

FOCUS

President's Message

By TJ Fund, OpenEdge, General Counsel

Happy 2017! This January marks not only the beginning of a new year, but also the opportunity to welcome a new Chair to the ACC Board. Alison Pitt will lead the Board and Chapter for the upcoming 2 years, and it is my pleasure and honor to welcome her to this position. She has great passion and experience as well as a deep commitment to the values of the ACC. I look forward to helping support her vision and initiatives as she leads the Chapter forward.

Personally, I look forward to continued service on the board and to continuing to bump into all of you at events. My closing thoughts are brief, but I want to leave you all with some reminders we circulated previously about some of the great benefits the ACC provides to help you get your new year started off right.

Thank you, once again, for your friendship and support during these last two years. People and relationships are absolutely the heart of everything with real value, including the ACC. I look forward to our continued association and wish all of you the very best in your personal and professional lives in this coming 2017.

ACC Top 8 Member Benefits:

NO. 1 Advanced Compliance Education Summit (ACES)

Compliance obligations continue to expand at a rapid pace in the Mountain West. Whether you are one of several compliance attorneys in a heavily regulated multi-nation company, or the only in-house attor-

ney for a small organization, benchmarking is key towards achieving success with your compliance program.

The ACC Advanced Compliance Education Summit is a two-day conference in New Orleans that will arm you with the information and tools necessary to benchmark and grow your compliance program.

- You will learn best practices and receive actionable advice on compliance program monitoring;
- You will discover how you can build business cases for a variety of governance programs; and
- You will hear directly from audit committee members and compliance officers about their approach to risk and take part in a variety of tabletop exercises.

NO. 2 ACC In-House Jobline

- The Association of Corporate Counsel provides an excellent member resource through its In-house Jobline. Under the Jobline, employers can post and members can locate in-house jobs. Members can easily access the site (<http://www.acc.com/jobline/>), find jobs in jurisdictions world-wide, and quickly apply for these in-house positions. For those members who are currently dealing with losing or have lost a job, this website also provides a top ten list of how



to handle job loss (<http://www.acc.com/legalresources/publications/topten/top-ten-tips-for-dealing-with-job-loss.cfm>).

NO. 3 ACC Compliance Portal

ACC members enjoy member benefits like the ACC Compliance Portal. This

fabulous resource helps in house counsel develop or augment effective corporate compliance programs by providing carefully selected resources on a broad range of topics from Data Privacy and Security (including HIPPA Privacy, Information Security and Records Management) to Workplace issues (including Americans with Disabilities Act, Discrimination and Worker Classification).

The WeComply Advisor leads members through a series of multiple-choice questions that the website tabulates to create a list of customized compliance curriculum for your organization that includes: Mandatory, Best Practice and Suggested Courses. Whether you are in house with a publicly traded corporation or a privately held company, the WeComply Advisor can help design a corporate compliance policy for you! Click here to use the WeComply Advisor to create a list of compliance related courses now:

<http://test.wecomply.com/wc2/static/training/advisor/WeComplyAdvisor.html?ACC-WeComply>

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Insights from the World of Legal Operations

By Catherine J Moynihan, Senior Director, Legal Management Services, Association of Corporate Counsel

It's a dream job for an MBA like me; working with change agents in legal services in during a time of accelerating evolution. I joined ACC in 2009, to pitch in on the ACC Value Challenge a year after its launch. More needed to be done through the Value Challenge because the financial crisis had dramatically increased cost control pressures in the office of the general counsel. That pressure, in turn, has contributed to the rise of the legal operations function in corporate legal departments.

In my work on the Value Challenge, and now as director of the section of ACC for legal operations professionals, I get a first-hand view of the challenges legal executives are facing and the initiatives they are undertaking to deliver legal services better, faster and cheaper. Let me pass along some insight from the [ACC Value Champions](#) and [ACC Legal Operations](#) leaders.

The importance of measurement

In an era when "Big Data" is bandied about, legal executives should not overlook the power of "small data" to get started on value initiatives, and to gain momentum.

