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FOCUS

WHERE LEADERSHIP COMES INTO VIEW



President's Letter

Stephanie Lambert

“The fight is here; I need ammunition, not a ride,” said Ukrainian

President Volodymyr Zelensky in response to a request for him to evacuate Kyiv with the support of the United States government. These words tell us everything we need to know about his character and leadership. They tell us that he puts others before himself, even when he is enemy number one to those attacking his country. They tell us he is willing to sacrifice his life to save his country and put the needs and desires of the people he leads ahead of his own personal safety. This type of servant leadership—putting the needs of others before one's own—is often recommended to leaders in corporate America. President Zelensky's courageous leadership at a time of risk to his own personal safety is one of the most amazing examples of servant leadership to model.

The attack on Ukraine dominates the news and social media. Governments worldwide are setting aside everyday concerns to oppose Russian aggression and support Ukraine. Companies are examining their business operations in the face of new and immediate safety concerns and regulatory restrictions. Most world leaders are coming together to act to support Ukraine regardless of citizenship or political affiliation. Indeed, there are many developments to ponder and many for lawyers to focus attention on due to the invasion of Ukraine. One development that stands out is this courageous leadership of President

Zelensky, as exemplified in his statement above, while in the face of grave danger.

His courage is remarkable because such bravery is rare and not something we typically expect from world leaders whose countries are being invaded, at least outside of a movie theater. President Zelensky is in fact doing the opposite of what most leaders do in these situations and what even the U.S. government expected him to do: leave the country and seek asylum and safety for himself and his family elsewhere. Seemingly the most surprised at his bravery are probably the Russian leaders who by many accounts have underestimated the strength of his leadership thus far. The least surprised at his strong stance are probably the Ukrainians and President Zelensky himself. Why is that? Because courage, putting others ahead of himself, and facing adversity head on have been his values all along, the values the citizenry of Ukraine voted to support when they voted for him in a democratic election.

Values are defined as a person's principles or standards of behavior. Values are important especially in times of crisis—they guide us intuitively, so we know how to react. They are the rules parents instill in their children so when the parents aren't there the children know how to act and what to do or, like in this case, how to “fight” back. The companies we work for have also set forth values for how we are supposed to act in the workplace with our colleagues and do business with external parties. Sometimes we don't heed those values or take them seriously. Sometimes we are required to take trainings about values or codes of conduct that seem unneces-

sary to our goals or are scheduled at inconvenient moments. And sometimes values become the most important thing at the most important time in a person's life--in a leader's life--or in a country's survival.

Eventually at some future date, there will be lessons to be learned and studied on how President Zelensky continued to fight for his country against difficult odds and how the Ukrainian citizens and the world reacted to his courageous leadership. College classes and seminars on leadership will likely use his words and actions as a case study illustrating strong values and servant leadership. We can all pray for that time to come soon but until then let us all courageously support President Zelensky and the Ukrainians as they fight for their country. I pray that peace is restored soon, world unity ends this unprovoked aggression, and that President Zelensky's courage serves as both a model for future leaders facing a crisis and as a deterrent to those who seek to engage in future acts of war.

Those impacted by the conflict may need our help. How we each choose to contribute our time, talent and treasure is a personal choice, but I encourage you to review the Corporate Pro Bono opportunities on page 16 of this newsletter. Now seems like the perfect opportunity to build or expand your company's pro bono program which will have impact today and into the future beyond this immediate crisis.

Communications Committee

Communications Committee and Newsletter Editorial Board: Kelly Whetstone (editor-in-chief), Alex Bubier, Brian Ciaramicoli, James Coughlin, Liz Cox, and Patrick Wu. Other contributor: Meredith Ainbinder.

Operational GC: Journeying Beyond the Law

By Neil Peretz, Sawa Credit Inc.

As a lawyer, whenever we encounter a new potential legal problem, we are rarely provided answers on the spot. Instead, our most common refrain is, “Let me go look that up and study it.” We answer this way because law is inherently retrospective. We are studying the past to give guidance to our clients for the future.

But what we do when there is not a sufficiently similar “past” to examine?

Recent technologies and new business models are often unaddressed by laws, regulations, and prior cases. In common law jurisdictions, we are particularly challenged because it is this case law that fills the gaps when statutes and regulations are not sufficiently on point.

In civil law jurisdictions, the court may at least have a guiding principle espoused in law that can be applied to a de novo scenario by the court. By contrast, common law courts have less flexibility in their decision-making due to stare decisis.

It’s true some fields are governed by umbrella laws that provide more general principles to follow, such as laws against unfair, deceptive, and abusive acts and practices (UDAAP). These umbrella laws were created because Congress and regulators could not predict every possible future violation of the law.

Thus, regulators, and possibly private litigants, may develop new causes of action based on broad concepts embodied in these laws. In practice, however, these umbrella laws provide scant prospective guidance because most market participants and litigants wait for regulators to identify which types of fact patterns fall under these umbrella laws.

Given the retrospective nature of law, how should we counsel our clients as in-house attorneys when they are contemplating a new business model or the application of new technologies that are distinct from those covered by existing laws?



In common law jurisdictions, we are particularly challenged because it is this case law that fills the gaps when statutes and regulations are not sufficiently on point.

Rules from the road

Almost a decade ago, I was asked to help a new ridesharing company find a path to legally provide ridesharing services while avoiding becoming saddled by regulations that were inappropriate for their business model. Providing them legal guidance in a truly emerging field taught me many lessons.

1. Set expectations about conflict

In any market where there are incumbent players, someone will be unhappy with a new entrant and even the most airtight legal positioning will not ward off potential litigation and regulatory inquiries.

For example, in ridesharing, the taxi and limousine companies, many of whom held oligopolistic licenses for certain territories, were sure to raise a fuss. Accordingly, my first step in advising my clients was to advise them to set aside a budget for litigation and potential regulatory investigations. Even on the sturdiest legal footing,

my clients would be challenged by those seeking to create a public spectacle or perhaps bankrupt my client.

Make sure your client is ready to invest in a fight!

2. Cover stories matter

Even in a strict liability setting, one’s state of mind and intentions matter to human factfinders. In a regulatory inquiry or tribunal, one will be treated more sympathetically when one has demonstrated a concerted effort to comply with the law before taking any actions.

For the ridesharing company, I advised my client that we should develop a detailed examination of all potentially applicable legal classifications, regardless of how ill-fitting to their business, and either how my client might be able to comply with each or why the classification was inapplicable.

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This study enabled my client to say that its intentions were law-abiding because it did not take a single operating step until it uncovered all the applicable laws and determined how it would comply.

3. Find the best basket

A key goal for the in-house attorney is to examine all possible categorizations that could apply to your business and influence the business model or application of technology itself to fit into the most preferred basket.

You should not just be reactive and feel obliged to find a legal home for any technology or business model thrust at you.

You should not just be reactive and feel obliged to find a legal home for any technology or business model thrust at you. You need to learn the levers in the business model and technology that can be twisted without breaking the economics and market impact that your company is seeking.

