

FOCUS

WHERE LEADERSHIP COMES INTO VIEW



President's Letter

Stephanie Lambert

As I write this letter, I am enjoying a beautiful summer morning on Cape Cod. It is one of those mornings to relax, read the paper, and consider plans for the day ahead. My thoughts have distracted me, for better or worse, to preparations our family needs to make as our children head back to college and high school. It's an exciting yet nervous time for my 18-year-old son who is heading to a new school in a different state. Considering the opportunities that lie ahead is exciting, but there are certain to be challenges. He will shortly experience one of those transitional times in life we've all had, full of hopes and dreams, sprinkled with some trepidation of what's to come.

There are many other life transitions that we have all shared where these same feelings play out. Top of mind obviously in this forum is the transition to in-house law practice. Whether transitioning out of a law firm, like I did, or coming to the practice directly from law school, it is certain to be a transition, like heading off to college, full of anticipation and uncertainty. Just like the wealth of college resources for new students, there are abundant resources available to lawyers making that transition to in-house here at the ACC. In fact, recent work done this year by our Northeast Chapter Board (including several past presidents) indicates that making a job or career transition is the top reason in-house lawyers

reach out to the ACC. Career transitions like moving in house, switching companies or industries, seeking a promotion, accepting a new role, or becoming a General Counsel for the first time are all times where lawyers are more likely to seek out guidance and information from the ACC, as explored this spring by our Membership Committee.

The ACC is the one bar association able to cover all these career transitions and unique topics for in-house counsel because it is inclusive of all and focused solely on the in-house practitioner. Our Chapter does indeed live the "By in-house counsel, for in-house counsel" * ACC mantra. The Membership Committee has identified several opportunities for the Chapter to highlight and provide resources to members making a transition to a new in-house role. In fact, an Action Plan was developed by the Membership Committee targeting outreach to sister bar associations in our region, outreach to new General Counsels, and the development of unique programming for transitioning attorneys from law firms and law schools. There are a host of topics specific to in-house we plan to explore: what to prioritize first, how to learn the business, who are the key business partners, and how to develop legal operations expertise, hone financial acumen, and partner with outside counsel are a few examples.

The Membership Committee seeks to expand diversity within our Chapter and involvement by diverse members through

these efforts as well. We hope to meet our members where they are and help them grow to where they wish to be. If you are or know an attorney contemplating such a career transition, stay tuned for more information on these exciting new opportunities. In the Committee Corner of this Newsletter, James Coughlin, the chair of the Membership Committee, invites volunteers to contact him to join these efforts. I encourage you to take James up on his offer—we will be better with your involvement. I would like to thank James and the entire Membership Committee, including Ruchi Shah, Karen Valentine, Robin Walker, Larry Weiss, and Patrick Wu, for their energy and leadership in brainstorming and developing the Action Plan and for driving these efforts into the future. Please reach out to any one of us and let us know how we can better support you and your in-house colleagues.

There are many other benefits provided to in-house counsel by the ACC that assist not only in a time of a specific job or career transition but in all aspects of an in-house career that will continue to be developed and supported in 2023. While we will work with our sponsors to maintain informative webinars our members rely on, we are also working to reintroduce more in person programming and networking events in 2023. While the health and safety of our members remain a priority, there is nothing that replaces the opportunity to meet other in-house practitioners in person to share ideas,

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insights, and perspectives on our daily practices. I speak from experience having met the General Counsel of NetScout, Jeff Levinson, my current boss, through my involvement with the ACC over ten years ago. In person networking opportunities are and remain the cornerstone

of our local Chapter benefits. We will do our best to plan these events in different locations and times to meet you where you are. I look forward to seeing you at a Chapter event soon. Hopefully by then I will have adjusted to the nearly empty nest at home, but no promises.

Communications Committee

Communications Committee and Newsletter Editorial Board: Kelly Whetstone (editor-in-chief), Alex Bubier, Brian Ciaramicoli, Liz Cox, Sean Fitzmichael Devlin, Jamie Wells and Patrick Wu. Other contributors: Mitch Appelbaum, Gemma Dreher, and Sharon Kamowitz.

Welcome New & Renewing Members

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

Deidre Arnold

Alnylam Switzerland GmbH

Lynne Ashby

James Basta

Intellia Therapeutics, Inc.

Laura Beddow

UKG Inc.

Melinda Brothers

Berkshire Residential Investments

R. Matthew Cairns

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Darla Champigny

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Chad Colarusso

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Nicole Conlon

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William Dee

Joslin Diabetes Center

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Mary Ferguson

Intellia Therapeutics, Inc.

Trevor Findlen

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Vestas American Wind Technology, Inc.

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Ilisa Horowitz Heyman

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Joseph Nugent

Intellia Therapeutics, Inc.

Alesia Pittman

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Hernan Prados

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

Tech Toolbox: Don't Overlook Tacit Knowledge Management

By Greg Stern, Chubb, Independent Consultant

Personal knowledge management (KM) systems are a hot topic, but almost all of it is focused on explicit, or recorded knowledge. In this column, I recommend some ways that individual lawyers can develop personal knowledge management systems that also capture tacit knowledge — the knowledge that you or your colleagues have inside your minds, versus the explicit knowledge you may have collected.

Why is this important? At a corporate level, tacit knowledge comprises the vast majority of a company's knowledge assets. It is one of the main forms of any company's intangible assets, which are estimated to make up **84 percent of the value of all US S&P company assets**. In 2019, companies' intangible assets were estimated to be worth US \$21 trillion, **three times more than their tangible counterparts**. There is, of course, no way to know how much value is contained in your own company's tacit knowledge, but clearly it could be extraordinarily valuable.

