

For the second consecutive year, New England In-House is proud to honor the leading lights in New England's in-house legal community as In-House Leaders in the Law.

New England In-House and Massachusetts Lawyers Weekly present this year's 15 honorees — a diverse and highly accomplished group of attorneys who have brought honor to the in-house community in particular and to their profession in general.

An independent panel of five attorneys reviewed the many nominations that were submitted. The judges, duly impressed with the quality of the nominees, had their work cut out for them as they winnowed the contenders down to the best-of-the-best. All 15 "leaders" are profiled in this section.

A note of gratitude to our panel of judges:

- Susan H. Alexander, general counsel at Biogen Idec (and 2007 In-House Leader in the Law honoree);
- Paul G. Cushing, chief litigation counsel of Partners Healthcare System Inc. and president of the Northeast chapter of the Association of Corporate Counsel;
- Emily A. Maitin, general counsel at The Nelson Cos. and board member of the New England Corporate Counsel Association;
- Michael E. Malamut, attorney at Kopelman & Paige and former deputy general counsel at the New England Legal Foundation; and
- Martha J. Zackin, of counsel at Mintz, Levin, Cohn, Ferris, Glovsky & Popeo (and 2007 In-House Leader in the Law honoree).

Often, in-house counsel work behind the scenes and are noticed only when things go awry. But this special section, as well as our April 29 event at the Westin Waltham Hotel recognizing the honorees, puts a well-deserved spotlight on those in-house lawyers who day after day exhibit excellence on the job and valued service in their communities.

— Paul D. Boynton, Publisher

IN-HOUSE LEADERS in the LAW 2008

THOMAS J. DesROSIER

Senior vice president and general counsel
Genzyme Corp., Cambridge, Mass.

Age: 53
Education: Wake Forest University Law School (1980); University of Vermont (1977)
One thing about him that might surprise other people: "The only part of the newspaper I read is the sports section. It's hard to know what a writer's agenda is; I just don't know what to believe."

So you want to be a pilot?
It is the 21st-century celebrity affinity, to be sure. Indeed, flying has evolved into the hippest free-time ambition of everyone from ambitious actors to blue-collar businessmen. Now, even you have set your sights on the friendly skies.
But have you thought about where you might want to go?
"Usually, people just fly ... nowhere," says Thomas J. DesRosier, who volunteers his piloting skills for Angel Flight New England. The non-profit organization provides individuals with limited financial resources, or who live in rural locations, with a range of services — from free, private transport to life-saving medical care.
DesRosier's voluntarism is just one of example of his commitment to go above and beyond the call of duty.
"It just seemed like a more ... interesting way to use flying time," he explains.
Also exemplary, particularly for the more than 50 percent of women employees working in DesRosier's legal department at Genzyme, is his commitment to a flexible working schedule for mothers.
"It started with one mother — a great lawyer — and I didn't want to lose her," DesRosier says. "There is no reason why someone cannot build a great legal career while building a great family."
His department boasts an extraordinarily low

turnover rate. Under his direction, employees can mix and match days and hours and can modify schedules to accommodate changing needs and circumstances.
It can all be a bit of a logistical challenge, DesRosier concedes.
"It can be a headache to manage, but it's worth it because it promotes an inherent team atmosphere,"

"There is no reason why someone cannot build a great legal career while building a great family."

he says. "It only works if everyone pitches in."
Since his arrival at Genzyme in 1999, DesRosier and his legal team have witnessed a 20 percent annual growth by the company and a five-fold increase in its size.
DesRosier says that his skills in the areas of intellectual property law and corporate due diligence have allowed him to respond to Genzyme's ongoing legal needs by managing growth and promoting team longevity.
He has expanded his staff from an initial 12 lawyers to 50 attorneys and 35 paralegals and support staff, and the reach of his department extends from the United States to Europe and Singapore.
Not bad for a man who, as his colleagues are quick to point out, often has his head in the clouds.
— Matt Yas



Keith Schiffer

ELISABETH BELMONT

Corporate counsel
MaineHealth, Portland, Maine

Age: 48
Education: University of Maine School of Law (1983); University of New Hampshire (1979)

One thing about her that might surprise other people: "Prior to attending law school, I competed in events where the same combination of horse and rider performs a dressage test, negotiates a challenging cross-country course and then faces a stadium jumping round over three consecutive days. This equestrian triathlon determines how well horse and rider can communicate and show, tests speed and endurance, and then reveals how much control and stamina are in reserve on the final day of the competition. Many of the skills that I developed competing in three-day events have proven invaluable in my subsequent re-orientation as a health-care lawyer."