Think about how manipulating these levers can potentially shoehorn your business into your most favored categorization or escape from the ambit of the most oppressive regulatory schemes.

In the ridesharing world, for example, we looked at a variety of business categorizations: were we a new kind of common carrier? Could we form a private club of company customers, and would it exempt us from certain rules? If we limited ridesharing to friends, how might one define that term “friend” and would it encompass social media friends or friends-of-friends?

A common theme across many regulatory categorizations that were ill-fitting for the business was that they were all on receiving fares. To escape those categorizations, I suggested changing the business model to eliminate charges for transportation and find other ways to recoup costs.

The result was we launched a free ridesharing service, where riders were given an opportunity at the end of the ride to provide a gratuity to the driver. In order to help everyone assess what might be an appropriate tip, we shared

information about how much others tipped for a ride of a similar length.

4. Train your people’s people

As an attorney, it’s likely you will deal with only the most senior executives in the company or your division. Remember that scores of other team members (perhaps thousands) in your organization are describing your business and business model to the public daily.

In the case of ridesharing, each one of our drivers could be asked by a reporter, regulator, or a spy for a competitor about our business terms and business model. If a single driver were to erroneously report that she received a “fare” instead of an “optional tip,” this would be duly recorded and used as a weapon to undermine our carefully developed regulatory positioning. To address this, we created talking points for all drivers that explained the business model and requested that they pass inquiries about it to a particular senior executive in the company.

Once you develop the appropriate positioning for the company, make sure that even part-time workers can understand it and communicate it clearly and uniformly.

5. Remember the fragility of the commerce clause

My ridesharing client heard about federal laws and license frameworks that sounded on paper, like a regulatory shortcut for the business that could preempt a complicated patchwork of state laws. In reality, the federal government had not occupied the local transportation field, so it was unlikely that a magic federal silver bullet could solve all our regulatory challenges across the country.

But how could I, the in-house attorney, counteract the enthusiasm of the allegedly expert outside counsel?

The answer: Caselaw.

Not surprisingly, we had outside counsel eager to generate fees by studying these federal options and seek vaguely structured meetings with federal officials on our behalf. My client had a very limited legal budget, and I was worried

that the time waiting for the completion of such a study could lead to incorrect representations to investors about our corporate legal positioning.

But how could I, the in-house attorney, counteract the enthusiasm of the allegedly expert outside counsel? The answer: Caselaw.

My law clerk and I looked across the country for cases where a local transportation law violation was preempted by federal law. Not surprisingly, we found extensive caselaw to the contrary. Summarizing the facts and holdings of these cases proved decisive in convincing the business’ senior executives to not rely on a non-existent federal solution to inherently local issues.

6. Remember your audience when trying to change laws

As soon as we launched our service, we actively engaged legislators across the state about how current laws were not well-suited to our new business model. While the legislators were polite, they did not want to hear about new opportunities for societal efficiency that our business offered. Nor were they persuaded that the advent of new technologies necessitates the creation of new laws.

Instead, what the regulators cared about was their voting base. We needed to couch our regulatory requests in terms of jobs we could create and pollution we could reduce, because those messages would resonate with the legislators’ voting base.

Focus legislative advocacy efforts on how you can help the legislator look effective instead of droning on about your new technology.

Conclusion

The core requirement for implementing each of the lessons discussed herein is that you develop a deeper understanding of your business’ economics and building blocks. This represents a great opportunity for you to join the advance party for the next business expedition, rather than being left to pick up the pieces afterward.

ACC News

2022 Virtual Cybersecurity Summit: March 8-10, 2022

Registration is now open for the [2022 Virtual Cybersecurity Summit](#). This program offers three days of live educational sessions and networking opportunities, designed to engage and educate professionals about today's most pressing cybersecurity concerns.



ACC In-house Counsel Certification Program: March, 21-31, 2022 Virtual

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 Europe Annual Conference: May 22-24, 2022 Madrid, Spain

Join your in-house colleagues from across Europe in creating, collaborating, and connecting on topics including ESG, outstanding leadership challenges, DEI, risk management, counsel in a crisis, variance in global anti-trust regimes, legal operations, and much, much more. [Early bird rates end 1 April!](#)



2022 ACC Global General Counsel Summit: June 8-10, 2022 Zurich, Switzerland

Save the date for the [2022 Global General Counsel Summit](#), June 8-10, 2022, in Zürich, Switzerland, to collaborate and share ideas on critical trends and challenges facing general counsel with your global chief legal officers in a small, highly interactive setting. Seats are limited. Questions? Want to reserve your seat? Contact Ramsey Saleeby.



ACC Executive Leadership Institute: July 26-29, 2022 Chicago, IL

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 [2022 Executive Leadership Institute](#). Seats are limited.



DEI Maturity Model

The DEI Maturity Model is designed for legal departments to benchmark their diversity, equity, and inclusion efforts across a wide range of functional areas. Download the model.

Renew Your ACC Membership

Don't forget to [renew your ACC membership!](#)



ACC Chief Legal Officers Survey Report Now Available

Uncover CLO's priorities, role, and value to their businesses from ACC's annual in-depth survey of global chief legal officers and general counsel. [Download your free report today!](#) Be sure to join us on Wednesday, March 2 to discuss the findings in this year's report.

**SAVE THE DATE FOR THE
2022 ANNUAL MEETING IN LAS VEGAS!
OCTOBER 23RD TO 26TH.**

ACC-Northeast Member Spotlight

Alex Aferiat

Senior Legal Counsel at the Boston Consulting Group

Host and Founder of the “Around the In-House” Podcast and ACC NE Board Member



Alex, thank you for meeting with me today. Can you tell me a

little bit more about the Boston Consulting Group and your role there?

I joined the Boston Consulting Group, or BCG, in 2019. BCG is a global management consulting firm, servicing multiple industries and advising clients on a multitude of complex issues. My role is to assist with contracting for BCG’s technology portfolio. I work with data licensing vendors, software vendors, and technology service partners to stand up both internal and client supporting technology infrastructure.

BCG has a global legal team of approximately 120 people and consisting of three departments, or “centers of expertise” – employment, corporate, and commercial. I am part of the global supplier contracting team, which sits within the commercial group. In 2021, our 5-person team handled over 1,800 contracts!

Have you always had an interest in technology?

Yes. I started my career at British Telecom (now known as BT Group) as a commercial contracts manager. After a year at BT, I was promoted to commercial counsel and focused on technology services contracts.

When I began looking for my new role, I knew I wanted to stay in technology contract work, and I made sure my LinkedIn profile reflected this. Shortly after updating my profile, I got a call from BCG – they were looking to ramp up their technology offerings.

Wow, so do you accredit your position at BCG to LinkedIn?

Definitely! Between my detailed LinkedIn profile that showcased my skills and my strong LinkedIn network, I believe I was highly visible to the right employers.