Tacit knowledge management

On a personal knowledge management level, tacit knowledge management may be even more relevant. How often have you admired the way a colleague or outside counsel analyzed a complicated legal issue, had useful experience in a particular type of transaction, conducted a meeting, or demonstrated their note taking or task management prowess, wishing you could do any of those things nearly as well? Those skills are examples of tacit knowledge. And, believe it or not, those are examples of things that would be fairly easy to incorporate into your personal knowledge management system.

And please, do not rely on your ability to recall which colleague or outside counsel knew what. You may have a world class memory, but the way memory retrieval works **depends on a complicated mechanism of retrieval cues**, and those cues are not only more random than we suppose but are not always intuitive (and therefore readily available), even within our own

minds. So, the fact that you discovered that a colleague had special expertise in sanctions law three years ago will not always leap into your mind just when you need it. You should develop reliable outside mechanisms to help.

The lowest hanging fruit involves simply using a tool that nearly everyone already has: your preferred contacts app. Whether it's based on Microsoft, Apple, Google, or another company, we all use our contacts apps to capture phone numbers, physical, website, and email addresses, and even relationships and birthdays — but they also allow space for notes.

The lowest hanging fruit involves simply using a tool that nearly everyone already has: your preferred contacts app.

The trick is, whenever you happen to find out that a colleague or friend has expertise or background in an area that might be valuable to you, make a note of it in the note field in your contacts app. Those note fields are searchable in every major app, so in the future if you need to find out whether you know someone who has expertise in sanctions law, all you will need to do is search for them.

And, by the way, it isn't very difficult to develop a shared contacts folder for your entire law department. That way, you could, for example, keep track of which outside counsel has special tacit knowledge that others in your department may need. You can also download most app content into spreadsheets, like Excel, to easily view each field.

Create a mind map

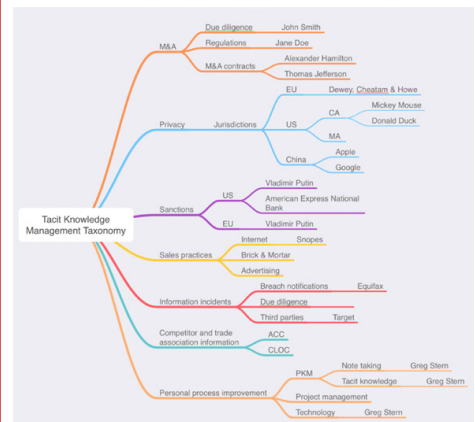
You may decide to become more sophisticated and systematic in organizing your tacit management assets. For example, instead of relying upon chance to find



out that your colleagues have some unexpected expertise, you may want to actively search for colleagues with the expertise you may need, even before you actually need it.

How do you start? One way of doing it that I have written before is to develop one or more knowledge taxonomies. In simple terms, this is a mind map or other branching representation of the areas of knowledge you believe will be of use to you. These should include not only legal areas, but also other areas of information that you may find useful, such as the various kinds of business your company conducts, technology systems it uses, competitor and trade association information, etc. It may also include personal process improvement areas in which you are interested.

Here is a simple mind map I created to illustrate the idea. Note that the mind map not only includes a taxonomy of personal and tacit knowledge management areas that a lawyer might find useful in doing their job, but on many of the branches, I have indicated people, companies, or law firms that have expertise in those areas.



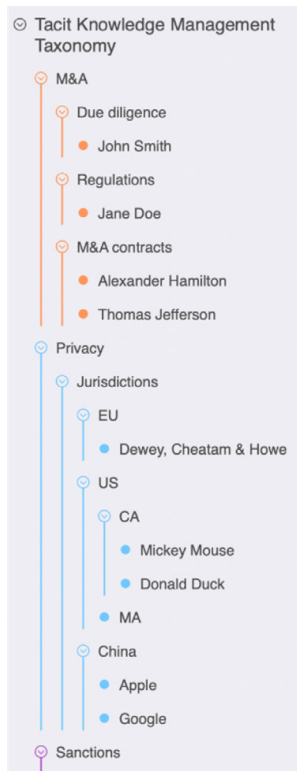
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Note also that all modern mind map applications allow hyperlinks to be inserted into any node of it. So, for example, you could include a link to a law firm you use, to your contacts entry for that firm, or to a colleague within your company who has worked extensively with them. You can even include a link to a memo or another mind map, if you have one that goes into a particular topic area.

Mind maps are easy to create. I like the app I used for this illustration, which is called [MindNode](#), because it is available on Windows or Mac and also works great on an iPad or other tablet, where you can simply rearrange branches by dragging them around. But there are many good mind mapping applications available.

Another cool thing about mind maps is that most of the good ones are able to export mind maps as [OPML](#) files that



Mind maps can be arranged in a variety of ways. Outline mode is shown above.

will automatically convert to outlines in most full featured outline apps. In MindNode, you can also view the mind map and modify it by looking at the included outline feature, which for this mind map looks like this:

Do what works best for you

Obviously, mind maps aren't the only tool you can use for a tacit knowledge management tool. You could use any spreadsheet app, like Excel, Smart-sheet, Numbers or Google Sheets, or a Word doc or a SharePoint instance, etc. The main thing is to develop a system that is easy for you to use and develop a personal knowledge management taxonomy in.

Recruit experts for your company

Once you have developed a taxonomy, it is time to locate experts inside your company or among your outside counsel

who have expertise in that area. So, you might decide that you wouldn't want to have to scramble to find outside counsel experts in data breaches or sanctions *after* you discover you have a calamity to deal with, so you reach out to your colleagues and outside counsel in advance to locate individuals with that expertise. Then, you can put them in your contacts, spreadsheet, mind map, or other tool of choice so you will be better prepared when you need to tap into it.