A tenured health law professional, even Elisabeth Belmont found herself frustrated and fooled into believing all that glitters is gold when searching for long-term care facilities for her ailing mother.
"I fell prey to the 'chandelier effect' and incorrectly concluded that a beautiful facility with attractive surroundings would concomitantly include high-quality resident services," says the MaineHealth attorney and president of the American Health Lawyers Association, said to be the largest association in the country serving lawyers who focus on health law.
The experience served as a catalyst for Belmont to assemble a task force of member-experts to develop "A Guide to Legal Issues in Life-Limiting Conditions," to assist individuals and their families in assessing long-term health-care options.
"As a health-care lawyer and consumer, I realized that our association could provide enormously beneficial information to busy, hard-working Americans trying to navigate the complexities of

our health-care system," Belmont says.
In her several years of service to AHLA, Belmont has helped increase membership and raise public awareness of health law. She initiated a public information series and drafted several documents on issues ranging from emergency preparedness to lessons learned from Hurricane Katrina. The publications have been lauded by many in the health-care industry and have been co-branded for distribution by such organizations as the Alzheimer's Association.
Belmont's commitment to improving the public's awareness of health law issues helped earn her a ranking last year as one of Modern Healthcare magazine's Top 25 most powerful women in health care.
"I initiated the public information series as an expression of the association's public interest commitment that brings our members' expertise to outside audiences or, as we like to say, puts the 'public' in 'public interest,'" says Belmont. "I think that one way lawyers can serve as a public resource is by translating often complex legal issues into plain English for the benefit of everyone."
Belmont sees the main challenges in health law as physician-hospital relations and quality-of-care issues, the former often strained by the actions of regulatory and accrediting agencies in the health-care industry. She points to a standard known as MS.1.20, effective in 2009, which would establish hospital medical staff as a self-governing entity to oversee safety and quality within a hospital.
"Some commentators ... view this as a recipe for anarchy within the medical staff whereby a small group of renegade physicians could muster sufficient support among the staff to overthrow the established medical staff leadership," Belmont warns.
— Jeannie Greeley



Keith Schiffer

BARBARA L. BENNETT

General counsel
Johnson & Wales University
Providence, R.I.

Age: 54
Education: New York University School of Law (1981); Brown University (1975)
One thing about her that might surprise other people: "I wish I could say I was a better cook because I work at Johnson & Wales. But I certainly like to eat. [Sampling foods] is a very nice fringe benefit of working for a college with a culinary arts program."

Johnson & Wales University General Counsel Barbara L. Bennett had a major judgment call to make. When issuing a crime alert subsequent to a campus assault, should she include the student's name and his fraternity affiliation? Or should she omit them and risk uncertain consequences at a time when colleges nationwide were still reeling from last year's massacre at Virginia Polytechnic Institute?
Bennett opted for the former, naming the Zeta Beta Tau fraternity and student Christopher Havlik, who had allegedly attacked a fellow student. The attack resulted in a fractured skull for the student and expulsion for Havlik.
With tensions on the rise between two fraternities and with informants fearing retaliation, Bennett viewed her action as the best way to safeguard the campus community.
"All of these things led me to believe that this was not a one-time occurrence and had pretty good potential of developing into something more," says the attorney and mother of two.
On appeal, however, Havlik would be acquitted of any criminal charges and would in turn sue the university for defamation.
"It was an almost unwritten law that you would never name a student in a crime alert," admits

Bennett. "So I think people were surprised when they found out much later that we had — and curious about why we had."
Bennett's decision, she says, was shaped mainly by the Clery Act, which applies to all colleges and universities that accept federal funding and requires institutions to issue timely warnings to students and faculty about certain crimes. Bennett viewed this incident as a Clery Act crime (aggravated assault) and as a Clery Act location (on or near campus). Additionally, Bennett believed she had the benefit of a police report, which shielded the university even from the Family Education Rights and Privacy Act of 1974 because of its exemption of law enforcement records.
A federal District Court dismissed the lawsuit in May 2007, and its decision was upheld by the 1st U.S. Circuit Court of Appeals in December. In his ruling, Senior Circuit Judge Bruce M. Selya wrote: "The [Clery] Act stipulates no hard-and-fast rules but, instead, gives institutions of higher learning substantial leeway to decide how notices should be phrased and disseminated so as most effectively to prevent future incidents."
Although the outcome is precedent-setting, Bennett says attorneys on college campuses must deal with each incident on a case-by-case basis and exercise caution, even as the atmosphere on some campuses becomes more volatile.
"Thankfully our situation was not an active shooter. All schools are preparing for that because it seems like it's become so common, unfortunately," says Bennett. "You take that thinking and apply it to different situations, and it's a judgment call."
— Jeannie Greeley



Keith Schiffer

D. ARI BUCHLER

Senior vice president and general counsel
Phase Forward, Waltham, Mass.