(If you would like to learn more about Alex and ACC’s tips on using LinkedIn, check out the replay of the recent webinar sponsored by ACC NE’s NextGen Committee “Putting Social Media to Work for You,” available [here](#) and on the ACC NE webpage under “Resources”)

How has your involvement in ACC benefited you?

When I joined BT in 2013, I was the only lawyer in our Boston office, and I wanted to meet more in-house counsel in my area. I took advantage of BT’s corporate ACC membership and began to regularly attend Boston-based ACC events and expand my network. I have met so many great people through ACC! Now, I am the Co-Chair of ACC NE’s Practice and Career Management Committee, and I recently joined the ACC NE Board of Directors and serve as Chapter Secretary.

You are also the host of ACC NE’s “Around the In-House” podcast. How did that come about?

The podcast was the brainchild of the Practice and Career Management Committee. We struggled at the onset of the pandemic because so much of our mission revolves around networking, and we couldn’t have in-persons events. The Committee worked with Cord Silverstein, our Chapter’s social media consultant, to brainstorm ideas on how to keep the membership engaged. The podcast began as a way for us to explore how different in-house counsel were managing their careers throughout the pandemic.

We didn’t realize how successful the podcast would be! We’ve just entered our second season, with a total of fourteen episodes under our belt. The podcast averages 155 listeners a month, with listenership growing at approximately 30% per episode. Also, in Season 2, I’m joined with a co-host, fellow ACC NE and Practice & Career Management Committee member Ruchi Sisodia Shah, who is



Director and Senior Counsel at Boston Scientific.

While our focus started off with the pandemic, it has since expanded to spotlight how in-house counsel balance their overall careers and their personal lives. Our guests represent a balanced cross section of the legal community, from attorneys just beginning their careers to seasoned general counsels. We like to highlight the wide variety of skills attorneys have and the numerous different career paths in-house counsel may take. I think the podcast is an exciting way to learn about our members and discover their backgrounds and passions.

We are always looking for new guests for the podcast. If readers have any suggestions, please contact me at afariat.alex@bcg.com.

How do people access the podcast?

“Around the In-House” is available for free on most major podcast platforms, including iTunes and Google Podcast. We also have all our episodes posted on the ACC Northeast’s website, available [here](#).

It sounds like you are really committed to the podcast. Any other passion projects?

I am extremely passionate about inclusion and company culture. I recently spearheaded an inclusion initiative for new joiners as part of BCG’s “Inclusion Accelerator” team. Our take on onboard-

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ing is to make new employees feel included based on their unique, personal selves and to make sure they feel at home as soon as possible. I have also served on other successful DE&I initiatives at work.

What do you like to do when you aren't at work or coming up with new ideas for the podcast?

My boyfriend Jeff and I love to travel, so the pandemic has made us especially impatient to resume our bucket list of

destinations. We can't wait to start traveling internationally again!

Thanks for your time today Alex. We are all looking forward to the next episode of the podcast!

Welcome New & Renewing Members

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

Sonam Bhagat

Legal Counsel
Dell Technologies

Jeffery Haigh

General Counsel
Chase Corporation

Janelle Peiczarka

Associate Corporate Counsel
iRobot Corporation

Paige Streeter

Associate Corporate Counsel
BerryDunn, McNeil & Parker, LLC

Mary Beth Blair

Director of Legal Operations
Coursera, Inc

Michael Lemons

Staff Counsel
PTC Inc.

Andreea Richard

Associate General Counsel
WEX Inc.

Jacqueline Taylor

Jessica Craig

Assistant General Counsel
Go Daddy Operating Company, LLC

Rebecca Liubakka

Corp. Counsel
AQYR Technologies, Inc.

Amy Sennett

Associate General Counsel
Open Text Corporation

Matthew Wein

General Counsel
Mustang Bio, Inc.

Emma Days

Legal Counsel
Nearmap

Christine McGrath

Corporate Counsel, Privacy
Autodesk, Inc.

Benjamin Sigel

Chief Legal Officer and Chief
Diversity & Inclusion Officer
ViRB, Inc.

Jamie Wells

Staff Attorney
Staples, Inc.

Dahlia Fetouh

Deputy General Counsel
Massachusetts Institute of Technology

Andrea Okoro

Product Counsel
Cleo Labs, Inc

James Singleton

General Counsel
Numab Therapeutics AG

Bill Gabovitch

General Counsel
Primark US Corp.

Shiv Patel

Legal Assistant
Coverys

Amber Sommer

Senior Attorney
The TJX Companies, Inc.

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

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 or 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

Find out the New President's Goals.

Click [HERE](#) to view our
new President's video!



ACC Association of
Corporate Counsel
NORTHEAST

*ACC-Northeast
President
Stephanie
Lambert*

2022 Priorities

ACC-Northeast New Benefit

On January 10, 2022 we added a new section on our website, entitled [Northeast Chapter Job Board](#). This is a free service for ACC Northeast member companies where in-house attorney job listings can be posted and viewed by all chapter members. Our goal with this page is to help connect chapter members and companies, to help both find jobs or to recruit/hire. Each job posting will appear on the website for two months, and also be emailed to each chapter member via the Northeast Community Forum.

Postings may not explicitly or implicitly discriminate on the basis of race, color, religion, national origin, sex, age,

marital status, personal appearance, sexual orientation, family responsibilities, matriculation, political affiliation, disability, source of income, or place of residence or business, or any other factor prohibited by applicable law.

Job postings coordinated by legal recruiters cannot be listed on this page and instead must be promoted through the ACC In-house Jobline (<https://jobline.acc.com/>). Also, if you are interested in reaching a broader demographic, we suggest you contact ACC headquarters for those opportunities.

To post a job opening on this page*, to report a posting that contains dis-

crimatory language, or if you have a successful outcome (finding a job or finding a new employee) by using this service, please contact us at joanne.ray@accglobal.com

*Please be sure that the following information is provided for each posting:

- JOB TITLE
- COMPANY NAME
- LOCATION
- JOB DESCRIPTION
- "APPLY AT" LINK OR CONTACT NAME AND EMAIL



Chapter Committees: GET Involved

We would like to thank all our Chairpersons and volunteers for helping us with everything from programming to social media. This has been a very busy year and our appreciation goes out to every one of you! Please contact Julie Duffy to discuss your interest in getting more involved in any of the committees listed here.

Communications: This Committee focuses on information sharing within the ACC Northeast through the quarterly newsletter and social media channels. Its goals are to foster more interest in programs, create access to ACC Northeast Board members, and act as an informational resource for members. The quarterly newsletter is the one source for a review of the Chapter's past activities, upcoming programs, and specialized articles of interest to the membership. The Newsletter offers members an opportunity to learn about Chapter activities firsthand, plan relevant content for members, and publish short articles from time to time. ACC Northeast's social media channels are the most active at the ACC, offering members an opportunity to create timely content for channel followers.