Take initiative with your colleagues

When improving your own processes, don't just compile a list of tacit experts in those areas. Instead, consider interviewing colleagues who seem especially good at personal process improvement areas in which you are interested in learning their best practices. In my experience, people are usually very generous in that respect, and it will give them an opportunity to learn from you as well. Mutual support and sharing should be a part of every law department's culture. After all, a rising tide lifts all boats.



Greg Stern Chubb

ACC Annual Meeting October 23-26, Las Vegas

ACC is incredibly excited to return to an in-person Annual Meeting experience. We're completely reimagining this year's conference



with curated content paths, lots of networking to catch up with old friends and make new ones, an interactive exhibit hall, and of course, engaging sessions and tons of time to just have fun. You can also choose from three different experience options: in-person, virtual, and global day. So no matter your schedule or location, you won't want to miss the ACC 2022 Annual Meeting. Rates increase after September 21 so [register today!](#)

Your Safety is Our Top Priority!

As we continue to plan for the upcoming conference season, our top priority remains the health and safety of our attendees, speakers, staff, and sponsors. We are carefully monitoring the status of vaccine and booster distribution, as well as any changes to federal and local guidance due to new strains of the COVID-19 virus. These will all be taken into consideration to make informed decisions about hosting live and hybrid events once we can ensure the well-being of all stakeholders.

We will be sure to keep the ACC community informed as more information becomes available. Visit our [Duty of Care](#) page to see full details on the protocols we will follow to ensure you and the entire ACC community remain safe at our events.

ACC-Northeast Member Spotlight



Kat McCabe

Former Senior Vice President and General Counsel, LionBridge Technologies
ACC-Northeast Practice and Career Management Committee Member

Please tell us a little bit about your most recent company and your role there. What were your responsibilities and what was the legal department like?

My most recent role was as Senior Vice President and General Counsel of LionBridge Technologies here in the Boston area. LionBridge is a global company offering translation services all over the world. Previously, I had worked mostly with tech companies, all based in the United States, so I was particularly excited about the opportunity to work with lawyers and business people in different jurisdictions. In some areas, the legal frameworks are really very similar to U.S. - for example, contract rights largely operate the same way. But there are other types of issues, like employment-related matters, that really reflect the particular culture where the business is located. Part of my role involved quickly assessing where you could just use reasonable judgment and that would be enough to move forward, and where getting local counsel and local input was the better course. That dynamic was very engaging for me. I also worked with a terrific legal team, and I enjoyed that very much. It was a small team - just three lawyers and two paralegals - so we actually relied quite a lot on outside counsel in all of the jurisdictions where we were doing business.

What was your career path? How did you get to where you are?

I graduated in 1994, so it's been a long career. I had six years in law firms in the San Francisco Bay area and that brought me into a lot of tech companies and a lot of tech transactions. I have always enjoyed working with smaller companies where the legal team can more easily integrate with the business team. That said, working with small companies inevitably means a fair amount of change, and so with that my career path has had to be opportunistic. I started in-house as the

general counsel of an online consumer photography company. From there, I've worked for a wide range of emerging growth tech companies including B2B and some consumer, each with its own legal focus. For example, I worked with a fraud detection company where data privacy was very important to the business. I worked with an Internet of Things platform. The challenge there was the complexity of the business model and having both hardware devices and the SaaS based offerings. That range of companies and products and markets has provided a lot of opportunity to learn and a wide range of challenges. I'm a generalist by nature, so having that variety has been great.

Going from private practice into an in-house practice, was there anything that surprised you or were there any challenges that were unexpected?

I would say the thing that surprised me was how hard I had worked for law firms. You're always on the go with law firms and every minute is very focused. I found working in-house to be more humane and more balanced. There's time to develop relationships and to get to know the business more deeply. I found that much more satisfying on a personal level. I think that being in a law firm is great because you're surrounded by people doing what you do. I had some of the best legal conversations I've ever had when I was a law firm lawyer. But I have no regrets about making the move in-house.

Has anything surprised you in your current job search? What are you looking for in your next role?

In terms of the search, COVID has definitely altered how that works. In my career I have focused a lot on networking, and I would say that's really been key to finding opportunities. It's just harder to do that virtually. While I'm grateful for online meetings - these past few years have been better than if we'd all just been on the phone - but nothing, in my view, replaces



meeting people in person. I'm a pretty social person so I have enjoyed the networking I've done and it's definitely less fun now. There's no getting around that.

As for the next role, I am very open to what that might be. I would say I'm a very business minded lawyer and I enjoy the operational aspects of business, so I certainly orient toward organizations that need quick and practical advice versus needing deep legal expertise in a particular area. I'm also interested in companies that want to leverage technology to support their legal departments. For example, there are companies using AI based redlining as part of their review process. Others are using AI based contract management systems to manage storage and retrieval of contracts. I think there's enormous value there and would love to be involved in those kinds of improvements. And last, I would say I really enjoyed managing and mentoring lawyers, so I'd be very happy to work with a team of lawyers again.

The past two years have been a challenge in many different ways. How do you think COVID-19 has affected in-house practice?

I work for technology companies, so I think I've been fortunate to be in a market that was able to adjust very quickly. LionBridge had 5000 employees that went from working in offices and to being fully remote, both in the United States and in many other jurisdictions. That was a remarkable achievement and I was

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grateful that the work just continued. For me, I'm farther along in my career. For people who aren't, I think it's harder. I think of all the times I was able to ask a not-very-clever question because it was just in the kitchen or walking down the hall or in some other environment that was very casual. I really feel for people who are starting out and don't have those interactions because you can learn so much from those casual exchanges about how business works and how legal works. I think that's a loss and I don't know how you replicate that.