A key way to establish value strategies is to survey the business side about the relative priority of legal services, unmet needs, and satisfaction with service delivery. Targeted client interviews and surveys yield the combination of qualitative and quantitative data that inform legal department plans to innovate in the provision of legal services.

Is "doing more with less" what is needed most? Or faster turnaround of contracts to drive value to the bottom line? Both imperatives can be met with a process improvement program to gain efficiency. And in turn, that program starts with measuring how long things take under current processes, and mapping

the process to find ways to eliminate time-consuming steps. One legal ops team mapped its process for a specific, repetitive type of matter using sticky notes on a wall, then redesigned the process and mapped it again. The result, "we cut the process down from 12 feet of wall space to 8!" Now that's "small data" – but it's indicative of cutting cycle time by a third.

If runaway law firm spending needs reining in, moving to flat fees is one (potent) solution. And that often begins with capturing historic spending in key "buckets" of work to inform pricing of matters, phases of matters, or portfolios. Armed with information about historic costs, albeit on an inherently inflated basis of rates times hours, law department and law firm leaders can collaborate to set prices that capture the benefit of incentivizing efficiency and a focus on preventing legal disputes.


Preventing litigation is itself another area that benefits from rigorous measurement. Consistently conducting root cause analyses to understand where and why disputes occur, and accumulating the results in dashboards or heat maps, can yield insights about need for more training, better contract terms, or hotlines to avoid legal matters. The legal department can capitalize on small data to proactively solve business and organizational problems.

A close cousin of root cause analysis, an element of the process improvement discipline, is conducting after action reviews (AARs) as a last step in the project management cycle. While reporting progress against milestones and budgets is inherent in using project management to keep legal matters on track and under control, AARs are critical

to continuous improvement – and simple to do. Just ask: what went well, and what needs improvement next time. Every time.

Start with a few modest steps, measure results, and iterate to drive improvement. Or, as the saying goes, "start small and go big."

The benefits of hands-on outside counsel management



Having a law firm management pro on your team really helps get the value and control you need. After spending a lot of time and energy training front-line lawyers in negotiating matter pricing and budgeting, even more leading legal departments are centralizing outside counsel management (OCM). Dedicated OCM professionals are managing processes for law firm panel selection and onboarding, negotiating value-based fees, orchestrating regular law firm performance reviews, creating and tracking budgets, fostering collaboration among panel firms, ensuring value-adds and value-enabling services, such as project management, are utilized¹, and spearheading diversity and inclusion initiatives. For in-house counsel, it's a boon to have someone else focused on those operational aspects of the law firm relationship; affording more opportunity to focus on collaborating with outside counsel on complex legal matters, while a colleague is making sure those important, value-driving activities get done across the board.

And outside counsel management professionals, in turn, can leverage colleagues in the Procurement department. They provide additional hands and legs to carry the load, such as building the request for proposal (RFP) templates, organizing and reporting on the responses, conducting analyses on past spend to inform value-based pricing, and more. Legal ops and procurement professionals are learning to speak each other's language, and the legal ops pros are teaching their procurement colleagues about the nuances and niceties

¹For a methodical approach to maximizing value-adds and value-enablement, check out [Unless You Ask: A Guide For Law Departments to Get More From External Relationships](#).

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of legal. Pretty soon, they learn that if they are trying to drive down legal fees by cutting rates, they're focusing on the wrong metric! Analysis undertaken in an ACC Value Challenge working group shows that when on an hours x rates fee basis, efficiency counts more than rates in cutting costs. And getting away from hourly-based fees is how efficiency is best incentivized.²

Beyond implementing value-based fees, key areas of focus in outside counsel management are law firm data security and promoting diversity and inclusion. An ACC working group has drafted model requirements, "Minimum Information Protection and Security Controls for Outside Counsel," and the ACC Legal Ops External Resources Management Interest Group is pitching in to gather feedback, including from law firms, to make sure it can be implemented. And on the law firm diversity front, the ACC Legal Operations interest group focused on metrics recently conducted a virtual roundtable on the new Model Diversity Survey. With a keen understanding that "what gets measured gets done," the consensus among these operations leaders was that the model survey should be implemented. Meanwhile, the ACC Legal Ops External Resource Management interest group is organizing a virtual roundtable dubbed, "Beyond the Metrics; Tactics to Encourage & Support Law Firm Diversity & Inclusion." We look forward

to reporting on the leading practices that emerge from that discussion.