Diversity, Equity & Inclusion: This Committee's mission is to create, nurture and sustain a culture that promotes and celebrates diversity and inclusion for ACC Northeast members and their corporate legal departments by participating in and supporting DEI programs, forums, and events.

Our DEI programming covers a wide range of diversity and inclusion topics, with a focus on supporting members to reach their full potential. The committee works to share best practices, thought leadership, and leadership development tools necessary to address the professional challenges faced by race/ethnic minorities; women; lesbian, gay, bisexual, and transgender lawyers; and people with disabilities.

Membership: This Committee is developing new ways to help integrate and welcome new members to ACC Northeast. The Committee will be launching new initiatives to reach out to potential new members and to also encourage current members to increase their involvement in ACC Northeast committees and activities.

NextGen: This Committee provides networking and camaraderie among the next generation of in-house attorneys in the greater Boston area. The target demographic for the NextGen Committee is lawyers who have practiced in an in-house setting for ten years or less, but events are open to all ACC Northeast members. This Committee allows lawyers new to in-house to connect with others setting out on the in-house journey at the same time.

Practice & Career Management: This Committee helps members support and develop skills necessary to advance their careers in their existing roles, move up the corporate ladder, and seek new professional opportunities.

Programs may address substantive topics and/or soft skills such as networking, executive presence, leadership, and communication.

Pro Bono & Civic Engagement: This Committee provides opportunities for ACC members to do pro bono publico and civic engagement work. Activities range from the annual Clinic-in-a-Box program to providing information to members on various individual opportunities to engage in public service activities. The committee also helps legal departments establish their own Pro Bono initiatives for all legal professionals.

Programs: This Committee plans, coordinates and oversees all programs hosted by sponsors for ACC Northeast members throughout the year. Volunteers develop topics and work closely with each sponsor's attorneys and professional staff on crafting programs that are valuable and timely for in-house practitioners.

Women's Initiative: The mission of the Women's Initiative Committee is to promote the professional development and advancement of women in-house counsel at all levels of their careers. The Committee seeks to fulfill this mission by offering programs, events and other opportunities for members to: explore topics of particular relevance to women in-house counsel; to develop and/or enhance their "soft skills"; to participate in a mentoring program; and to expand their networks. Each year, the Committee hosts several events to support these goals.

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
Kelly Whetstone
Patrick Wu

Diversity, Equity & Inclusion Committee
Robin Walker

Next Gen Committee
James Coughlin

Practice & Career Management Committee
Alex Aferiat
Sharon Kamowitz

Pro Bono/Civic Engagement Committee
Mitch Appelbaum
James Coughlin

Programs Committee
Larry Weiss
Mitch Appelbaum

Women's Initiative Committee
Marisa Murtagh
Kathleen Patton

The Value of a Professional Network

By Meredith Ainbinder, Vice President & General Counsel, Emerson College

For many in-house lawyers who spent time in private practice, one of the greatest perks of the transition to in-house practice is the elimination of the business development responsibility. It is a great relief not to have to worry about where to find clients, how to cultivate contacts, and whether we are playing the long-game with prospects or just giving out a bit too much free advice. Putting the stress aside, it also means a retreat from the dreaded networking events and awkward pseudo-social interactions.

Or does it?

For in-house counsel, the value of a professional network cannot be overstated. As someone who “grew up” as a lawyer attending bar association events and has been known to serve on a law school reunion planning committee or two, I have learned to appreciate the opportunity to get to know and learn from other attorneys. I was fortunate because in my law firm days, I was encouraged to get involved in activities that interested me rather than those someone else thought would be beneficial. This meant I was able to enjoy the work and find meaning in it, and in turn, make genuine connections with those outside the workplace. Then, as now, I find these relationships not merely helpful but sustaining.

Professional networks provide work-related resources. Putting aside the personal element, many organized and informal groups alike provide excellent referral sources, model documents, and job postings. In addition, having a reliable network allows you to stay on top of best practices in your industry and across different business types. While we all want to be innovative and cutting-edge, sometimes we are asked by our internal clients to provide a middle

ground or to help them avoid taking an outsized risk. For example, during the pandemic, we have been asked to provide information about how others are handling issues such as return-to-work, vaccines, and safety. By having credible information about how other organizations address common issues, we are better resources internally.

When thinking about how we manage our careers, a professional network provides a sounding board. Having trusted colleagues outside of your organization can be a way to get advice on how to negotiate your compensation, how and when to make a career move, and whether the experiences you have in the workplace are common. Being a lawyer can be draining and frustrating. When things are their worst at work, knowing you are not just part of your organization but part of a legal community, alongside other honorable attorneys, can be what keeps you in practice and gives you hope for a new opportunity that will be fulfilling.

Networks should include peers, role models, and mentees alike. Many attorneys gravitate towards others at their practice level and build their networks laterally. There are so many benefits to having a network with a number of peers. You may be at similar levels of expertise and having common questions about your career trajectory. In addition, you may be going through lifecycle events at the same time and it may be helpful to find out what resources are available for professionals balancing work with child or elder care. It's also critically important to reach out to those in different spots in their careers. They may be able to provide you with perspective that helps you do everything from find a new position to be a better supervisor. By volunteering

in a professional organization, it provides an opportunity for those outside of your workplace to develop an impression of your attitude, reliability, and competence, and in turn, provide a reference for you or have you top of mind when they learn of an employment opportunity. In addition, don't discount the satisfaction you will derive by feeling like a valuable member of the community by helping others connect with potential employers, and finding ways to promote more junior attorneys.

It's never too late to build or expand a network. Many lawyers come to the realization they need these resources later in their careers. Perhaps when they have a professional crisis, their companies are sold, or they find themselves in a new industry or geographic location. This can be overwhelming. You've toiled away at your desk for years and now you are starting at square one. The good news is that whether it is the ACC, your law school, or another organization, no one will turn you away. There are also opportunities that match your personality, expertise, and availability. Whether you are most comfortable giving a speech, writing an article, mentoring a junior attorney, developing a library of model materials, or mingling at a social event, there is some way to connect. The path is to find the activities and the people who reflect your interests and values. From there, you will be best able to position yourself for success.

As we all work to build relationships in the legal profession, we make our practices more collegial and more productive. In turn, the voice of the bar is stronger and we are better counselors to our clients and role models in our community. Take the time to invest in your own connections; it will pay dividends for you and others.

Career Development Resources and Coaching

ACC offers a team of highly experienced career coaches that come 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 members 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](#)

Fireside Chat
TAKE SIX

Veta T. Richardson
Stephanie Lambert, Host

THURSDAY, MARCH 10TH 1-2 PM EST

President and CEO, Association of Corporate Counsel
VETA T. RICHARDSON

Take Six is now a #1 Amazon Bestseller for Strategic Management!

www.TakeSixHabits.com

ACC Association of Corporate Counsel Northeast

ACC Northeast participates in Global Membership Month, March 2022

During the month of March, ACC Chapters are asked to join together to support the growth and expansion of ACC by hosting special events with a membership focus.