How did you hear about ACC-Northeast? What value do you see in the organization?

I have been a member of ACC for years. It would be interesting to know when I joined. It may have been when I moved from the West Coast to the East Coast. I was looking for organizations to help me establish myself in New England. It's been really a fantastic resource for me. I have relied on ACC for input in a number of ways, including educational resources and

webinars. I've also always really enjoyed the Annual Meeting. I hope to attend this year, and if not this one, then the next one.

This year I joined the Practice and Career Management Committee here in the Northeast, which focuses on programs for the softer skills needed as a lawyer. When I first started out as a lawyer, I think that area really received very little attention. Over time and over my career, the pressures on lawyers have really increased. So, those soft skills become even more important.

As someone who has been general counsel at several companies, do you have any tips for in-house counsel that are aspiring for the role?

There are a lot of different types of general counsel. The skill set needed in running legal for a public company is very different than the skill set needed for handling legal for a start-up. So I think it's important to have some sense of the ideal company for you, meaning the size of the company, the market it's in, whether it's public or private. Having an understand-

ing of that as a longer-term goal is a good place to start because the role is going to be very different depending on the company you work for. Certainly, many GCs have come up through the ranks within one company, so choosing companies that have that kind of culture can be worthwhile. In the end though, in any profession, I think advancing your career often depends on the relationships you've built over time. Especially these days, people move around a lot, so staying in touch with ex-colleagues is really essential to career development.

What are your interests and hobbies outside of work? What do you do to decompress and relax?

Decompressing is definitely easier in the summer in the Boston area. My husband and I both love to cycle in the nicer weather. I also love to swim and we have a number of beautiful ponds here in Eastern Massachusetts. The summertime is just trying to find ways to get outside and the rest of the year it's all about cooking and waiting for summer to come again.

Committee Corner Membership Committee

This quarter's Committee Corner features the Membership Committee. The Membership Committee's goal is to increase the Northeast Chapter's membership with a focus on ensuring we are an inclusive in-house community. The Committee seeks to increase both our Chapter's individual and corporate membership base, and we are exploring new and meaningful ways to engage general counsel and their staff. Specifically, we are working to partner with local bar associations to expand our profile. We recently worked with the Boston Bar Association and held a panel discussion at the BBA offices on Lawyer-Client Relationships. If you would like to recruit a colleague or friend to join the ACC, please visit <https://www.acc.com/membership/recruit-a-member>. To explore the opportunity to volunteer with the Membership Committee, please reach out to James Coughlin, at james.coughlin@dell.com.

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

Lalitha Gunthuri
Robin Walker

Membership Committee

James Coughlin

Next Gen Committee

Brian Ciaramicoli
James Coughlin

Practice & Career Management Committee

Alex Aferiat
Sharon Kamowitz

Pro Bono/Civic Engagement Committee

Mitch Appelbaum

Programs Committee

Larry Weiss
Mitch Appelbaum

Women's Initiative Committee

Marisa Murtagh
Kathleen Patton

ANNUAL MEETING PREVIEWS

ACC Northeast is excited for this year's Annual Meeting in Las Vegas on October 23-26, and we are proud of our members who will be presenting. Here is what a few of them had to say:

"I am a panelist for a topic I work on every day--Building a Global Compliance Program. Our panel will discuss the challenges unique to building and maintaining compliance programs within a global organization. We are planning an interactive roundtable discussion of the issues specific to global compliance programs including scoping, resourcing, and risk assessment. I have enjoyed the planning process, learning from and sharing ideas with seasoned in-house compliance professionals. All lawyers involved in risk and compliance will benefit from the wisdom of these panelists. It is but one example of the benefits of attending the Annual Meeting—the opportunity to participate in discussions on and



benchmark what other companies are doing around the ever-changing risk and compliance obligations globally."

Stephanie Lambert
Chief Compliance Officer
NetScout

"I am pleased to be participating in the Employment and Labor Law Network's Annual Employment Law update recapping important cases and laws over the last year.



The employment law update is always a helpful tool for our ACC membership and as with other years, there are many developments we plan to discuss."

Yvette Politis
Associate General Counsel
RELX, Inc.

"How in-house attorney use, contract for, and advise on technology has many ethical implications. I am excited to join will Helena Ledic, Aryeh Friedman, and Aparna Williams to discuss the intersection of technology and legal ethics, This program, Technology Raises the Ethical Stakes, sponsored by CSC, will be offered in two different time slots during the meeting due to anticipated demand. The panelists and I will review hypotheticals to address multiple ethical issues."



Gemma Dreher
VP & Senior Counsel
TD Bank

"This year at the ACC Annual Meeting, I'm organizing a panel presentation related to Building a Culture of Professional Development. This is a topic that has been important to me both in the earlier part of my career as a developing lawyer and then later as I moved into manager and leadership roles. For this session, I've been fortunate to recruit a really talented, experienced, and diverse panel of speakers who each have a passion for developing talent and a legal department culture that drives the best results for their companies but also are terrific places to work where everyone learns from one another. Speaking at the Annual Meeting is a terrific experience that I'd recommend to anyone and attending the Annual Meeting is always a productive experience. I'd encourage our members to take a look at the agenda



and look forward to being back at the Annual Meeting in person again this October!"

Larry Weiss
Chief Legal Officer
Butterfly Network, Inc.

"I am delighted to present at the first ACC in-person Annual Meeting since 2019! My panel is "What COVID Changes are Here to Stay in Compliance and Investigations" and includes three other outstanding ACC Health Law Network members, including a co-panelist I presented with at last year's virtual annual meeting.