Using new tools and staffing models to optimize work allocation

After years of in-sourcing legal work, the pressure is on to run legal departments efficiently and a key focus is to get the work to the right (lowest cost) resource. Accordingly, legal operations leaders are gently disrupting the old model of receiving legal service requests: the call, visit or email to the expensive in-house counsel. By setting up legal service request portals, workflow applications to get the work into the right hands and track progress, and "centers of excellence" where pooled resources handle work such as contract review, operations teams are ensuring legal services are provided cost-effectively. Recently, virtual roundtables have been conducted among ACC Legal Ops members on both legal work intake portals and shared services models, two practices that are spreading rapidly.

As much satisfaction as there is with these new tools and models, legal operations leaders also are candid about their ongoing struggles to get some core processes reengineered to their satisfaction. In an era when there's a lot of buzz about artificial intelligence (AI), it's worth noting that several years after the Big Data buzz broke out, we are still not seeing widespread use of data analytics

in litigation strategies and prevention of disputes. Before we see the spread of AI into legal departments, many operational leaders would be content to be able to deploy solid document management systems, truly leverage their ebilling and matter management systems, and cost-effectively and systematically manage contracts from cradle to grave.

ACC supports movement along the legal operations maturity spectrum

The ACC Legal Operations section is a hive of activity, with knowledge-sharing and mentoring occurring through monthly Interest Group calls, in-person and virtual roundtables, webcasts and at the annual ACC Legal Operations conference. With ACC scaffolding for benchmarking, we are seeing acceleration in the spread of best practices and look forward to continued gains in momentum. Legal operations professionals, including non-lawyers, are welcome to join at <http://www.acc.com/legalops/membership/>. And if you have leading practices to share, and would welcome recognition for your team as well, now's the time to prepare a nomination to be named a 2017 ACC Value Champion – due January 31, 2017.

²Interested in hearing more? Download the webcast, "How to Assess the Success of Value-Based Fees without Shadow Billing" in which ACC Value Champions with 3M, Bank of America, Medtronic and United Technologies explain their methodologies here http://webcasts.acc.com/detail.php?id=409116&go=1&_ga=1.5047923.1144571319.1472563131.

ACC News

2017 ACC Mid-Year Meeting: Early Bird Rates End December 1

The second annual ACC Mid-Year Meeting will take place April 2-4 in New York, NY. This two-day program offers an intensive educational opportunity on three topics critical to the success of today's senior in-house counsel: Practical Strategies for Effective Contracts, Employment Law Challenges & Solutions, and Finance Services Regulatory & Technology Pulse. Engage your peers in meaningful conversations and receive practical guidance from faculty in intimate sessions. For more information, visit www.acc.com/mym.

2017 ACC Annual Meeting: Call For Programs Due January 9

Truly by in-house counsel, for in-house counsel, the majority of programming at the ACC Annual Meeting (October 15 –18, Washington, DC) comes directly from ACC committees and individual members. Have a program idea on a trending legal topic? Contribute to the continued success of this event by submitting it for the 2017 meeting. Submissions are due January 9. Learn more and take advantage of early bird registration at am.acc.com.

Second Tuesday Webcast Series

Join us on the second Tuesday of every month to learn about ACC online resources and how to maximize the value you receive from your membership. We will demonstrate how to identify and act upon key in-house legal practice trends and emerging law department issues, and access the knowledge and expertise of thousands of in-house counsel through benchmarking data, policy and contract templates, best practices, and other legal materials across key practice

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areas. Register today at www.acc.com/SecondTuesday.