Any non-members attending these events (so invite your in-house friends) will receive a \$50 discount off an individual membership.

The events will be

March 10th Fireside Chat with Veta T. Richardson

March 23rd Engaging Allies in the Advancement and Retention of Diverse In-House Attorneys

Contact northeast-administrator@accglobal.com for discount code.

Webinars, Virtual Discussions & Social Event Recap

Goodwin's Legal Operations & Corporate Counsel Roundtable

**Sponsored by Goodwin and ACC-Northeast Chapter
November 3, 2021**

The session hosted by Goodwin covered technologies, strategies, and best practices that legal operations professionals and in-house counsel can access in order to contain costs, maximize efficiencies and leverage innovation to collaborate across teams. The Goodwin panel emphasized how to:

- Select the best legal technologies in order to drive efficiencies and identify areas of improvement across the legal organization;
- Structure Knowledge Management departments and frameworks to define and meet organizational goals;
- Build stronger relationships with law firms and other service providers through the RFP process; and
- Create holistic frameworks to further your diversity, equity, and inclusion goals.

Speakers from Goodwin included representatives from across the organization including Michael Caplan, chief operating officer; Yakiry Adal, director of diversity, equity & inclusion; David Fleming, chief information officer; Lee Garfinkle, chief client development and relationship officer; David B. Hobbie, director of knowledge management for litigation; Patricia Johansen, director of knowledge management for business law and counsel; Maureen Naughton, chief innovation officer; Lauren Piccolo-Ingram, managing director of client development; and Anne M. Stemlar, managing director of knowledge management & research.

The Investigations Institute – Investigations Demystified Best Practices Phase Three: Investigation Outcomes

**Sponsored by Ogletree Deakins
November 4, 2021**

On November 4, 2021, ACC-Northeast partnered with Ogletree Deakins to lead a close-up interactive workshop on best practices in closing out an internal investigation. This session, the final in this three-part series, focused on specific recommendations in what to do once an investigation has been completed. Lisa Burton, Partner at Ogletree, highlighted the importance of documenting the investigation and being sure to take certain steps to ensure privilege is maintained, as well as tips on writing the final report. In addition, the follow through steps that must be taken with both the complainant and the accused were highlighted. And finally, the presenter gave examples of properly worded conclusions to be included in reports for varying types of allegations.

Law Operations Technology Survey: Journey to Modernization

**Sponsored by FTI Consulting
November 12, 2021**

On November 12, 2021, ACC-Northeast partnered with FTI Consulting and the Blickstein Group on a Lunch & Learn program presenting their findings in a recent study of technology in law departments.

Moderator: Brad Blickstein, Blickstein Group

Panelists:

- » James Michalowicz, Sr. Manager, Legal Operations, TE Connectivity
- » Deana Uhl, Sr. Managing Director, FTI Consulting
- » Brandon Lee, Sr. Managing Director, FTI Consulting

discussed the many considerations for supporting a department's technology roadmap. The report indicated that the top technology priorities of most departments were legal spend management and workflow/process automation. The top criteria for effective technology were that it improves efficiency, is simple to use, and is easy to adopt. Finally, the top challenges that legal departments faced were technology implementation and training/adoption, which corresponded to the same areas that legal departments needed outside assistance with. All participants were offered a complimentary Uber Eats stipend for lunch!

To Report or Not Report? Importance of ESG Reporting for Public and Private Companies

**Sponsored by Morgan, Lewis & Bockius LLP
November 18, 2021**

On November 18, 2021, Morgan Lewis hosted a virtual panel discussion on environmental, social, and governance ("ESG") reporting for public and private companies. The panelist consisted of Morgan Lewis partners Carl Valentine, Celia Soehner, and Jason Frank, as well as Jeff Levinson, VP, General Counsel, and Secretary of NetScout Systems, and Lan Marinelli, Assistant General Counsel and Assistant Secretary of HubSpot, Inc.

The in-house attorneys shared insights on their companies' ESG journeys, including creating their ESG programs and interactions with customers and stakeholders. The panel also discussed regulations and requirements of ESG reporting, the risks of such reporting in litigation, and varying standards in different industries and in other countries. The panelist then gave tips on how companies can start their ESG programs, gain executive and stakeholder buy-in, and customize disclosures for their business.

continued on page 12

Urban Legends in Technology and Complex Commercial Contracts

Sponsored by McDermott Will & Emery

December 8, 2021

Do “best efforts,” “reasonable efforts,” and “commercially reasonable efforts” actually mean the same thing? Does it matter whether an express contractual provision is characterized as a warranty or a representation? What, exactly, are consequential damages anyway, and how do they relate to the various flavors of damages – indirect, punitive, special, exemplary, incidental, etc. – that are routinely disclaimed in commercial contracts? Is there a reason why contracts tend to use both words and digits when describing numerical values? These questions and more were explored in an engaging and informative webinar presented by Shawn Helms of McDermott Will & Emery and Sommer Coutu, VP Legal, Dell Technologies. In a must-watch presentation for in-house counsel with a commercial contracting practice, the panelists explored common myths and urban legends in commercial contracts. The presentation separated fact from fiction across of a range of common contractual provisions and topics, including damages, indemnity, force majeure, and the questionable utility of including “work for hire” provisions in the software context. ACC members can leverage these practical insights to immediately improve and strengthen their contracts.

Project Citizenship

Presented by McKenzie Bell, Program Director

December 14, 2021

On December 14, 2021, the ACC Northeast Chapter's Pro Bono and Civic Engagement Committee hosted a training led by McKenzie Bell, Program Director from Project Citizenship. Project Citizenship is a Boston-based legal services non-profit that helps eligible legal permanent residences apply for US citizenship. Project Citizenship has helped over 9,000 immigrants submit citizenship applications and is looking for volunteers to support their work. The hour training covered basic citizenship eligibility and how to complete the citizenship application (Form N-400) and prepared those interested in volunteering to offer "application assistance" for citizenship workshops (helping a pre-screened applicant to complete their application). Be on the lookout for a spotlight of McKenzie and her work on the ACC Northeast's LinkedIn page in February.

Life Beyond COVID: Do We Have to Accommodate That?

Sponsored by Jackson Lewis

December 15, 2021

In a very timely and useful webinar for in-house attorneys advising on company COVID-19 policy, Jackson Lewis attorney Stephen Paterniti hosted a webinar on an employer's duty to accommodate under federal employment laws such as the ADA and Title VII. The presentation began with an overview of general principles in this area. Mr. Paterniti discussed the nature of the duty to accommodate and stressed the critical importance of maintaining accurate, up-to-date job descriptions that identify the essential functions of a given position. Helpfully, he also identified what is NOT a reasonable accommodation. For instance, Mr. Paterniti noted that employers generally do not need to dilute productivity standards, forgive poor performance, or create an entirely new position.

