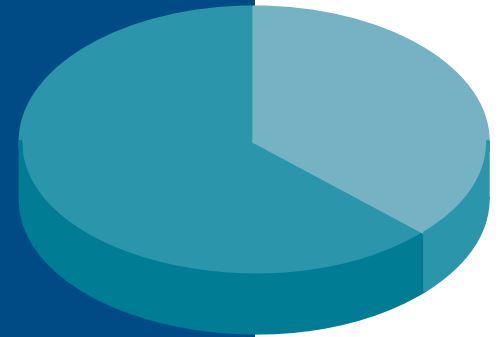




The BTI Survey of Corporate Counsel Management Strategies, Tactics and Practice

2002



Prepared by

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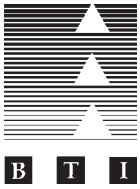


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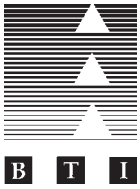


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Introduction and Background

Managing In-House Legal Departments: Looking to Improve Performance

Today's in-house legal departments are facing new challenges. Corporate counsel are juggling hundreds of cases and managing dozens of outside law firms. At the same time, these same corporate counsel are trying to drive down rising legal costs, while streamlining the management of the myriad activities for which they are responsible. Corporate counsel also want to increase the business value and better support business operations. BTI's research shows corporate counsel starting to seek ways to integrate legal affairs with the business operations of the company. These corporate counsel are moving to improve performance by translating legal issues and strategies into a core business activity supporting operations and production, and others in the business, rather than a separate function to be managed after the fact. We also hear corporate counsel talk about their steps to begin to develop more proactive strategies, and to help leverage their legal expertise to increase the company's business performance overall.

Corporate counsel are responding to the new challenges by adopting tools and processes to reduce their costs, and improve their ability to manage the wide range of matters and activities that drive a large element of their responsibilities. Corporate counsel are also stepping up the pressure on their outside law firms to help them find ways to achieve these goals, and to bring more value to the law firm/client relationship. We see corporate counsel increasingly looking to their outside law firms to act as a business advisor, not just a legal technician.

Improve Performance by Benchmarking In-House Counsel Management Performance

This report is designed to help you improve performance and deliver business value with your legal department. The analysis provides you with all of the facts, data, and insight that you need to measure your program. *The BTI Survey of Corporate Counsel Management Strategies, Tactics and Practice* is the only comprehensive source of operating data and proven best demonstrated practice for legal department management. Evaluate where you stand, and use the data to pinpoint your strengths and opportunities to improve your performance. Build new ideas and best practices into your process and protocols.

Focus on Best Demonstrated Management Practice and Productivity

The BTI Survey of Corporate Counsel Management Strategies, Tactics and Practice focuses on best demonstrated management practice. This fact-based approach gives you deep and broad insight into management strategies, practices and protocols that drive new behaviors and results. Use this information to craft strategy, explore new ways of thinking about the function, and improving your relationships with your outside law firms. Use the analysis to find ways to do more with less and improve performance.

The BTI Survey of Corporate Counsel Management Strategies, Tactics and Practice

BTI has completed its *BTI Survey of Corporate Counsel Management Strategies, Tactics and Practice* to help corporate counsel improve their performance. We conducted personal, in-depth interviews with 175 corporate counsel, including general counsel and assistant general



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counsel, at the Fortune 1000, including more than a quarter of the Fortune 100. Our research evaluated all key industry sectors, including financial services, retail, high tech (hardware, software, services), insurance, telecommunications, and chemical/pharmaceutical.

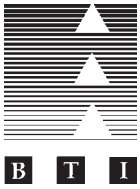
We conduct our interviews using open-ended, unstructured techniques so that the corporate counsel define their needs and priorities according to their own understanding and perceptions. Our interview team has an average of over 10 years of experience in unstructured interviewing techniques. We analyze the data using proprietary techniques and conduct confirming interviews to check our conclusions and observations. We take the unstructured responses and group them by similar answers. This analytical technique ensures we capture the leading thought processes that are typically overlooked with predetermined coding.