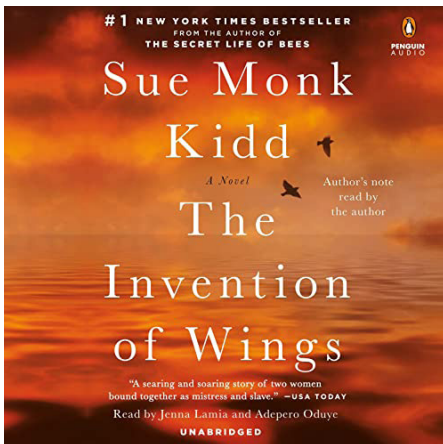
One of the best things about ACC is that we learn from each other. In this session, we will share what we learned about keeping our compliance programs going during the pandemic, adapting, and sometimes improving, as necessary. We will talk about the importance of building resilient, sustainable practices, and as important, learning how to lead with compassion during this very difficult time.

This is the third time I have done an Annual Meeting presentation. It can be a lot of work, but it is so worthwhile. It is a great opportunity to sharpen your skills, and really get to know other members in your practice area. I think it makes attending the Annual Meeting even more fun."



Maria Buckley
General Counsel
CIC Health

ACC-Northeast Book Reviews



The Invention of Wings by Sue Monk Kidd

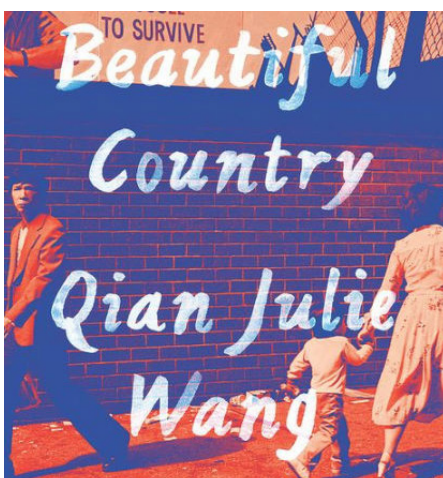
Review by Gemma M. Dreher
Vice President, Senior Counsel,
TD Bank

This is a beautifully written novel based upon the lives of a slave named Handful (called Hetty by her white owners) Grimke and the daughter of slave owners, Sarah Grimke, an abolitionist and feminist born in the 1790s. While much that Monk Kidd wrote is based on historic events, Handful Grimke died at a young age from an "unspecified disease" after she was severely beaten when it was discovered that Sarah taught her to read. Monk Kidd keeps Handful alive, imagining her life in parallel with Sarah's, resulting in a historic novel spanning thirty-five years as the two

main characters grow up. Narration alternates between Sarah and Handful. I read and listened to this book. In the audio version, there are two different readers, making the two voices more pronounced. The technique gives Monk Kidd a platform to touch on the danger of white privilege and the brutality of slavery in the antebellum South.

The novel starts when eleven-year-old Sarah is given Handful as a birthday present. Handful is ten at the time and was born into slavery as her mother, Charlotte, is owned by the Grimke's. I was immediately pulled into this story after being introduced to the two main characters. Monk Kidd is masterful in looking at the complicated, sometimes dangerous and ultimately loving connection between Sarah and Handful. Handful is a spirited, intelligent and determined young girl. She wants freedom, and bravely takes many risks to accomplish that goal. She is inspired by her mother, who undertakes acts of defiance and strives to be free. Sarah's anti-slavery stance is presented early in the story as she tells us of her first memory, that of a slave being beaten. Sarah tries to reject ownership of Handful and using a book written by her father (a lawyer and judge as well as plantation owner), writes a manumission document to free Handful. I was captivated by how Monk Kidd introduced the societal constraints and expectations of Sarah as a woman in

those times. Her desire to be a lawyer are laughed at by her family. Her punishment for teaching Handful to read was banishment from the library. This, juxtaposed with Handful's beating, make the declaration trivial and was one of the many instances that brought self-examination. This is the remarkable aspect of this novel. It is profound and thought-provoking while being very entertaining. In my household we describe it as "not put downable". The author weaves in other figures from history in an imaginative way, including Sarah's sister Angelina, Lucretia Mott, Denmark Vesey, Theodore Weld, William Lloyd Garrison and Israel Morris. The story elegantly reports on a number of historic events while staying dynamic and easily readable. I did not want this story to end. Monk Kidd's imagination and her meticulous research result in amazing storytelling that touches on relevant and important issues. This novel showed me a new aspect of my own privilege and the work I still need to do to broaden my awareness of the legacy slavery left. It sparked a curiosity to do more research on the abolitionist movement and how it intersected with the women's suffrage movement. I read Sarah and Angelina Grimke's writing. In short, the book inspired me to learn more about the issues raised while providing a delightful, sweeping story that I will remember for quite some time.



Beautiful Country: A Memoir by Qian Julie Wang

Review by Patrick Wu Senior
Corporate Counsel - Compliance,
Netscout

At first glance, Qian Julie Wang's life and my own should not have been all that dissimilar. We were both Chinese American children growing up in the New York Metro area in the 90s. Instead, they could not have been more different in almost every facet of life - immigration status, gender, poverty, housing, lan-

guage, family dynamics. These formed the context of Wang's memoir, *Beautiful Country*, detailing her experience as a child in New York's Chinatown.

The title, *Beautiful Country*, comes from the Chinese name for the US, but it is difficult to describe the country that Wang experiences when she arrives as a 7-year-old with her family as beautiful. Wang together with her parents, professors in China with comfortable lives, left their home believing in a better life without the political repression of Communist rule. Like many Chinese immigrants,

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Wang's father had come to the US first and then later sent for Wang and her mother. Here, they struggled as undocumented immigrants, forced to work in sweatshops, live in overcrowded tenements, and suffer the indignities of racism. Survival becomes everything for Wang's family and the stress strains their relationships to the limit.

