Committee presented a program that addressed job-seeking both during the pandemic and in post-pandemic times. Ruchi Shah, Corporate Counsel for Boston Scientific, moderated the panel which included: Casie Arentsen, Senior Manager Human Resources for Boston Scientific; Karen Valentine, Chief Legal Officer for Constellation Pharmaceuticals; David Furlano, Recruiting Manager for Boston Consulting Group; and Larry Weiss, General Counsel at Emulate, Inc. The panel was a mix of human resource business partners tasked with recruiting as well as hiring managers, including one individual who personally experienced job searching and starting a new position during the pandemic. The discussion focused on how the recruiting and hiring landscape has changed during the pandemic, what changes are here to stay, the importance of on-boarding and maintaining company culture while working remotely and the continued importance and focus on Diversity, Equity and Inclusion in hiring and company culture. Specific insight was given about ways to increase your visibility and profile on platforms such as LinkedIn, the need to give "grace" to both interviewers and interviewees, as video interviewing and hiring provides an invitation to your home- including unanticipated interruptions, and ways to both present and learn about a company's culture while not in the office. Finally, the panel concluded with the idea that practices such as video calls and interviewing are likely here to stay post-pandemic, and that navigating hiring during the pandemic has brought valuable lessons in learning to connect with people in new ways and on-boarding and welcoming new hires in to a company.

**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



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 Patrick Wu, Counsel, Staples. 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.




ACC Northeast Special Event

Being the GC!: A Virtual Discussion with Jeff Levinson and Gemma Dreher

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

TUESDAY, MAY 15TH
12:00-1:00 PM ET

JEFF LEVINSON
VICE PRESIDENT &
GENERAL COUNSEL,
NETSCOUT

GEMMA DREHER
VP & SENIOR
COUNSEL, TD
ACCNE PRESIDENT

All recording of these sessions are up on the website



..... 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](#)

Upcoming 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.

June 22

GC/DGC Discussion & Mixology Session
Sponsored by Mintz

June 23

ADA Title III, Hot Issues & Litigation Trends
sponsored by Seyfarth

We are busy putting together our Fall schedule so check our website in late July for September events.

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



Welcome New Board Members:

Liz Cox

Kathleen Patton

Mitch Appelbaum

We would like to acknowledge and thank our 2021 sponsors



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