Next, the webinar pivoted to COVID-19 and applied these principals to a COVID policies such as mandatory vaccination requirements. Mr. Paterniti began by sharing EEOC guidance generally approving of mandatory vaccination requirements, but flagged the need to accommodate individuals under the ADA (disability), Title VII (sincerely held religious belief), or state/local laws. Mr. Paterniti identified the common accommodation requests to multiple COVID-19 policies, and the relevant factors to consider when evaluating them. Turning to the details, the webinar shared a framework for analyzing a disability accommodation request and walked through how that may apply to a COVID-19 policy like mandatory vaccination. Next, Mr. Paterniti discussed the complicated and thorny issue of evaluating an employee's request for a religious accommodation to a company's mandatory vaccination requirement. Lastly, Mr. Paterniti explored whether an employee's request to work from home indefinitely could be required as a reasonable accommodation, given the fact that many employees have been working from home for an extended period throughout the pandemic.

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

ACC-Northeast book review

Review by Liz Cox, ACC board member & Hasbro Managing Attorney

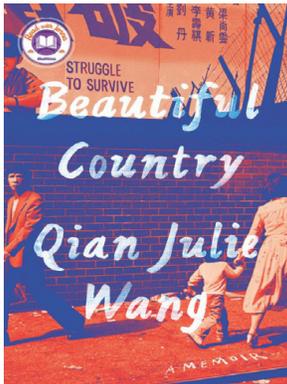
Beautiful Country: a memoir by Qian Julie Wang

I keep a running list of books I read on my Notes app. At first it was to “u/b/i label”

the authors I liked enough to return to. Scrolling back now, I notice trends and patterns – when traveling was a thing, lots of “airport books;” when needing to connect with my teen daughter, Hunger Games and other YA dystopia. Future me may wonder back at this pandemic time: i) why it’s memoir after memoir on my list and ii) why I didn’t read more (or at least which streaming service to blame!).

But I know why memoirs are compelling to me right now. It’s an imperfect substitute for the shortage of opportunities meet new people and hear their opinions and life experiences.

Especially drawn to audiobooks when they’re read by the author (best on my Notes list are *Bossypants*, *Born a Crime*, and *Becoming*), I chose to listen to civil rights lawyer Qian Julie Wang tell her own story -- from her earliest memories



in China to her earliest memories as an undocumented immigrant in the United States. Proof of an enthralling audiobook – my home became clutter and dust free!

Qian Julia’s father and family were labeled dissidents and traitors in their home country during the cultural revolution of the 1960’s and 70’s. According to Qian Julia, this was all due to her uncle’s writing a paper when he was 18 years old that questioned Chairman Mao’s call upon citizens to revolt against intellectuals, scholars, and opposition writers. The teen was imprisoned, starved and tortured. His parents, Qian Julia’s grandparents, were beaten publicly in the town square.

Years later, Qian Julia’s father, who was particularly targeted by the government for his brother’s beliefs, finally leaves. Qian Julia was only five but she understands that he has stars in his eyes for America -- a bastion of free speech where he, and eventually they, will be safe. By the time she and her mother join him two years later, she has little of her dad’s enthusiasm and no longer remembers what he looks like. Listening to Qian Julia read the book, you hear the 7 year old child’s voice as the author relives the anticipation and the fear as she describes leaving behind her comfortable home, big loving family and new bike to travel with her mom to New York City.

What’s distinctive too about *Beautiful Country* is how Qian Julia conveys her experience as a child learning English and becoming fluent over time. She integrates Mandarin words, especially some important words that children tend to say. She has said she was hesitant do this in a country built on racism but decided to put trust in the readers.

And, actually, Qian Julia was originally loath to write her story at all. Not only did her parents instill the message that her past was private and shameful, she also didn’t think it was of worth. But then she read and re-read Cathy Park Hong’s *Minor Feelings* over the course of the pandemic and then again after the 2021 Atlanta shootings. Here was an author who was another Asian American woman, from a different generation and a different part of the country, who gave precise insight into all of the things that Qian Julia thought she was ‘oversensitive’ about. It dawned on Qian Julia that, now that she was a Yale-educated civil rights lawyer who was no longer faced with starvation and deportation, she had the responsibility to share a story that is the same for so many others who must remain hidden. She has said she hopes that as devastating as recent events have been, 2021 will mark a turning point in US history for the beginning of progress for the rights and equality of Asian Americans.

MINTZ MIXOLOGY AND DISCUSSION SERIES OFFERED AGAIN IN 2022.

BE ON LOOK OUT FOR INVITATION

If you missed this past years events, and are curious about the drinks we learned out to make, here are the recipes: All can be made as cocktails or mocktails.

INFUSED COLLINS

1 1/2 oz gin
1 cranberry tea bag
1/2 oz agave syrup
3/4 oz lime juice
Finish w/ 2 oz tonic water

Infuse gin with tea: pour 1 1/2 oz gin over tea bag in glass. Remove tea bag after 3 minutes. Add ingredients (except tonic) to shaker. Add ice. Shake. Strain over ice. Top with tonic.

AUTUMN SMASH

1 1/2 oz whiskey
1/2 oz honey ginger syrup
6 pineapple chunks
3/4 oz lemon juice
1 dash bitters

Muddle pineapple in shaker. Add all remaining ingredients. Add ice. Shake. Pour into glass.

ISLAND HOLIDAY

1/2 oz honey ginger syrup
1 1/2 oz aged rum
3/4 oz lime juice
1 chai tea bag

Infuse rum with tea: pour rum over tea bag in glass. Remove tea bag after 3 minutes. Add remaining ingredients to shaker. Add ice. Shake. Strain straight up.

ACC-Northeast Celebrates African American History Month

In recognition of African American History Month, ACC-Northeast partnered with WeHERO and the Smithsonian Institute to offer its members a unique opportunity through a program called, "Unlock History." Participants in this virtual event learned about the Smithsonian Institute's vast collection of records and documents related to African American History and the work volunteers do to transcribe these materials. Transcription saves these important documents and provides accessibility to researchers around the world, as well as for the general public, for years to come. After being provided some background information and a short tutorial, participants were asked to break out into small groups, review documents, and transcribe what they saw. Documents viewed included letters by Norma Merrick Sklarek, the first African American woman licensed to practice architecture in New York and California, and records of the Freedmen's Bureau, which was established on March 3, 1865 to supervise all

affairs relating to refugees, freedmen, and the custody of abandoned lands and property following the Civil War.

ACC-Northeast Impact:

WeHERO just sent the following information which outlines the impact we made on Wednesday at our Unlock History event.

- 14 volunteers participated in the ACC-Northeast event for an estimated total of 21 volunteer hours contributed to the project.
- The result of the ACC-Northeast event was 270 words transcribed for the Smithsonian and keeping history a vital part of the American experience and international cultural understanding.
- The value of volunteer time references the current estimated national value of an hour of volunteer time, which is \$28.54. The ACC-Northeast event created an estimated value of \$599.34 of volunteer time.