Business Education for In-house Counsel: 2017 Dates Announced

To become a trusted advisor for business executives, it's imperative for in-house counsel to understand the business operations of your company. Attend business education courses offered by ACC and the Boston University Questrom School of Business to learn critical business disciplines and earn valuable CLE credits:

- Mini MBA for In-house Counsel, Feb. 27-Mar. 1, May 9-11 (Los Angeles), June 5-7, Sept. 12-14, and Nov. 7-9

Learn more and register at www.acc.com/businessedu.

Nominations for ACC's "Top 10 30-Somethings" Awards Are Open!

Don't miss the chance to nominate yourself or someone you admire for ACC "Top 10 30-Somethings" Awards. The awards recognize the rising stars of in-house counsel for their innovation, global perspectives, proactive practice, advocacy efforts, and pro bono and community service work. Nominations are due December 9. Submit your nominations at www.acc.com/30somethings.

ACC Europe Annual Conference: Super Early Bird Rate Ends 31 January

Join us in Cascais, Portugal for the 2017 ACC Europe Annual Conference: New Horizons: Leading in an Ever-Changing Landscape (7-9 May) to hear how to Lead the Law, Lead the Business, and most of all Lead Yourself to achieve your potential. Focused at all levels within the in-house community, the conference will provide expert guidance, general counsel insights, and senior business thought leadership that is designed to help you develop your own strategies for maximising your career. The programme will include interactive workshops, plenaries and coaching opportunities. Learn more and register at www.acceurope2017.com.

ACC Value Champions: Nominations Due January 31

Have you implemented management practices that drive value for your company? Whether you reduced spending, improved predictability or achieved better legal outcomes, ACC wants to hear from you. Submit your nomination today to get the recognition you deserve. For more information, or to check out the past ACC Value Champions, visit www.acc.com/valuechampions.

2017 ACC Advocacy Award: Nominations Due January 20

Help us recognize an individual, ACC chapter or committee that has successfully advocated for an issue important to in-house counsel. The winner will be honored at the 2017 ACC Mid-Year Meeting, April 2-4, in New York City. Visit www.acc.com/advocacyaward for more information and to submit your nominations.

Legal solutions from **Thomson Reuters** deliver best-of-class products and services for your corporate legal department. Their solutions include practice tools as well as software and services to manage department resources. With eligible purchases of Thomson Reuters legal solutions, members may earn "ACC Dollars" which can be used toward ACC-related purchases. [Learn more here.](#)

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The Changing Patent Litigation Landscape

By **Kenneth E. Horton, Kirton McConkie**

In the last several years, the landscape for patent litigation has changed by the implementation of the *America Invents Act* (AIA). This legislation provided several new mechanisms of challenging (or enhancing) the validity of patents in front of the U.S. Patent & Trademark Office (USPTO), rather than in district courts. These mechanisms include supplemental examination, *inter partes* review, post-grant review, derivation proceedings, and covered business method proceedings. All of these mechanisms proceed in front

of the U.S. Patent Trial & Appeal Board (the "PTAB"), an administrative body of the USPTO.

- A derivation proceeding decides which inventor in conflicting patent applications should be awarded a patent. The PTAB determines whether (i) an inventor named in one application derived the invention from an inventor named in another application, and whether (ii) the earlier application claiming such invention was filed without authorization.

- *Inter partes* reviews (IPR) consider the patentability of one or more claims in an issued patent only on a ground that could be raised under 35 U.S.C. §§ 102 or 103 (novelty and obviousness) and only on the basis of "prior art" references consisting of patents or printed publications. Other acts that might invalidate a patent can't be raised in IPR proceedings.
- Post grant reviews (PGR) consider the patentability of one or more claims under a wide variety of considerations. Any ground except failure to comply

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Who's protecting your idea?