Wang presents a narrative through the eyes of child but with the benefit of an adult's retrospection. Much of her life in those years can only be characterized as dark. She recounts her constant fear of deportation – worrying about saying the wrong thing to police officers, teachers, even her classmates. Wang felt the constant pang of hunger. Wang tells of Jim, an older white man with an interest in young Asian

women, who Wang's mother felt compelled to develop a friendship with in order for Jim to take the family out on weekly dinners at McDonald's. She describes her sense of duty to be her mother's helper and protector while her mother worked at sweatshops slicing fish and hair salons massaging men's scalps. But there are also points of light in that darkness. She shares her joy in sneaking away into the shared bathroom of the tenement to read stacks of books from the library; and, of finding Polly Pocket toys during one of her family's weekly "shopping" trips through the trash and dumpsters of the neighborhood.

Ultimately, Wang was able to survive the trauma of her childhood and the family makes the decision to move to Canada,

which provides a much more supportive environment. Wang eventually does achieve her childhood dream of law school, a dream that many adults thought was out of reach for her. She currently has her own educational civil rights litigation practice in NYC and takes on pro bono immigration cases on behalf of immigrant children and unaccompanied minors, dealing with some of the very issues that affected her almost three decades ago. Beautiful Country is both sad and uplifting. While it shows some of the truly appalling situations undocumented immigrants are put in, it also tells the story of an individual that was able to succeed in spite of it all.

LOOK WHAT OUR MEMBERS ARE READING:

Caste: The Origins of Our Discontents

by Isabel Wilkerson

Little House in the Big Woods

by Laura Ingalls Wilder

Cloud Cockoo Land

by Anthony Doerr

Loveboat, Taipei

by Abigail Hing Wen

The Stationary Shop

by Marjan Kamali

Say Nothing

by Patrick Radden Keefe

The Creation of Patriarchy

by Greta Lerner

The Story of Jane

by Laura Kaplan

Life and Death

by Andrea Dworkin

The Wretched of the Earth

by Frantz Fanon

First Friends

by Gary Ginsberg

The Vanishing Half

by Brit Bennett

The Paper Palace

by Miranda Cowley Heller

The Love Songs of W.E.B. Du Bois

by Honoree Fanonne Jeffers

Let's Not Do that Again

by Grant Ginder

100 Things We've Lost to the Internet

by Pamela Paul

The Violin Conspiracy

by Brendan Slocomb

This Time Tomorrow

by Emma Straub

The Latecomer: A Novel

by Jean Hanff Korelitz

Two Wheels Good: The History and Mystery of the Bicycle

by Jody Rosen

The Nineties

by Chuck Klosterman

Comedy Comedy Comedy

by Bob Odenkirk

First Friends

by Gary Ginsberg

The Vanishing Half

by Brit Bennett

The Paper Palace

by Miranda Cowley Heller

Piranesi

by Susanna Clarke

Project Hail Mary

by Andy Weir

The Three Body Problem

by Liu Cixin

The Family Firm

by Emily Osten

The Devil Never Sleeps: Learning to Live in an Age of Disasters

by Juliette Kayyem

ACC NORTHEAST BOOK CLUB LAUNCH

We are hoping to launch a virtual Book group this Fall. Would you be interested in joining us? We intend to meet every other month. Each member will be responsible for selecting a TBD monthly book and leading the discussion for one session. It will be a fun way to meet people, learn about new books/authors and participate in interesting discussions.

The only "rule" is that you must read the book and come prepared to share your thoughts.

If you are interested, please email your name to juliesduffy@gmail.com.

Webinars, Virtual Discussions & Social Event Recap

Webinars

The State of the Legal Marketplace and Evolving In-House Role

**Sponsored by ACC Northeast NextGen Committee & Preti Flaherty
May 18, 2022**

On May 18, 2022, the NextGen Committee and Preti hosted "The State of the Legal Marketplace and Evolving In-House Role," featuring Michael B. Rynowecer, President of BTI Consulting Group. Mr. Rynowecer discussed what the in-house counsel experience looks like in 2022, covering job satisfaction, general expectations, and compensation. He also addressed how the relationship with outside counsel is changing, and what great client service looks like. BTI Consulting has been examining the legal market for over 30 years, and the specific insights Mr. Rynowecer shared were developed from more than 350 in-depth telephone interviews with in-house counsel.

Best Practices for Retaining & Working with Outside Counsel

Sponsored by Lando & Anastasi

June 7, 2022

On June 7, 2022, Andrea Reed of Lando & Anastasi, LLP, moderated a panel discussion – Best Practices for Retaining & Working with outside counsel. Andrea, joined by Tom Brown (Senior Managing Legal Director, Head of IP Litigation, DELL Technologies), Lesley A. Hamlin (Vice President and General Counsel, Intellectual Property, Operations and Emerging Businesses, Citrix) and Dave Schuler (Chief IP Counsel, BOSE), dove headfirst into an engaging conversation about how to start and manage a relationship with outside counsel. How do you find the right firm? The Panel agreed that success is based on a combination of networking, leveraging past relationships, and obtaining recommendations. Leveraging Technology is also useful. RFPs (Request for Proposals), when configured properly, provide keen insights into how potential firms will handle a particular matter, including general strategy, fee structure(s), and case staffing. Once you find the right firm, how do you keep the relationship going? Lesley may have put it best by stating that it's more of an art than a science, but Tom, Lesley, and Dave all agreed that, at a minimum, communication (when efficient) and setting expectations is critical.