Age: 43
Education: Columbia Law School (1994); Hunter College City University of New York (1991)
One thing about him that might surprise other people: "Nothing you could print."

adapt-a-bility: the ability to change and grow to meet the needs of your business in an ever-changing environment.
Certainly, endeavors such as the acquisition of a fast-growing software company with more than 50 years of collective management experience or the transition by a private enterprise into a publicly owned NASDAQ-traded company require the sort of person able to adapt amid fast-changing circumstances.
Good thing D. Ari Buchler knows how to think on his feet.
Prior to taking Phase Forward public and spearheading its acquisition of Green Mountain Logic in 2007, Buchler had long since developed

the traits that would prove essential to excelling in the dynamic sector of Phase I clinical trials.
As a young man, Buchler spent three years in Israel with the Israeli Naval Defense Forces before returning to the United States in 1986. The skills that served him so well in that unique experience — independence, adaptability and self-reliance — remain the qualities that continue to motivate him in 21st-century business.
So, one might ask: Why law school? "The law is versatile," says Buchler, whose legal acumen has enabled him to succeed in negotiations that reach beyond the business world. Since his return to the United States, Buchler has worked to promote U.S.-Israeli relations through direct contact with the Israeli economic minister to North America.
Indeed, Buchler has learned the art of versatility. Whether he is serving in his primary advisory role to his company's board of directors, negotiating a major acquisition or traveling from Israel to Duxbury Beach with his wife and two children, he seems to sense that his top priority is adapting to the needs of the people — professional and personal — in his life.
He offers last year's acquisition of Green Mountain Logic as one example of that ability to adapt.
"These were knowledgeable, motivated people. We wanted to ensure that they maintain that autonomy and preserve that local feel," Buchler says. "Going to bankers to help you market a company — it's a task that requires cooperation among many different business disciplines, but it must be about real people."
— Matt Yas



Keith Schiffer

LENA G. GOLDBERG

Executive vice president, Strategic Corporate Initiatives
Fidelity Investments, Boston

Age: 58
Education: Harvard Law School, (1978); Chatham College (1971)
One thing about her that might surprise other people: "Probably my love of doggerel in verse of any sort."

Heading up the legal department at one of the country's largest financial institutions is enough of a challenge. But add to that intensified regulatory scrutiny in the wake of several financial scandals and the emergence of electronic discovery, and Lena G. Goldberg's poise and acumen become even more impressive.
"The challenges were many," Goldberg says. "When regulations are first implemented, they're not always as clear as they might be. So, waiting for clarification, while at the same time trying to progress implementation, poses a great challenge."
Having watched the legal team expand from slightly more than 30 attorneys to 140 during her tenure, Goldberg has been careful to gauge quality over quantity, ensuring that Fidelity is never simply "throwing people at problems" and that it has an effective blend of in-house and outside counsel.
But she points to the increased use of electronic discovery as perhaps her biggest challenge, which sometimes leaves her to decide if the entire company's systems will need to be shut down to tease out "one nugget" of critical information.
"[Electronic discovery] is a huge challenge for any-

one facing any sort of litigation," says Goldberg. "I never believed that we would be employing lawyers who are focusing entirely on electronic discovery. That has made a major difference in the way internal legal departments operate."
As Social Security becomes threatened, Fidelity's legal team also supports business groups in their efforts to work with Congress on Social Security reforms and the Pension Protection Act.
Describing Fidelity as a "terrific corporate citizen," Goldberg notes that she has always been given time to participate in a variety of civic activities beyond her demanding day job. She has served in various roles at the New England Legal Foundation, the Boston Bar Foundation, the Boston Bar Association, the Boston Lawyers Group and the Morin Center for Banking and Financial Law of Boston University School of Law.
She also served as director of GEMS of Hope, an organization devoted to women's advancement and micro-credit, and devoted more than 15 years to DARE Family Services, a non-profit corporation providing foster care, mentor services, job training and other social services.
Her pro bono and other volunteer efforts recently earned her the Good Apple Award by the national office of Applesseed, and she was named one of the 50 Most Influential In-House Counsel by Inside Counsel magazine.
— Jeannie Greeley



Keith Schiffer

AARON M. GROSSMAN

Vice president, general counsel and secretary
LeMaitre Vascular Inc., Burlington, Mass.

Age: 36
Education: Harvard Law School (1999); Vassar College (1993)
One thing about him that might surprise other people: "I used to be a competitive fencer. I went to the Olympic qualifiers in '96."