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When intellectual property is one of your primary assets, you need attorneys who understand how to blend legal and business strategies in your best interests. And, you need attorneys with a fierce command of litigation when your patents, trademarks, copyrights and other IP assets are being challenged.

As one of the largest IP groups in the state, we bring a depth of knowledge to your unique business situation—whether domestically or internationally. With extensive scientific, engineering and mechanical backgrounds, we are well versed in such industries as medical devices, consumer goods, biotechnology, computers, pharmaceuticals and nutraceuticals, to name a few. The benefit to you? Sound yet innovative IP tactics combined with real world practicality.

Visit our website or scan the code to visit our IP web page. Better yet, give us a call to ask about our IP know-how and fee options.



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with best mode requirement and double patenting (both of which are fairly narrow considerations) can be considered in these proceedings.

- Covered business method (CBM) proceedings review the patentability of one or more “business method” claims in a patent. Business methods are a method, apparatus, or operation used in the practice, administration, or management of a financial product or service, but not “technological inventions” which claim a novel and unobvious technological feature that solves a technical problem using a technical solution.
- Supplemental Examination (SE) can review the patentability in light of any information (not limited to prior art references). Congress hoped that supplemental examination would prevent the patent from being held unenforceable (in a court proceeding) on the basis of conduct relating to information that had not been considered, was inadequately considered, or was incorrect, if submitted or corrected during SE proceedings.

None of these proceedings consider issues of patent infringement or unenforceability, which must still be pursued via district court litigations.

In just 3 short years, IPR and CBM proceedings have become widely used tools for third parties, including accused patent infringers, to attack the validity of issued U.S. patents. They have been especially useful to fight back against patent trolls. The idea was to create a more effective forum than federal courts for hearing challenges to existing patents. While PGR and SE proceedings allow patent owners to enhance the validity of their patents, they have not been used by patent owners to the extent that third parties have used IPR and CBM proceedings.

1. PTAB Proceedings v. District Court Proceedings

When compared to district court litigation, IPR and CBM proceedings have several significant advantages for a party challenging the patent. The burden of proof is lower, there is no presumption

of validity, they are much quicker (1-1.5 years), the costs (1000s of dollars) are much less, and the judges are formally trained in—and familiar with—patent law. Perhaps the biggest advantage is that while patent claims are interpreted in district courts with any construction that upholds validity of the patent, the standard in PTAB trials is that the “broadest reasonable interpretation” is used, which is the same standard used during examination.

Some of the challenges and opportunities presented for patent owners and challengers in IPR and CBM proceedings are presented below.

the PTAB as a death squad, even though that impression is not entirely accurate.

As data on PTAB decisions has accumulated over the last 3 years, a more accurate picture of the PTAB landscape has emerged. The PTAB has found over 9,000 patent claims unpatentable in completed IPR and CBM proceedings. Nearly 2,000 more claims have been voluntarily cancelled by patent owners during IPR and CBM proceedings.

Based on 2015 data from the Lex Machina database, a more detailed view of this landscape can be viewed. The statistics

	Challenges	Opportunities
Patent Owner	<ul style="list-style-type: none"> • Advantages of litigation lost <ul style="list-style-type: none"> » Presumption of validity » Higher Standard for attacking patent lost • Estoppel Issues (i.e., “reasonably could have been raised”) • Success rate is high for attacking patent <ul style="list-style-type: none"> » PTAB granted trials on 80+% of the claims » PTAB found at least one claim invalid in 85+% of the patents » PTAB granted only one motion to amend claims 	<ul style="list-style-type: none"> • Unlike litigation, amendments are possible (but are rarely granted) • Quicker & Cheaper • PTAB forum
Challenger	<ul style="list-style-type: none"> • Petitions require proposed claim constructions • PTAB is closely scrutinizing petitions • Real Party in Interest must be disclosed • Estoppel Issues (i.e., “reasonably could have been raised”) 	<ul style="list-style-type: none"> • Claims given broadcast reasonable interpretation • No presumption of validity of the patent • Evidentiary standard lower (i.e., preponderance) • Quicker & Cheaper • Improved chance for staying litigation • Unlike litigation, infringement does not become an issue