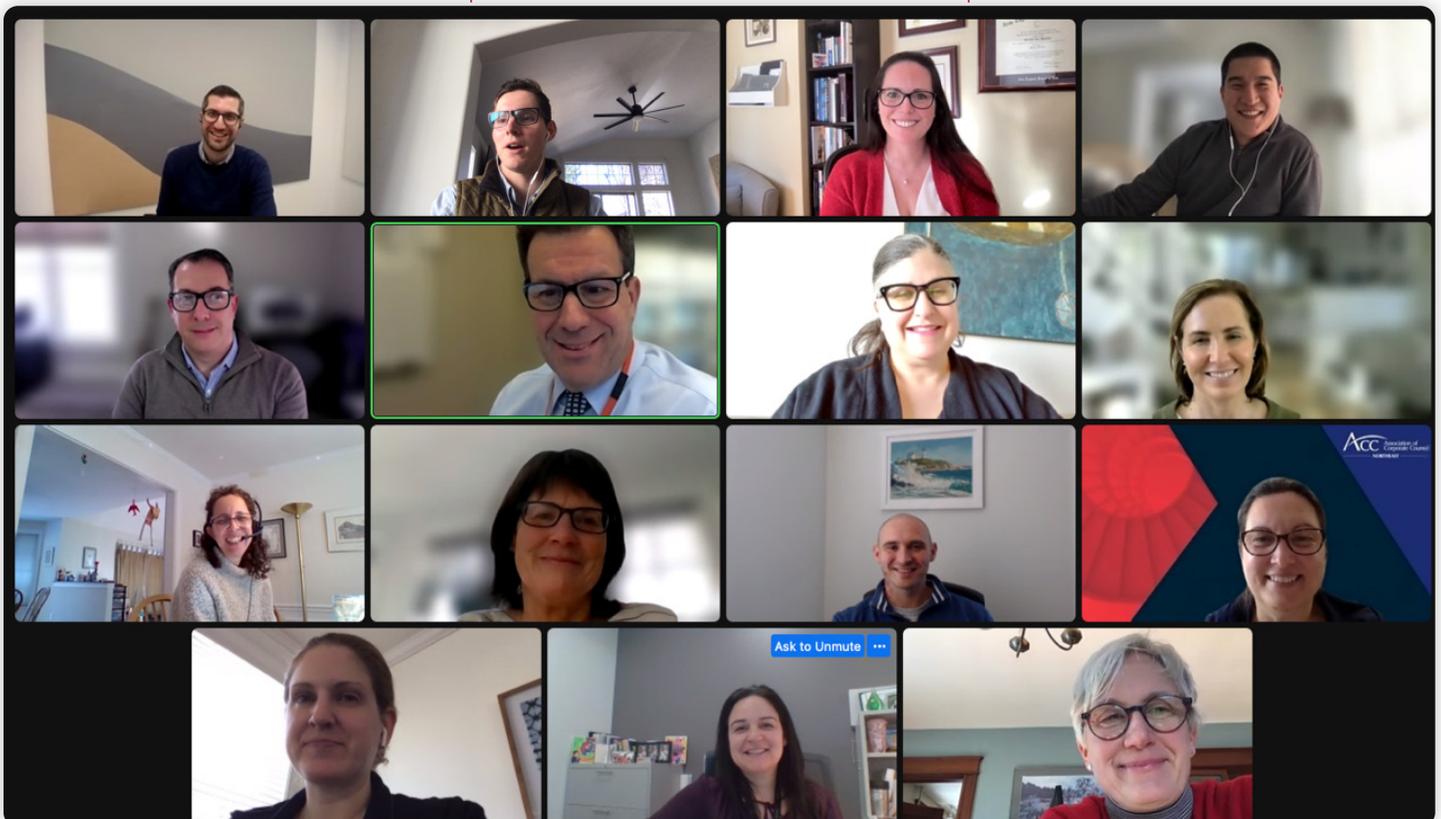
QUOTES FROM Participants:

Valerie Rosen "It was an interesting program and I learned something in addition to helping make historical documents usable. I've been doing 5-10 mins of transcription ever day since. It's really nice to realize you can do some good in the world in just 5 minutes a day"

Michelle Marino "Thank you so much to you and everyone involved in organizing this event. It was such a unique opportunity to be briefly transported back in time and contribute to the preservation of history in a small way. It was also a great test of how well I can read 19th century cursive writing! "

Continue to volunteer with Smithsonian

Everyone can continue to volunteer with the accounts they made via this link: <https://transcription.si.edu/browse?sort=latest>



A Membership Moment: DEI Maturity Model

The ACC-Northeast Membership Plan contains strategies on how to better serve our diverse members. One of the areas includes helping member legal departments focus on diversity, equity and inclusion in their own strategic plans. This is the first in a series of articles focused in this area.

Diversity, equity, and inclusion is likely on the radar of most legal departments in our chapter, but efforts to address DEI may not yet be optimized for greatest impact and results. The Association of Corporate Counsel and ACC Foundation recognized this and jointly developed a global maturity model to help benchmark legal departments' efforts in DEI. The DEI Maturity Model is a tool that helps take subjectivity out of the process and enable a more objective approach to these efforts. Regardless of the state of your department's DEI efforts, all in house counsel need to review the DEI Maturity

Model and benchmark maturity of their department against the wide range of functional efforts identified by the advisory committee of DEI leaders convened by the ACC.

Maturity models are used in many industries because they are effective for benchmarking and strategic planning in a particular area of interest. If you are new to these models, a maturity model illustrates certain factors along a continuum that can identify the maturity of the current state of a certain area. It recognizes the success of efforts to date and identifies opportunities for the future. A strategic plan or roadmap can then be developed utilizing the factors identified in the maturity model. Achievement can then be measured and identified over time.

The DEI Maturity Model is equally effective and provides practical, accessible approaches to efforts to address DEI. It

examines many aspects from strategic planning to recruitment to incentives and consequences. Each of these aspects can be evaluated and activities mapped out in work streams with completion milestones. Each of the work streams need not exist in a vacuum--consider how the ACC and Northeast Chapter can help you mature your DEI efforts. The ACC has resources in its online resource library for diversity and inclusion, legal operations, and labor and employment that can assist you. For professional development, identifying participation in the ACC—such as speaking engagements and mentorship programs can be tracked as part of professional development efforts. Resources in the legal operations network can be utilized to measure outside counsel DEI performance. The ACC has the tools available to help assist you and your legal department mature your DEI efforts. Let us know how we can help.