Aaron M. Grossman brought a whole new meaning to the idea of hands-on lawyering while overseeing the use of one of his company's vascular medical devices.
"I found myself duplicating a device in a sheep last summer," he says, chuckling at the memory. "Literally, the engineer said, 'Hey, Aaron, why don't you come over here and try duplicating this device.' So there I was putting on the rubber gloves."
As head of a bare-bones legal team for a company that manufactures products to treat peripheral vascular disease, Grossman has had to wear many hats to keep pace with his industry.
"The learning curve was steep," he says of acclimating to a medical environment. "But climbing it was very enjoyable. To be effective at what you do, you really have to understand what something does. So I spent time in the operating room watching the products being used."
As the first lawyer in LeMaitre's 20-year history, Grossman has had his fair share of professional challenges. When the company became embroiled in an accounting matter with Ernst & Young in 2005 that could have affected its ability to go public, Grossman pored over accounting literature to identify arguments and strategies to support LeMaitre's handling of the matter.
He then enlisted an accounting consultant to ad-

vocate on the company's behalf and to help develop an approach to successfully disclose the information to potential investors.
The company's initial public offering in the fall of 2006 presented another legal hurdle, with Grossman and his team being forced to draft alternate deal contingencies to fend off any challenges to one single prospectus.
"The terms of the deal were fluid. As I headed to the printer to prepare the final prospectus, I didn't know what the terms of the deal would be," Grossman recalls. "I'd say preparing multiple versions of the final prospectus was probably the most logical move, but it took a certain amount of tenacity."
In addition to handling the company's interests at home, Grossman has overseen the company's European expansion.
"It's been a challenge, as we scale up as a company, to stay on top of the varying sets of employment laws in each country in which we operate," says Grossman. "It takes a good team of international advisors and a whole lot of having an open mind."
— Jeannie Greeley



Keith Schiffer

"To be effective at what you do, you really have to understand what something does."

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STEPHEN HORN

Chief legal officer
Dunkin' Brands Inc., Canton, Mass.

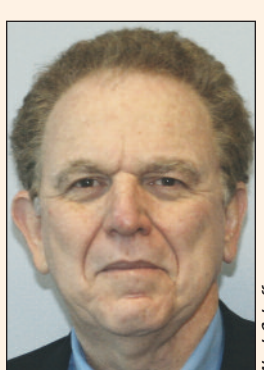
Age: 61
Education: Seton Hall University School of Law (1973); Rutgers University (1968)
One thing about him that might surprise other people: "I've converted over to espresso beverages. I was one of those guys who used to stand in line listening to people ordering lattes and say, 'Oh, man!' His favorite ice cream is Baskin Robbins Love Potion No. 31, "which ought to be illegal," he says. "It's amazing!"

Sitting on the witness stand testifying against the U.S. attorney general is not exactly the place a new lawyer wants to find himself. But that was the untenable situation attorney Stephen Horn faced back in the late 1970s as a young prosecutor who had uncovered wrongdoing by the FBI in its pursuit of the then-radical group, The Weathermen.
"Not the best thing for your Justice Department career," Horn jokes, noting that after his resignation he wound up in jail cells handling cases for \$20 an hour as a public defender.
Although Horn says his career became a kind of "do-over" at that point, the incident proved Horn's adeptness at making the best of a difficult situation. In fact, he used the experience as inspiration for his best-selling first novel, "In Her Defense."
Now, years later, Horn finds himself in the hierarchy of a major corporation, as chief legal officer of Dunkin' Brands Inc., a business best known for selling Dunkin' Donuts goodies and Baskin Robbins ice cream. As its in-house attorney, Horn has had to grapple with the company-wide eradication of trans fat and with the sensitive issue of undocumented workers. His handling of the latter earned the company recognition from President Bush, Dunkin' Brands having led the way in implementing the Electronic

Employment system across its franchises.
"We were one of the first companies to do that, both in the food and beverage industry and in the franchising industry," Horn says.
While his days at the Justice Department are long over, Horn finds that his DOJ experience is having an impact on his dealings with people in his current position.
"When you work in the civil rights division ... you certainly get a perspective on balance of power, and of our society, and the disenfranchisement of our society, which is a good experience for any lawyer," he says. "And you get to

"I think after you've been in the role [of chief legal officer] for a while, you become more valuable as a counselor, as you meld the business and legal."

then learn that the people with power are not always right."
After having worn many hats during his legal career, Horn says that the transition from outside to in-house counsel at Dunkin' Brands has truly been educational.
"I feel like I've gotten an MBA over the years I've been here," he says. "I think after you've been in the role for a while, you become more valuable as a counselor, as you meld the business and legal and seek out, what we call, 'enable and protect.' That's our law firm motto."
— Jeannie Greeley



Keith Schiffer

STEPHEN L. KUHN

Senior vice president, secretary and deputy general counsel
Massachusetts Mutual Life Insurance Co., Springfield, Mass.