2. Impact of PTAB on Patents

Initially, the PTAB’s reputation was tagged a “patent death squad.” Of the first 20 challenges that made it to a final decision, 17 resulted in losses for the patent owner. But these initial reactions were overblown. To this day many still think of

for completed IPR and CBM proceedings include:

- IPR and CBM petitions denied by PTAB: 20%
- settled prior to IPR and CBM petitions considered by PTAB: 19%

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NO. 4 ACC Webinars

This month, the ACC Mountain West Chapter is highlighting **ACC Webinars**, which are bi-monthly hourly educational sessions geared towards providing busy in-house counsel with a quick and efficient way to acquire valuable legal tools and receive continuing education credits. The presenters include leading practicing lawyers with extensive experience and insights into various legal fields directly impacting in-house counsel. These webinars are free for existing ACC members. If you feel like networking and a free lunch, you can attend the webinars in person. Otherwise, you can access the webinars in the comfort of your own office. A list of the upcoming webinars are set forth below.

"ACC Webinars are a valuable, efficient, and cost effective way to get informed on various subjects and maintain CLE credits."

- Jayne Davis, General Counsel,
Agri Beef Co.

NO. 5 ACC Newsstand

This month, the ACC Mountain West Chapter is highlighting the **ACC Newsstand**, which is a daily newsletter that provides customizable updates on more than 40 practice areas in jurisdictions around the world. This collaborative initiative aims to provide ACC members with a depth of free practical know-how that would be impossible to produce internally. As an existing ACC member who subscribes to the ACC Newsstand, you will receive no more than one daily newsfeed of up-to-date legal analysis from the world's leading law firms, and the report is tailored to those practice areas and jurisdictions that you have requested. Should you wish to add additional practical areas and/or jurisdictions, please go to your Account page and amend your settings accordingly.

With an in-house practice and its attendant time and resource constraints, some days can only be described as triage. The ACC Newsstand helps fill the resource gap. The service saves time and helps reduce risk by conveniently delivering tailored, well-written, and relevant articles that provide advance notice of upcoming issues, practical advice and implementation recommendations for current issues, and insightful legal commentary.

- - Brian Buckham, Senior Counsel, Idaho Power Company

NO. 6 ACC Convention - Annual Meeting; Annual Training:

The ACC offers an annual convention once a year where ACC members from around the world and the country come to meet, train, network and have the opportunity for three days to exchange legal ideas with hundreds of in-house counsel. The 2017 ACC Annual Meeting is October 15-18 in Washington, D.C.

"The ACC Annual Meeting is the most informative, well-organized, well-run continuing legal education seminar that I have ever attended."

- Richard E. Neal, Vice President
Administration & General
Counsel, Hyundai Motor
Manufacturing Alabama, LLC

NO. 7: Member to Member Program

Whatever stage we are at in our careers or our lives, we probably recognize that everything seems to boil down to relationships. The ACC recognizes that there are huge values in facilitating relationships through its communities and it has developed the Member-to-Member (M2M) program which you can find at the ACC's website: <http://community.acc.com/Home>. Here, you can join the conversation with thousands of your peers through the Member-to-Member community, including eGroups. You can discuss challenges with other in-house counsel like you, get important ACC updates, and share files.

These M2M benefits are of tremendous value. For example, I recently had an issue requiring me to line up litigation counsel in multiple Latin American countries. I was pressed for time and the issue went beyond general commercial litigation to highly nuanced intellectual property matters. Finding foreign coun-

sel isn't terribly difficult job for in-house counsel, but it can sometimes take a lot of time due to the language, time zone, and other issues. I quickly sent an anonymous email to the ACC eGroups focused on International Legal Affairs, Litigation, and Intellectual Property, asking for counsel recommendations. Within a day or so, I had a number of specialized counsel recommendations which proved to be very useful. Now, I'm happy to recommend some of the law firm referrals I received to other members. But for the eGroups, I would have wasted time and money, having trial and error experiences with other counsel until I found the right match.