Committee Corner

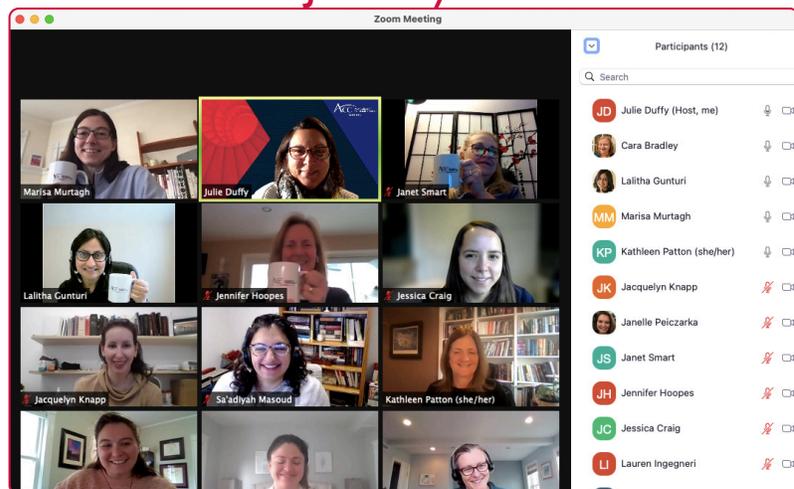
Women's Initiative Committee

This quarter's Committee Corner features the Women's Initiative Committee. Membership on the Women's Initiative Committee consists of Marisa Murtagh and Kathleen Patton, (Co-Chairs), Kelly Whetstone, Lalitha Gunthuri, Cara Bradley, Jennifer Hoopes, Donna Killmon, Janet Smart and Lurleen Gannon. The Committee offers new and seasoned in-house lawyers a supportive environment in which to develop strong relationships with other in-house women lawyers and an opportunity to participate in a variety of female-driven and female-attended events, including women-focused panel presentations, roundtable discussions, networking receptions and a mentoring program. Each year the Committee hosts educational programs and networking receptions. Most recently the Committee launched a monthly Coffee Chat. The sessions

take place on the third Wednesday of each month at 3:00 pm and have a theme. In February, the theme of the discussion was Imposter Syndrome. All involved found the conversation helpful and worthwhile.

If you are interested in getting involved the Committee, please contact Julie Duffy for more information. We welcome new volunteers and fresh ideas!

Womens January Coffee Chat



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.



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

ASK THE EXPERTS
DAMON HART, CHIEF LEGAL OFFICER AT LIBERTY MUTUAL
WITH STEPHANIE LAMBERT, ACC-NORTHEAST PRESIDENT
NEW CLO ROLE AND TRANSITION

ACC Association of Corporate Counsel
NORTHEAST

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 Bi-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, Senior Legal Counsel at BCG and Ruchi Shah, Senior Counsel at Boston Scientific are the hosts of this series. Season 2 most recent interview was with Lan Marinelli, Assistant General Counsel of HubSpot. 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 Association of Corporate Counsel
NORTHEAST

**AROUND THE IN-HOUSE
PODCAST SEASON 2**

Ruchi Sisodia Shah
Senior Counsel,
Boston Scientific
Co-host

Alex Aferiat
Legal Counsel,
BCG
Host

Lan Marinelli
Assistant General
Counsel and Assistant
Secretary at HubSpot

Saraa Basaria
Counsel, Employment
& Litigation at Radius
Health, Inc.

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 2022.

March 10, 2022

Fireside Chat with Veta T. Richardson

Sponsored by ACC-Northeast

March 15, 2022

So You've Received a Patent Infringement Demand Letter, Now What?

Sponsored by Finnegan

March 17, 2022

Clinic-In-A-Box

Sponsored by ACC Northeast, Mintz, Lawyers Clearinghouse, Corporate Pro Bono

March 23, 2022

Engaging Allies in the Advancement & Retention of Diverse In-House Professionals

Sponsored Women's Committee of ACC-Northeast and Nixon

March 31, 2022

Emerging Trends in Pay Transparency, Pay Equity and Worker Protection

Sponsored by Armstrong Teasdale



Free & Confidential Services for the Massachusetts Legal Profession – Mental Health, Well-Being, and Practice Management

The mission of Lawyers Concerned for Lawyers, Inc. (LCL) is to promote well-being and resilience in the legal community, improve lives, nurture competence, and elevate the standing of the legal profession. To fulfill this mission, LCL provides free and confidential mental health resources, addiction recovery support, and practice management services.

Updated Programs/Groups – a couple have new times, and just one new series:

Mindfulness Tools for Legal Professionals

Meets Weekly Each Tuesday in February 2022 at 12pm (1-hr) (participants will receive session recordings)

Yoga for Busy Legal Professionals

Meets Weekly Each Thursday at 2pm (20-min.) (+ access to all sessions on demand!)

SuperMom

Meets Monthly Each 4th Thursday at 12pm (1-hr)

ADHD Support

Meets Weekly Each Wednesday at 9am (1-hr)

Job Search Support

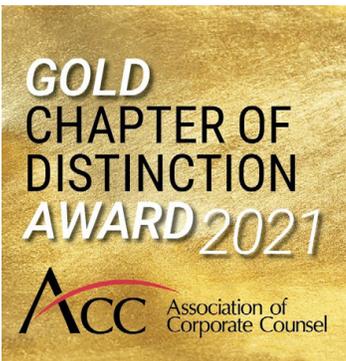
Meets Twice Monthly Each 1st & 3rd Tuesday at 12pm (1-hr)

Addiction Recovery Peer Support

Most meetings formerly across MA are still online, at least 2 meetings weekly

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

ACC-Northeast Corporate Members



We would like to acknowledge and thank our 2022 sponsors



ACC Northeast Board of Directors

We welcome our newest Board Members with *

President

Stephanie Shores Lambert

Assistant Vice President & Chief Compliance Officer
NETSCOUT Systems, Inc.
stephanie.lambert@netscout.com

Immediate Past President

Gemma Dreher

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

Treasurer

Leonard Ho

Chief Legal Officer
Wheels
Len.ho@wheels

Secretary

Alex Aferiat

Legal Counsel
Boston Consulting Group
aferiat.alex@bcg.com

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Emerson College
Meredith_ainbinder@emerson.edu

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Sr Vice President & Credit Counsel
State Street
mappelbaum@statestreet.com

James Coughlin

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

Liz Cox

Managing Attorney
Hasbro
Elizabeth.cox@hasbro.com

Sean Devlin*

General Counsel &
Corporate Secretary
Feeney Utility Service Group

Lalitha Gunturi*

General Counsel
Aras

Ian Hecker

Executive Vice President & General Counsel, Middlesex Savings Bank
ianhecker@middlesexbank.com

Sharon Kamowitz

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

Marisa Murtagh

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

Kathleen Patton

General Counsel
JobCase
kpatton@jobcase.com

Ruchi Shah*

Senior Counsel
Boston Scientific

Karen Higgins Valentine

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

Robin A. Walker

Chief Legal Officer
Goldfinch Bio
rwalker@goldfinchbio.com

Larry Weiss

SVP and Chief Legal Officer
Emulate, Inc.
Larry.weiss@emulatebio.com

Kelly Whetstone

Deputy General Counsel
Foreside Financial Group
kwhetstone@foreside.com

Patrick Wu

Senior Corporate Counsel – Compliance
NETSCOUT
Patrick.Wu@netscout.com

Executive Director

Julie Duffy

juliesduffy@gmail.com