Age: 61
Education: Northwestern University of Law (1972); Wheaton College in Illinois (1969)

If one were to ask any one of the seven lawyers currently serving on Massachusetts Mutual's Law Division Senior Leadership team to provide the name of a valued mentor, someone who was a guide from law school graduation to prominence in a major financial services firm, the odds are better than 50-50 that just such a name would be given: Stephen L. Kuhn.
What has made Kuhn such a respected tutor to subsequent generations of young attorneys? "A unique background," he says. "MassMutual hired lawyers only out of law school, and I remember how green I was. But I also felt grateful to be in that position. Having been through it, I developed an eye for it. [Now] I want to help them."
As important as that common ground is, Kuhn's mentoring prowess is shaped in large part by his battle-tested work history.
In 2005, MassMutual was enduring one of its worst crises in 150 years. The CEO and corporate secretary had been terminated, and Kuhn was asked to lead the law divisions' crisis-management team as the new corporate secretary.
Kuhn accepted the challenge and faced the situation in the same unflinching manner that has defined him as the straight-shooter his protégés have come to trust.
"I'd be through tough times [at MassMutual] before," he recalls. "Having been through one or two smaller crises, I had the experience to know that it wasn't the end of the world."
He navigated the company through its re-

sponses to inquiries from consumers and government regulators and worked closely with the board to put in place what he says was MassMutual's considered one of the leading financial services companies in New England.
According to Kuhn, his devotion to his employer stems from his feelings about the company. In addition to working in what he describes as "the appealing pace of the Berkshire's," he speaks of the benefits of being "owned by our customers."
"As a lawyer, the issues are fairly well-aligned," he says. "We're able to reduce conflict because it's a more comfortable situation. We're a company that is owned by its members."
And when it comes to giving back, Kuhn's contributions are not limited to his management of his MassMutual colleagues or the company's robust bottom line. He is former chairman of the board of the Children's Home of Cromwell, Conn., a Christian treatment center providing residential treatment, special education and outpatient therapy services to struggling children and their families.
Along with "integrity" and "devotion" as valuable traits "and" one of Kuhn's most valuable attributes: "[Steve] always provides an honest opinion, irrespective of the politics that may be involved."
Throughout his career, Kuhn has used his past experience to guide him and others through tough times and onto new frontiers, always staying true to himself and always straight in his dealing with others.
— Matt Yas



Keith Schiffer

LISA LOPEZ

Vice president of corporate affairs Haemonetics Corp., Braintree, Mass.

Age: 53

Education: Yale University Law School (1979); Ohio State University (1976)

One thing about her that might surprise other people: "I was hired under the affirmative action initiative, not because I'm a woman or Latino but because I'm a Democrat."

Rarely do employees in corporate America have an opportunity to see, hear or feel the direct effect they have on the beneficiaries of their daily toil.

Lisa Lopez does.

As vice president of corporate affairs for Haemonetics, she remains devoted to cutting-edge biotechnology work that was initially intended to be no more than part of a leave of absence from a previous employer, of which Haemonetics was a client.

Asked why she felt compelled to stay, Lopez points to the hands-on impact that many crave, but seldom see materialized as part of their vocation.

"We've created the technology wherein patients directly tie their positive outcome to our work," she says. "We know that a large number of people would not be alive without us."

By way of example, Lopez refers to "cell salvage" — a process invented by Haemonetics in which blood lost during a surgical procedure is recycled, thereby eliminating the need for a risky transfusion, as part of a portfolio of products and services that she claims help eliminate the need for blood transfusions.

By offering the "right blood, at the right cost, at the right time," Lopez says, Haemonetics "has a direct and immediate impact on patients' lives, on a global basis."

Lopez has led her company's operations in investor relations, corporate compliance, regulatory affairs,

human resources and the acquisition of several technologies. She also has served in leadership roles as Haemonetics has extended its reach as a global company that now derives more revenues from non-U.S. operations.

And Lopez has been a leader in her industry and in the bar, having served as chairwoman of MassMEDIC and the New England Legal Foundation, a public interest advocacy organization that promotes the legal interests of Massachusetts businesses.

Lopez's focus on the immediate impact of her work is also showcased in her commitment to

"We know that a large number of people would not be alive without us."

community, highlighted by her long service as a board member of Employ+Ability, a medical-device manufacturer that employs people with disabilities. The sister of a mentally challenged sibling, Lopez says she knows the "extraordinary value" of this community.

More than any other endeavor, to her friends and co-workers Lopez is a leader: in the bar, in her industry, even in her duties as a college-recruiting alumna (two of her three children are already "Yalies"). She might say that leading comes naturally when the goal and its beneficiaries are in plain sight.

— Matt Yas



Neath Schaffer

ALYCE T. MOORE

Vice president and general counsel Kronos Inc., Chelmsford, Mass.