Project Citizenship Training

**Sponsored by Pro Bono & Civic Engagement Committee
June 14, 2022**

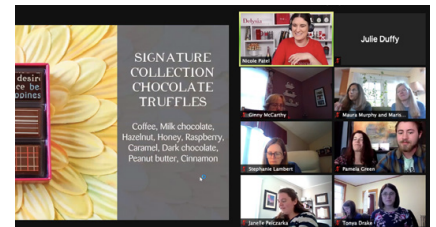
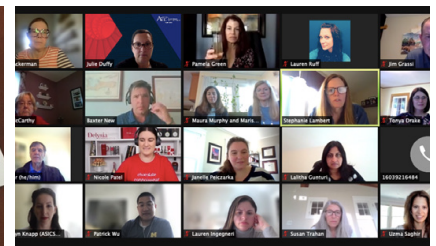
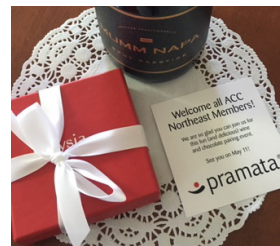
On June 14, 2022, the ACC Northeast Chapter's Pro Bono and Civic Engagement Committee hosted the second training led by McKenzie Bell, Program Director from Project Citizenship. Project Citizenship is a Boston-based legal services non-profit that helps eligible legal permanent residences apply for US citizenship. Project Citizenship has helped over 9,000 immigrants submit citizenship applications and is always looking for volunteers to support their work. An intro training was held in December, and this session was preparing volunteers to participate as "quality control" during citizen workshops. Over 20 members of ACC Northeast have participated in these trainings.

Virtual Events

Wine & Chocolate Pairing Event

**Sponsored by the Association of Corporate Counsel, Northeast Chapter, and Corporate Pro Bono (a Global in-house Project of the Pro Bono Institute)
May 11, 2022**

On May 11, 2022, ACC Northeast together with its sponsor, Pramata, hosted a virtual Wine and Chocolate Pairing Event. The event was led by Austin based Delysia Chocolatier's owner and chocolatier, Nicole Patel, who was recently named 2022's Best Chocolatier in the Americas. Nicole walked the group through the history of her business and the process of making chocolate. She went on to guide the group on tasting chocolate – noting how to use all five senses to experience the chocolate. Participants enjoyed nine different truffles, each made with a unique combination of type of chocolate and flavorings, ranging from sweet to tart to smoky. Members also sipped on sparkling white wine which complemented the chocolates. All attendees agreed that it was a delicious and enlightening event.



In-house Lawyering: From Surviving to Thriving

Sponsored by Latitude

May 10, 2022

The ACC Northeast Practice & Career Management Committee and Latitude presented an online panel discussion on two timely topics: 1) creative ways to improve job satisfaction among in-house counsel; and 2) strategies that companies and legal department can use to drive employee engagement.

The discussion was led by Candice Reed and Joe Turo of Latitude. The panel was comprised of: Alex Aferiat, Managing Legal Counsel, The Boston Consulting Group; Ronald J. Arigo, Senior VP, Head of Human Resources, AAA Northeast; R. Lisle Baker, Professor of Law, Suffolk Law School; and Jill Kalliomaa, Senior Legal Counsel, Novartis Institutes for BioMedical Research.

Professor Baker began the discussion by noting that many attorneys want to help others solve issues, but fail to take care of themselves. He noted a tendency towards perfection and risk aversion and advised that attorneys need to find ways to balance these useful professional skills with more positive thinking. Several panelists noted the unique situation of in-house counsel in a time when many company employees are feeling stress, and in-house counsel have no ability to separate themselves from their clients, the team as a whole, and the company mission.

The discussion quickly pivoted to ways in which companies, legal departments, and individuals can increase job satisfaction and reduce burnout.

At a corporate or department level, the following suggestions were offered:

- Expand employee assistance programs, improve access to behavioral health and wellness programs, and introduce change management programs, all of which allow people to address issues and be able to bring their whole selves to work.
- Improve the onboarding experience, especially in large companies or large legal departments where it is hard to get to know others.
- Help employees understand the goals of the company, department, and special projects.
- Obtain employee feedback through focus groups.
- Offer extra time off for everyone at the same time (ex. during holiday season) and encourage employees to take breaks. Managers should set an example by taking vacations.
- Develop secondment programs that allow employees to work in other areas, avoid burnout, learn new skills, and provide backup for others.
- Bring in outside legal or other resources to prevent staff burnout during busy times.

On an individual level, an overriding theme was the importance of building quality relationships. Tips included:

- Take the time to find friends at work and invest in the relationships.
- Find a new way to connect virtually or in person outside of work for a coffee, meal, or drink.
- Understand your own strengths and recognize others' strengths.
- Cultivate a sense of mindfulness and an awareness of the present moment.
- Plan vacations and other breaks from work.

A brief mindfulness exercise closed out the webinar.

How-Tos for Developing an In-house Pro Bono Program

Sponsored by the Association of Corporate Counsel, Northeast Chapter, and Corporate Pro Bono (a Global in-house Project of the Pro Bono Institute)

June 1, 2022

We live in a world where there is a continuing need for the provision of pro bono legal services. While in-house legal departments may not be set up to provide the same scope of pro bono services as most law firms, it is clear that in-house lawyers and staff have valuable experience, broad skills and perhaps most importantly, the desire to give back to and support their local communities. On June 1, 2022, Alyssa Sanders and Johnna Carey-Park of Corporate Pro Bono led a panel discussion on the creation and development of in-house pro bono programs in order to facilitate and guide such efforts by in house legal departments. The highly engaged and informative panel included in house counsel Carmen Chan and Tom Neumeier from Liberty Mutual Insurance and Sarah Lang and Kimberlee Nauges from Schneider Electric, who shared their experiences across the spectrum of pro bono program development – from start up to implementation to growth of their programs. Attendees came away with practical advice and real-world insights on program development, including ideas on how to develop and build (and maintain) internal support for a pro bono program and how to structure such a program and develop opportunities and collaborations with external firms and legal service organizations. Panelists also shared their experiences in connection with the development of internal policies and procedures and, of course, approaches to questions about malpractice insurance.