Approach

Drawing on more than ten years of meticulous research on how Fortune 1000 companies buy professional services, our analysis and outlook draws on the most extensive continuing research effort in any professional services market. Corporate counsel and law firms use this information to improve legal management practice, to learn where they stand and get new ideas to introduce to their programs, and to develop and hone their own strategies and tactics. This year's survey includes research on:

- Management strategies
- Operating parameters
- Spending
- Needs and service priorities
- Relationships and satisfaction with law firms
- Information technology strategies
- Performance metrics

Each of these analysis-packed, fact-rich sections is designed to help you understand your program and deliver key steps you can take to improve performance.



Introduction and Background

How to Use This Report—Making This Report a Powerful Tool

This report is divided into three strategically designed sections. Each section is designed for use on either a stand-alone basis or as part of the continuum of research and analysis included in the report. These sections are:

1. Recommendations for Success: 6 Steps to Better Performance
2. Strategies to Improve Legal Department Performance
3. Detailed Benchmarking Results and Analysis

The better performing legal departments use strategies and tactics not widely in use, yet are bringing big success to those who are using them. Learn about specific strategies and tactics that are proven to:

- Improve performance
- Boost quality
- Streamline legal department management
- Dramatically lower costs
- Free up your value added resources
- Integrate legal management into the core business
- Deliver business value

You will find virtually all of the recommendations and guidelines you need to learn about best-in-class protocols and practices that improve in-house legal department performance and deliver business value.

1. Recommendations for Success: 6 Steps to Improve Performance

Examine 6 high impact steps you can begin to take now to improve the performance of the legal department at your company. This first section delineates a path for you to use to evaluate your current activities and help improve performance. Each strategy can be implemented individually or as a group. These are all field tested and proven to deliver to help companies improve the way they manage the legal function and their outside law firms.

2. Strategies to Improve Legal Department Performance

Hear what tactics and steps corporate counsel say have the most impact on improving the performance of their department. This section delineates corporate counsel's priorities and the value they expect to derive from 8 key activities. Learn which activities corporate counsel see as critical and strategic, and which are operational in nature.

3. Detailed Benchmarking Results and Analysis

Take advantage of our comprehensive benchmarking results—indicator by indicator. Delve into the detailed analysis to measure your legal department against others. Investigate the elements that drive successful legal department management. See how companies really



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perform along key dimensions that drive success. *The BTI Survey of Corporate Counsel Management Strategies, Tactics and Practice* is the only source to effectively compare your legal department to others, including your competitors, for:

- Operating Parameters and Resource Utilization
- Management Strategies
- Key Performance Indicators, Goals and Metrics
- Internal Relationship Management
- Information Management

Each of these analysis-packed, fact-rich sections is designed to help you understand your program and deliver key steps you can take to improve performance.

Operating Parameters and Resource Utilization

Get the facts on how legal departments really perform. This is the most comprehensive list of operating parameters available. Find the points of strength and leverage in your department. Test your resource utilization. Cross-check your department along more than 12 key parameters crossing critical aspects of in-house counsel management. These include:

- Staffing and Resource Utilization
 - Full Time Equivalent Legal Staff
 - Full Time Equivalent Lawyers by Area of Responsibility
 - Number of Cases and Matters Today
 - Number of Cases: How They Will Change
 - Number of Matters: How They Will Change
 - How Caseload is Expected to Change
 - What is Driving Caseload Changes
- Spending and Budgets
 - Annual Spending on Legal Affairs
 - Legal Spending per Full Time Equivalent
 - How the Legal Budget is Spent
 - Where Legal Dollars are Going Next Year

We recommend you use this broad data set to:

- Compare your productivity
- Check your spending
- Calibrate your progress
- Measure your leverage and resource utilization against other companies

Use the information to find points of strength and weakness in how your department is structured and organized. Many clients calibrate their overall resource pool and budget and use this



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report's bulletproof information to seek budget changes and resource increases, and to redefine strategies to better focus on specific goals.

Management Strategies

Evaluate the different management strategies companies use to manage their in-house legal department. Compare your strategy with different approaches to strategic planning, legal department management improvement, key challenges, and managing outside counsel. Use this analysis to see if there are management strategies you can add, or challenges you can anticipate.