Age: 54

Education: Franklin Pierce Law Center (1989); Clark University (1981)

One thing about her that might surprise other people: "I love the 1930s. I have a wall that I'm looking at now where I probably have about 40 autographed pictures of actresses of the 1930s and '40s. I love those two decades. I always felt I was born at the wrong time."

If there is a road less traveled in the world of corporate law, it is paved with the determined footsteps of Alyce T. Moore. From her hardscrabble days in a stockroom to her nighttime pursuit of a college degree to her earning a law degree as a mother of two adopted children, Moore has climbed every rung to the top of the corporate ladder.

"I always had it in the back of my mind that I would love to go to law school," Moore says of her decision, at age 33, to pursue her degree. "So I just decided to do it before I got too old."

Now, more than 20 years later, Moore is part of a senior management team at Kronos, a worldwide supplier of labor management software products that has grown from about 400 to nearly 3,400 employees during her tenure. She has watched the company go from private to public to private again (last year) and has been presented with a workload that she seems happy to have handled at an office that some refer to as "Corporate Pleasantville."

"It was months and months of really hard work," she says of the company's move to go private. "Although, it was honestly the most fun I've ever had in my career here. I enjoyed every minute of it."

Under Moore's leadership, Kronos has completed 58 acquisitions and established 12 foreign subsidiaries; the transactions have introduced her

to unique international business challenges.

"The language issues alone can kill you," she says, laughing. "In the last couple of years, our international expansion has brought us to Europe and Asia. The challenge is figuring out how they do things there. And there's usually a lot of government involvement."

Moore credits the company's growth to a saleable product, a stable management team, and competent staff and outside counsel.

"As general counsel, you're only as good as the people that work for you," says Moore. "My poli-

"As general counsel, you're only as good as the people that work for you."

cy has always been I wouldn't even think about hiring someone unless I think they're at least twice as smart as me."

Moore's sound judgment is also apparent in her life outside the office where she serves on the Foster Care Review Unit of the Department of Social Services. Having adopted two children out of foster care, she recognizes the importance of finding good homes for needy children.

"It's something that's near and dear to my heart because there are a lot of children in foster care," says Moore. "It's so important to watch out for these kids."

— Jeannie Greeley



Neath Schaffer

SUSAN I. PERMUT

Senior vice president and deputy general counsel EMC Corp., Hopkinton, Mass.

Age: 53

Education: University of Pennsylvania Law School (1984); Cornell University (1976)

Movie buffs may still remember the Gordon Gekko speech from "Wall Street," in which he expounds on greed and its "good" qualities. Gripping stuff. And just what was the setting for that hard-edged speech that fueled Michael Douglas's Oscar win? What was behind the trepidation, the palpable tension in that room?

It was a shareholders' meeting, the place where a company's owners meet with its executives to discuss the future direction of the corporation. Long before and ever since film director Oliver Stone's depiction of such unfriendly gatherings, the company-shareholder dynamic has, for one reason or another, been widely accepted as a decidedly adversarial relationship, both on and off the silver screen.

Susan I. Permut would argue that it's time for a rewrite.

"I work to promote dialogue with shareholders," says Permut, "to maintain direct contact, as opposed to an adversarial shareholder proposal process, in which the pressure to vote a certain way traditionally creates a negative relationship."

It appears that she has succeeded. As a corporate governance expert, she has been the voice of EMC to every shareholder advocacy group, including Institutional Shareholder Services, The Corporate Library, Council of Institutional Investors and CaLPERS.

As a direct result of Permut's efforts, EMC is now considered by the corporate cognoscente to be one of the industry's gold-standard bearers on corporate governance. She has revamped

EMC's executive-compensation disclosure process, and her revisions to the company's corporate structure have ensured what appears to be a more democratic process for shareholders.

In addition, Permut has negotiated agreements and transactions with some of the world's largest companies, including Data General, which EMC acquired in 1999. This acquisition facilitated

"Knowing your trade, your critical path, as opposed to little issues and sideshows, is a skill that one must build."

EMC's entry into the mid-range storage market, which accounted for \$2.4 billion in EMC revenue in 2007.

In all her endeavors at EMC, Permut's success has come largely on the basis of her ability to adapt to changing circumstances in business or, as she puts it, to "let go." Her willingness to deviate from the game plan, reassess and keep an open mind has been critical to her achievements.

"Knowing your trade, your critical path, as opposed to little issues and sideshows," she explains, "is a skill that one must build. Constantly be reprioritizing."

— Matt Yas



Neath Schaffer

JOSEPH E. RILEY

Vice president and general counsel A.W. Chesterton, Woburn, Mass.

Age: 58

Education: New York University School of Law (1978); Dartmouth College (1972)

One thing about him that might surprise other people: "I once posed as a member of The Kingston Trio."