As a result of this program, ACC NE and Corporate Pro Bono are hosting a series of 30-minute follow on discussions to continue the dialogue around the development of in-house pro bono programs. The first two sessions will be on September 20 and November 16, 2022, each beginning at 4pm. Please join us!

Social Events

Bowditch Networking

May 19, 2022

On May 19, Bowditch held a fun networking event for the Chapter at Painted Burro in Waltham MA.



Happy Hour in Portland, Maine

@ Rising Tide Brewery

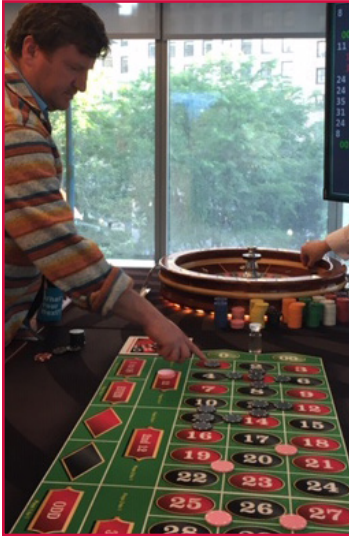
May 25, 2022

On May 25, ACC NE hosted a happy hour at Portland brewery Rising Tide. A great time was had networking with colleagues new and old over local beers and delicious appetizers.



Sullivan Casino Night
June 16, 2022

This year Sullivan came back with a live Casino Night in their new office space. Members were able to play blackjack, poker & craps. Lots of fun and prizes given out.



**ACC-Northeast 2nd Summer
Outing at Polar Park**

August 18, 2022

ACC-Northeast Members & their families enjoyed being at Polar Park, the night was beautiful and we watched some great baseball. But as you can see from the pictures, the best part was the Cotton Candy!



Career Development Opportunity

All in-house counsel – members and prospects alike - 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. <https://www.acc.com/career-development/career-coaching>

ACC is delighted to announce a new partnership with [Coaching Advocates](#) to provide members with access to a suite of specialised coaching and professional development services that are tailored to the needs of legal professionals and in-house counsel. Their coaches are uniquely placed to coach and support legal professionals because each of them is or has practiced as a lawyer,

working across multiple practice areas and industries, and in various countries around the globe. The Coaching Advocates team includes a number of highly experienced general counsel who have worked all around the world so you'll have the opportunity to work with and learn from coaches who know exactly what it's like to walk a mile in your shoes. ACC members have access to:

- A global network of lawyers turned professional coaches, uniquely placed to coach and support legal professionals, spread across 5 continents and 7 countries
- A [Coaching Advocates](#) team, as discussed above

- Coaching Advocates' online program [The Modern Lawyer](#)
- [Individual Coaching](#) and [Team Coaching](#)
- ACC members are invited to enjoy an exclusive offer from [Coaching Advocates](#) to save up to \$300 on their [Modern Lawyer](#) program, as explained here: <https://www.acc.com/new-global-executive-coaching-business-thats-reshaping-legal-industry-inside-out>

NEW ENGLAND LEGAL FOUNDATION
8TH ANNUAL JOHN G.L. CABOT

AWARD DINNER

HONORING

ED DISANTO

EVP, Chief Administrative Officer, General Counsel and Secretary
American Tower Corporation

REGISTER

Tuesday, October 18, 2022 • The Fairmont Copley Plaza, Boston

ACC-Northeast New Job Board

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



Congrats ACC Northeast Member
Cory Lamz,
General Counsel at Autodesk,
for being recognized as a
Rising Star of the In-house Profession

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's most recent interview was with Cory Lamz, General Counsel at Autodesk. 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
Managing Legal
Counsel,
BCG
Host


Cory Lamz
Corporate Counsel,
Autodesk

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.

September 29

Lunch & Learn
Sponsored by Osborne Clark
Cross border Contracts: Avoiding the Pitfalls When Negotiating Cross-border Contracts

October 6

Breakfast Meeting
Sponsored by Ogletree
Deakins
MA PFMLA and Leave Laws: Understanding Potential Landmines For Employers

October 6

Virtual Mixology & Discussion
Sponsored by Mintz

October 8

Volunteer at Cradles to
Crayons
Sponsored by Armstrong
Teasdale

October 19

Live Program Sponsored by P
& CM Committee
Encourage & Engage: Fostering In-house Mentors and Mentees

October 20

Webinar
Sponsored by McDermott
Will & Emery
Tax M&A Basics: From Diligence to Opportunity

October 21

Webinar Sponsored by
NextGen & Preti Flaherty
NextGen Starter Kit on Bankruptcy

November 10

Live Program
Sponsored by the Womens
Committee
How to Self Promote Effectively & Authentically

November 15

Virtual Discussion Sponsored
by Pro Bono Committee
Give and Take Time: A Resource for Your Legal Department's Pro Bono Program Growth

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



LOOK OUT FOR INVITE:

October 13th 6:15pm
**FUN NETWORKING
EVENT**

sponsored by Day Pitney.
Come join us in Seaport
at **FLIGHT CLUB!**

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We would like to acknowledge and thank our 2022 sponsors



We are looking for sponsors for 2023