In this section, you can examine and evaluate:

- Key issues and concerns driving management strategies and decisions
- Tactics managers use to eliminate key obstacles in managing the program
- Approaches to overcoming the compelling challenges
- Benefits from and approaches to engaging in strategic planning
- Outside law firm spending
- Outside law firm utilization and management strategies
- Key points for improving performance

We present virtually all the results with specific, actionable recommendations and insights to help you improve your program.

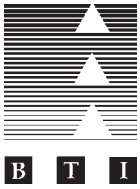
Performance Indicators, Metrics and Goals—See How Corporate Counsel Guide Their Success

The axiom in business is “you are what you measure.” BTI presents the defining analysis of indicators, goals and metrics currently in use in in-house legal departments. You get an unprecedented look at how companies measure and guide their success. For example, our analysis includes:

- Goals used to manage the legal department
- Key metrics corporate counsel use to measure performance of the department
- Key actions and steps corporate counsel see as critical to help improve performance
- Incentives in-house counsel use to improve performance
- Actions that outside counsel can take to help you improve performance
- How in-house counsel define a best-in-class legal department

Use this information to:

- Improve department performance
- Reduce costs while improving outcomes
- Motivate and empower key employees



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- Get more out of key outside law firms

Internal Relationship Management

Learn how corporate counsel report progress to top management, and to whom within the organization they report. Understand how legal departments reach out to their internal clients, and bring staff into the process. Use this research to examine:

- Reporting relationships
- Who conducts client satisfaction surveys
- What drives results with client satisfaction surveys
- How to use client satisfaction surveys to improve performance, decrease risk, and increase buy-in
- Training programs for corporate staff on legal issues, processes and protocols

Use this information to improve relationships and satisfaction with key players within the corporation. Learn how to use these sometimes challenging relationships to engender more support, improve compliance, and get more done with fewer resources.

Information Management

Our research shows that legal department management is largely driven by information and document collection, analysis, management and archiving. Information management is one of the defining tools and skill sets that enable dramatic improvement in performance, including cost savings, quality improvement, and reduced risk.

You can learn about:

- Corporate counsel's ideal legal management information systems
- Budget for information management tools
- Software used for legal affairs management
- Outside law firms' role in information management
 - Some companies have their outside law firms maintain some or all of their key information
 - Shared access and systems delivers better quality at lower costs
- How extranets provide value
- How legal departments use the Internet and Intranets to manage the function
- Strategies to leverage web-based tools

Use this analysis to boost your productivity while improving quality and your process at the same time.



Introduction and Background

Innovative Yet Proven Strategies and Tactics Proven to Reduce Costs and Improve In-House Legal Department Management

Your copy of *The BTI Survey of Corporate Counsel Management Strategies, Tactics and Practice* is chock full of recommended actions, strategies, and tactics. You also get our unequivocal viewpoint on the current strategies companies are using and the impacts of these strategies on legal department management. Put these proven recommendations to your immediate, tangible advantage.

Telephone Support

Each and every piece of fact, analysis and insight in *The BTI Survey of Corporate Counsel Management Strategies, Tactics and Practice* comes with unlimited telephone support. We encourage a dialogue with all our clients, and are dedicated to helping them get maximum benefit from this report. Please call us at (617) 439-0333 or send us an email at info@bticonsulting.com. You will find us responsive, helpful, and to the point.



Introduction and Background

The BTI Consulting Group, Inc.—Who We Are

The BTI Consulting Group (BTI) is a Boston-based market research and management consulting firm for the buyers and sellers of professional services. With over 20 years of experience, The BTI Consulting Group offers the most compelling research, analysis, benchmarking, and consulting to help two primary sets of related clients:

- ◆ Professional services firms
- ◆ People within large companies that acquire and manage large scale, big ticket professional services

BTI boasts the largest independent knowledge base of how companies acquire big ticket and complex professional services and how these companies manage and interact with their service providers. BTI's insight is based on more than 5,000 interviews with key buyers of professional services at the world's largest and best run companies.

BTI prides itself on a direct, no-nonsense delivery of critical, high-impact information and recommendations that allow its clients to thrive in the face of brutal competition and maturing markets.