A colleague of mine benefited greatly through the Member-to-Member (M2M) network. He was facing an issue for which he knew most outside counsel weren't qualified, but that a large software company recently dealt with. He looked up the ACC members of that large software company through the M2M network and emailed them directly asking them if he could speak with them in-house counsel to in-house counsel. Obviously, he was prudent about what he disclosed, but even speaking in appropriate generalities, both lawyers benefited greatly from having the discussion. Moreover, they developed a relationship where they will call on each other again when similar issues arise. Compare that outcome with the traditional billable call being made to outside counsel for a recommendation to another specialized outside lawyer, then going through the engagement process and finally being able to have a billable conversation that may not be exactly on point because that so called specialist may have never dealt with the type of issue needing attention. Here again, the M2M benefit provided by the ACC was tremendously valuable in saving time and money.

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We all know a lot and we can share it with our colleagues and call on them to share their knowledge with us. I encourage us all to spend more time with the ACC's Member to Member resources to facilitate just this. If you are unfamiliar with the resources or how to use them, please feel free to call me and I will be happy to help you out.

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- all claims in patent found unpatentable: 18%
- patent owner renounced claims after IPR and CBM proceedings initiated: 4%
- all claims upheld by PTAB: 3%
- mixed claim findings: some claims patentable and some not: 3%
- patent owner renounced claims prior to IPR and CBM proceedings: 1%

This data is depicted in the flow chart¹ below:

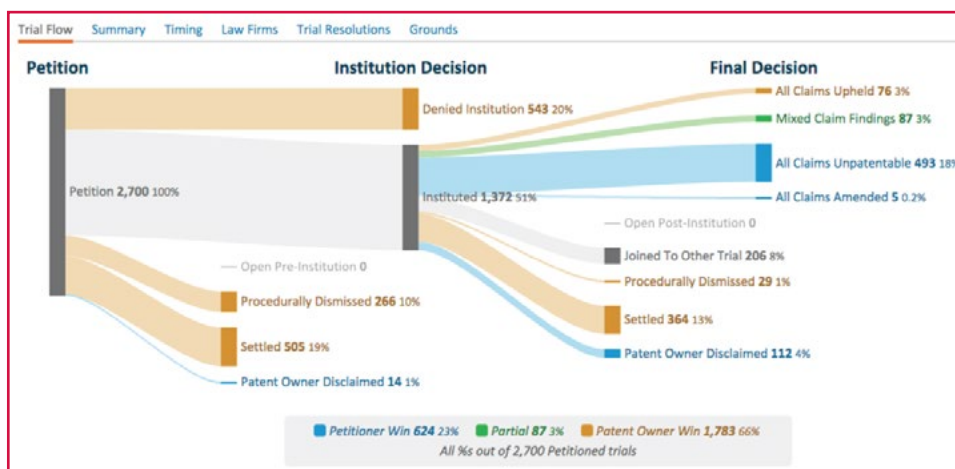
So when considering enforcing your patents, or attacking a competitor's patents, take a quick look at your options with PTAB proceedings.

NO. 8 The ACC Website - Legal Resources At Your Fingertips!

The ACC Website provides valuable information for in house counsel. With its vast database of documents attorneys can find sample documents that span the gamut from outside counsel policy and procedures to vendor contracts. This database is a real resource. To review the documents available please go to: <http://www.acc.com/legalresources/index.cfm>.

Testimonial: "The ACC Website provides a great opportunity to exchange ideas among in-house counsel. It adds value to every project by allowing you to see what others have done, rather than reinventing the wheel."

- Angelina Tsu, Vice President,
Legal Counsel, Zions Bancorp.



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¹Lex Machina Patent Trial and Appeal Board 2015 Report (www.lexmachina.com).

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