Joseph E. Riley has been around musicians all his life. A singer in his own right, he has served as front man for several groups over the years, having flexed the pipes for folk, rock and roll and jazz bands. To lead musicians through such varied and sometimes relatively unscripted musical genres, one must master the art of improvisation.

So, on his very first day on the job at A.W. Chesterton, when the company informed him that he would be on a plane to Germany in less than 24 hours, Riley knew one thing: He had heard that tune before.

"The tone was set," he recalls.

Thus began the expansion of a once humble family business that would eventually take Riley not only across the Atlantic but around the world.

When he joined Chesterton in November 1995 as assistant general counsel, the company was struggling to compete in an increasingly cutthroat industry. As a manufacturer/supplier of fluid sealing devices, industrial chemical products and polymer composites, Chesterton needed to modernize and streamline to be able to increase its business and compete on a global basis. Equally important to CEO James Chesterton, however, was remaining independent and preserving a corporate culture that treated employees like family.

Riley became a major player in setting the com-

pany's direction and juggling the duality of its mission. In his role as vice president and

general counsel, he has been deeply involved in the planning and execution of virtually every business decision that has enabled Chesterton to become one of the largest international manufacturers in its market *and* to retain the close connections crucial to a family business.

One of the most satisfying examples of that success for Riley surfaced in Mexico where, due to national regulations, an affiliate company's manufacturing facility suddenly found itself needing to outsource its entire sales force while still aiming to maintain its valued employees.

Under Riley's direction, the challenge for Chesterton was clear: to retain as many of its own salespeople as possible. The plan was to "rehire" company employees as independent contractors, under one of three brand-new companies, divided into three separate regions. The hope was that, under the new arrangement, a sustainable 80 percent of the employees would remain.

"Instead, we signed 100 percent and stood up to scrutiny under Mexican law. To accomplish that, especially on a bilingual basis ... I was very proud," Riley says.

Improvisation indeed.

A colleague describes Riley as having "a huge, diverse and challenging job, but [he] handles it with the right combination of leadership, ability, thoughtfulness, humor and smarts."

It all sounds like just the skills a band needs from a solid front man.

— Matt Yas



Neath Schaffer

JOHN F. ROGERS

Vice president and general counsel Berkshire Health Systems/Berkshire Healthcare Systems, Pittsfield, Mass.

Age: 55

Education: Georgetown University Law Center (1977); Yale College (1974)

One thing about him that might surprise other people: "At the age of 54, I started trying to teach myself to play the piano. I'm entertained by it; I don't know about my family."

When Judge Barbara Long, then presiding justice of Berkshire Superior Court, asked the CEO of Berkshire Health Systems who was the county's biggest drug pusher, the answer was a shocker.

"The judge said, 'You are,'" recalls attorney John F. Rogers, who took those words as a call to action in his role as the hospital's VP and general counsel.

"Unwittingly, we were putting into the community a tremendous number of doses of controlled substances of one kind or another," says Rogers, referring to the increasing abuse of prescription pain medications, such as Oxycontin and Percocet.

Rogers embarked on a mission known as the Berkshire Community Pain Management Project, a collaborative effort of health care providers, substance abuse specialists, law enforcement officials and court staffers to improve pain management services and combat drug abuse. The recipient of national and state acclaim, the project is only one of Rogers' endeavors as he manages an organization that includes two hospitals and more than a dozen nursing homes.

"I went from having several large clients in private practice to having about 6,000 individual clients and all of the employees at the organiza-

tion," Rogers says of his transition to in-house counsel.

With its unique composition, Berkshire Health Systems presents Rogers with issues of free care, a nursing home community experiencing shorter stays, end-of-life challenges and the myriad regulatory issues of the health care industry.

"I think the biggest legal challenges are maintaining the relationships with the regulators," Rogers says. "This is one of the most highly regulated industries we have."

Whatever the challenges, Rogers handles them with aplomb, say his colleagues in the health care practice group at the Boston firm of Krokidas & Bluestein where he works as outside counsel.

"John has the ability to navigate the seemingly obtuse and at times disconnected health regulatory system," the group states in its nomination of Rogers as a Leader in the Law. "We work collaboratively with John in these efforts, and we are always impressed and many times in awe of John's ability to comprehend and distill complex health regulatory issues into an understandable and utterly compelling presentation."

Beyond the hospital's walls, Rogers is active in the YMCA, serving as chairman of the board of directors for the statewide organization.

"Being involved in an organization that meets needs that would not otherwise be met in the community is important to me," says Rogers. "When I was a kid, there was some guy like me making it possible to go to the Y, too. So it's a paying-it-forward type of thing."

— Jeannie Greeley



Neath Schaffer

JOHN F. SHERMAN III

Deputy general counsel National Grid, Westborough, Mass.