BTI conducts and analyzes more market research than any other firm remotely related to the professional services industries, professions, and practices. We have a database of more than 5,000 interviews with buyers and key managers of professional services and we use that data to help our clients and subscribers. We conduct independent research for our own databases, as well as conduct client-specific custom research designed to meet our clients' individual needs.

Specifically, we help clients benchmark customer satisfaction, improve penetration of their client base, support new market entry and development, and map out concrete steps to seize new opportunities. We also help large companies learn about best practices and how to manage their relationships with consultants, law firms, accounting firms, and others.

In addition, we help professional services firms with strategic planning, national account and key account programs, and developing and improving all aspects of the client and business development process. Specifically, we help define the steps you can take to improve your client service on the front line and develop ways to grow relationships.

BTI benchmarks all of our client-specific research against our national database, offering unique insights into especially effective marketing tactics. BTI also provides broad-based strategic advice on positioning, repositioning, and strategies and tactics to help firms thrive.



Introduction and Background

For 12 years BTI has been, and continues to be, the only market research firm to continuously track Fortune 1000 companies' needs, priorities, spending, hiring criteria and overall decision-making relative to professional services. We also track market share performance and business strategies of more than 400 professional services firms. Our clients use this data as an early warning system to detect new service opportunities and critical changes in the market.

BTI publishes the highly-acclaimed *Strategic Review and Outlook for the Legal Services Industry*. This definitive guide to the legal services industry reveals subtle and not-so-subtle shifts in management strategies, decision-making processes, and organizational structures. Based on more than 170 open-ended, unstructured interviews, *The Strategic Review and Outlook* provides a bird's-eye perspective of the entire legal services industry—analyzing what the market wants, identifying how customers pick and manage their vendors, and highlighting key changes in the market... before they happen.

How BTI Helps People within Large Companies that Acquire and Manage Large Scale, Big Ticket Professional Services

BTI brings its research and experience to help companies implement strategic sourcing programs, get more value from their service providers, benchmark their departments management practices and performance, and evaluate service providers and management strategy. Our clients purchase professional services in the range of \$3 million to more than \$90 million annually. Specifically, our client relationships include providing the following:

- Strategies for Strategic Sourcing and Vendor Consolidation Programs
- Information Management Strategies
- Improving Management Performance
- E-strategies for Management
- Benchmarking
- Best Practices
- Total Cost of Service Analysis – Creating Business Value through Professional Services Management

How BTI Helps Professional Services Providers

BTI is a trusted advisor to the Managing Partners, CEOs, Chairmen and other senior executives on any and all issues related to revenue acquisition, client development, and business development. Specifically, our client relationships include a series of overlapping services including:



Introduction and Background

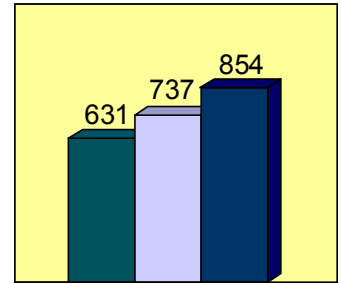
- ◆ Strategic Planning and Business Strategy
- ◆ Practice Development
- ◆ Customer Satisfaction Research
- ◆ Client Development Strategies, Tactics, Training, and Tools
- ◆ Processes and Protocols that Drive Client Focus
- ◆ Market Research
- ◆ E-Strategies for Client Development and Retention
- ◆ E-Business for Sharing Work Processes with Clients
- ◆ Client Education Tools and Knowledge Platforms
- ◆ Client Development and Sales Training for Experienced Professionals
- ◆ Coaching for Executives in Charge of Sales and Business Development

For further information on how BTI can help you through our research, sales training, or consulting, please contact Roanne Neuwirth, Principal at (617) 439-0333, or visit our website at www.bticonsulting.com.



The BTI Survey of Corporate Counsel Management Strategies, Tactics and Practice 2002

Caseload to Increase



Active Cases

■ Today □ This Year ■ Next Year

Source: The BTI Survey of Corporate Counsel Management Strategies, Tactics and Practice 2002

Corporate Counsel Caseload to Grow

Our research shows that corporate counsel expect their caseload to grow 11% over the next three years, despite economic uncertainty. At the same time, corporate counsel tell us they want to provide more support to business executives and improve their overall performance while keeping costs down. In addition, we have seen dramatic increase in the number of in-house legal departments trying to compare their own spending, staffing, management strategies and key performance indicators to others to boost performance.

Focus on Adding More Business Value

Along with the increase in caseload, our research shows that corporate counsel are under increasing pressure to deliver more business value. *The BTI Survey of Corporate Counsel Management Strategies, Tactics and Practice 2002* provides you with the strategies tactics, tools, and benchmarks to:

- ◆ Develop new strategies that truly reduce risk
- ◆ Calibrate workload to gauge productivity
- ◆ Compare spending by budget area
- ◆ Lower your costs
- ◆ Get more from outside law firms
- ◆ See how your colleagues use information technology
- ◆ Pick and choose from the best information technology strategies
- ◆ Boost quality
- ◆ Deliver more business value to operating executives

Strategies that Truly Reduce Risk

Learn the innovative practices that truly reduce risk. See how corporate counsel engender more support, get involved earlier and faster, and are asked to provide forward-looking advice.

Tap into new ways to reach out to internal clients. Use these proven strategies to improve satisfaction with your internal client base while reducing risk and adding more business value.

Performance Indicators, Metrics, and Goals that Drive the Best Run Departments

Get a compelling view of how companies measure and guide the success of their in-house legal department. BTI presents this unique analysis of performance indicators, metrics and goals used by corporate counsel today.

Information Management Tools and Strategies—Pick and Choose from the Best

Pick and choose from the best. Look for tools and skills to delineate cost savings, improve quality, and reduce risk. See how some departments share information with outside law firms. Compare everything from your spending on information management systems to visions and strategies moving forward.

Calibrate Your Own Performance—with Management Strategies for Improvement

Find out how legal departments really perform. Draw from this comprehensive list of key operating parameters. Calibrate your performance right down to the caseload. For example, you get new operating parameters such as:

- ◆ Staffing and Resource Utilization
 - Staffing
 - Staffing by area of responsibility
 - Caseload
 - Changes in caseload
 - Staffing by caseload
- ◆ Spending and Budgets
 - Annual spending on legal affairs
 - Legal spending per full time equivalent
 - How the legal budget is spent
 - Where legal dollars are going next year
- ◆ Management Strategies
 - Formal strategy development
 - Compelling issues and obstacles

Build Partnerships and Alliances With Outside Counsel that Reduce Your Costs and Deliver Dramatically More Business Value

Benefit from detailed recommendations that help you build strategic partnerships with outside law firms that focus on value and results. See how law firms benefit from this approach, as well as building benefits for you.

Ordering information on the other side
Call (617) 439-0333 for more information
Or visit us at www.bticonsulting.com



The BTI Survey of Corporate Counsel Management Strategies, Tactics and Practice 2002



Learn and Improve Based on Your Best Run Colleagues Experience

The BTI Survey of Corporate Counsel Management Strategies, Tactics and Practice 2002 provides a rare opportunity to learn and benefit from a large-scale study of your peers and colleagues. You also benefit from BTI's 12 years of benchmarking and best practice research as we provide insight and experience from a management perspective. It's definitive, fact-based, and helps you evaluate, calibrate, assess, and improve your department's operating performance, resource utilization, and management strategy. The benchmarking report provides corporate counsel with tools and guidelines to assess their strengths and weaknesses, and uncover new solutions and ideas.

6 Steps to Improved Performance, More Business Value, and Reduced Risk

Evaluate 6 high impact steps that corporate counsel can take today to improve the management performance of their department. Demonstrate value with proven-to-deliver strategies to increase performance dramatically.

Join the growing list of the world's largest and best run Fortune 1000 companies that rely on BTI's research, insights, and benchmarking experience to help them measure and improve the performance and add more business value. Call us or fax your order today. Your satisfaction is guaranteed.

YES, I want to order *The BTI Survey of Corporate Counsel Management Strategies, Tactics and Practice 2002* for \$1,400 plus shipping.

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Questions? Visit www.bticonsulting.com or call Roanne Neuwirth at (617) 439-0333.