Age: 61

Education: Harvard Law School (1972); Dartmouth College (1968)

One thing about him that might surprise other people: "I nurture and am nurtured by three artists in my life: my wife, who designs theaters; my younger daughter, who is a dancer/choreographer and has been studying and working in Latin America as a Fulbright scholar; and my older daughter, who is a graphic designer who runs her own business. I'm very involved with all three of them, and I'm very connected with the art world in a lot of different mediums."

It's not everyday you hear a high-powered attorney cite a fictional female character from "The No. 1 Ladies' Detective Agency" series as his inspiration. But it was exactly such a character that struck a chord with attorney John F. Sherman III and informed his Herculean human-rights efforts.

In the novel, a man falls from a concert hall balcony, leaving the woman detective to wonder how he landed in her "moral space" when so many people were there to prevent the incident. And what are her responsibilities as a result?

"Does a company like [Con Edison] or National Grid owe a duty to people who are not even its own employees but are employees of suppliers?" Sherman analogizes. "I'd say those folks are in the company's 'moral space.' That's a human-rights issue."

As deputy general counsel for National Grid, which bills itself as the second largest energy utility in the country, Sherman has used his legal knowledge to help organizations around the world deal with the issue of corporate ethics.

He has been elected vice chairman of the Corporate Responsibility Committee of the

International Bar Association in London and, through that group, is providing legal advice to the United Nations special representative to the secretary general on corporate human rights obligations.

In addition, Sherman is an active member of the Business Leaders Initiative on Human Rights, a group of 13 companies devoted to incorporating human rights into the business agenda. A prolific writer who has spoken at events from Switzerland to Singapore, Sherman is considered a leading thinker in the area of corporate ethics and human rights.

"What is an ethical risk today tends to become a legal risk tomorrow," he says. "One of the things that a responsible lawyer does is try to look five or 10 years in the future to see where the next problems are going to be coming from."

In that vein, Sherman has attempted to reduce National Grid's carbon footprint and to remove incentives to utility payment schemes that operate based on quantity rather than quality.

Having previously worked at a private law firm, Sherman says working for a company with international interests has presented him with opportunities to shape policy and to raise insular corporate thinking to a broader global perspective.

"Because of globalization, I think that it's incumbent upon companies these days to say, 'I'm now playing on a different and broader field,'" says Sherman. "It's not just U.S. laws that apply. It's trying to do the right thing where the law is really rather unclear."

Although retirement may be just around the corner for Sherman, his enthusiasm remains high as he looks to a future of greater commitment to human rights work.

— Jeannie Greeley



Neath Schaffer

WILLIAM A. WISE

Chief compliance and business ethics officer Analog Devices, Norwood, Mass.

Age: 59

Education: Suffolk University Law School (1978); Northeastern University (1974)

One thing about him that might surprise other people: "I love to sing — everything from rap to country to opera. ... But no choir would have me."

On what basis does a global leader in high-performance semiconductors choose a person to ensure company-wide adherence to all corporate standards of business conduct and ethics?

"I think it's my ability to find the good in everything," ventures William A. Wise.

Elected in 2007 as a director of the Ethics and Compliance Officer Association, the largest association of ethics officers in the world, Wise has made a career of embracing the notion of "doing business the right way."

To hear Wise's colleagues tell it, he is a man who builds bridges and brings people together. The bridge-building may consist of drawing on parallels between Confucian thought and honest global business practices to better communicate with employees in China, or it may just be organizing a volunteer mediation program at the Woburn District Court to facilitate dispute resolution and alleviate the backlog of court congestion.

What sort of paycheck motivates a man to alternate between a prestigious position as chief legal officer and the role of ethical guru or pro bono mediator?

Wise says the good feelings generated by his novel approach make it all worthwhile.

"On the ethics side, it's the way that employees embrace it," he says. "They'll say, 'I never thought a lawyer would get excited about ethics; I enjoy that about the company.'"

In the court setting, Wise adds, "it's the gratitude and support from the courthouse staff, from the judge to the janitor. As for the mediation, it's the appreciation from the parties; they may not be happy with the settlement, but they're happy with you."

An international ambassador of sorts for Analog Devices, Wise travels globally and communicates to diverse groups of employees the company's commitment to responsible business conduct and the importance of transparency, accountability and integrity.

While the message may be invaluable, Wise's greatest gift just might be his delivery. He strives to reach beyond the language of the law to touch his widely varied audience in an accessible, meaningful way.

For Wise, the reciprocity from fellow employees and from beneficiaries of his pro bono work is priceless.

"They appreciate that you're providing this service to be part of their day," he says, "and you feel that. Wow! They're family. That's huge."

Wise says he finds the good in everything, but those who know him see the best in him.

— Matt Yas



Neath Schaffer