Jeffrey M. Lipshaw
Curriculum Vitae

Home:

24 Ridgeway Street
Ann Arbor, MI 48104

Summer:

137 C&O Club Drive
Charlevoix, MI 49720

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E-mail: jlipshaw@suffolk.edu
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Suffolk Bio Page: **https://www.suffolk.edu/academics/faculty/j/l/jlipshaw**
SSRN Author Page: http://ssrn.com/author=381790

TEACHING EXPERIENCE

Suffolk Law School, Boston, MA
Professor of Law, Emeritus, effective July, 1, 2025
Professor of Law, 2014 – 2025
Associate Professor of Law, 2007 – 2014 (tenured 2013)

Courses: Contracts (in-person and synchronous remote via Zoom, 2020-21; two-semester 5-credit and one-semester 4 credit versions); Corporations; Business Entity Fundamentals (in-person through 2019; synchronous remote 2020 and continuing); LLCs & Partnerships; Securities Regulation; Entrepreneurship, Venture Capital, and the Law

Other: U.S. Federal Securities Regulation, LL.M. Program in U.S. and Global Business Law, Eotvos Lorand University Faculty of Law, Budapest, Hungary, July 2009, July 2011.

Cornelius J. Moynihan (Teaching) Award, 2012-13 (given to a member of the law school faculty who exhibits great expertise as a classroom instructor; voted by the student body).

Alexander Cella Award, 2011 (given in recognition of a faculty member's support of the Law Review)

Tulane University Law School, New Orleans, LA
Visiting Associate Professor of Law, 2006-07

Courses: Business Enterprises, Secured Transactions, Sales

Wake Forest University School of Law, Winston-Salem, NC
Visiting Professor of Law, Fall Term, 2005

Courses: Contracts, Sales

Indiana University School of Law-Indianapolis
Adjunct Professor of Law, Spring Term, 2005

Course: Advanced Topics in Business Law: Technology Start-ups & Venture Capital

PUBLICATIONS

Articles and Book Reviews

Interstices, Infinities, Religiosity, and Lawyering, forthcoming, J. L. & RELIGION (2026-27) (peer-reviewed).

Contract Law Illusions and Delusions, *forthcoming,* J. LEG. STUD. IN BUS. (2025), available athttps://papers.ssrn.com/sol3/papers.cfm?abstract_id=4538427 (peer-reviewed).

A Lawyer Professor's Love-Hate Relationship with the Restatement (Second) of Contracts, 72 J. LEG. EDUC. 307 (2024) (peer-reviewed).

Between Rights and Rites: The Ironies of Contract and Crisis, 85 L. & CONTEMP. PROB. 77 (2022) (peer-reviewed).

Governance ≠ Leadership: What Blockchain Won't Do for Corporate Lawyers, 46 J. CORP. LAW. 965 (2021) (symposium).

The False Dichotomy of Corporate Governance Platitudes, 46 J. CORP. LAW. 345 (2021).

Conversation, Cooperation, or Convention? A Response to Kar and Radin, 43 AUSTRALASIAN J. L. PHIL. 90 (2018) (peer-reviewed).

The Persistence of "Dumb" Contracts, 2 STAN. J. BLOCKCHAIN L. & POL'Y 1 (2019) (peer-reviewed).

Halting, Intuition, Heuristics, and Action: Alan Turing and the Theoretical Constraints on AI-Lawyering, 5 SAVANNAH L. REV. 133 (2018).

Lexical Opportunism and the Limits of Contract Theory, 84 U. CIN. L. REV. 217 (2016).

What Is It Like to Be a Beetle? The Timelessness Problem in Gilson's Value Creation Thesis, 15 U.C. DAVIS BUS. L. J. 23 (2015).

"Retire and Teach" Six Years On, 41 N. KY. L. REV. 67 (2014).

Trust v. "Law in a Box": Do Organizational Forms Make a Difference? 2014 U. ILL. L. REV. 1795.

Dissecting the Two-Handed Lawyer: Thinking Versus Action in Business Lawyering, 10 BERKELEY BUS. L. J. 231 (2013).

Thesis Sentence, 16 GREEN BAG 2d 225 (2013).

What's Going On? – The Psychoanalysis Metaphor for Educating Lawyer-Counselors, 45 CONN. L. REV. 1355 (2013).

*Contract as Meaning: An Introduction to "*Contract as Promise *at 30,"* 45 SUFFOLK L. REV. 601 (2012). (introduction to symposium volume containing papers by, among others, Randy Barnett, Charles Fried, Barbara Fried, Jean Braucher, Avery Katz, Daniel Markovits and Alan Schwartz, Roy Kreitner, Juliet Kostritsky, Henry Smith, George Triantis).

Metaphors, Models, and Meaning in Contract Law, 116 PENN ST. L. REV. 987 (2012).

The Financial Crisis of 2008-09: Capitalism Didn't Fail, But the Metaphors Got a "C," 95 MINN. L. REV. 1532 (2011).

Can There Be a Religion of Reasons? A Response to Leiter's Circular Conception of Religion, 26 J. L. & RELIGION 43 (2010) (peer-reviewed).

The Venn Diagram of Business Lawyering Judgments: Toward a Theory of Practical Metadisciplinarity, 46 SETON HALL L. REV. 1 (2011).

The Epistemology of the Financial Crisis: Complexity, Causation, Law, and Judgment, 19 S. CAL. INTERDISC. L. REV. 299 (2010).

Beetles, Frogs, and Lawyers: The Scientific Demarcation Problem in the Gilson Theory of Value Creation, 46 WILLAMETTE L. REV. 139 (2009).

Disclosure and Judgment: "We Have Met Madoff and He is Ours," 35 U. DAYTON L. REV. 139 (2009).

Why the Law of Entrepreneurship Barely Matters, 31 W. NEW ENG. L REV. 701 (2009).

Review of POLICING AND THE POETICS OF EVERYDAY LIFE (solicited), 43 L. & SOC'Y REV. 720 (2009).

Objectivity and Subjectivity in Contract Law: A Copernican Response to Professor Shiffrin, 21 CAN. J. L. & JURIS. 399 (2008) (peer reviewed).

Models and Games: The Difference between Explanation and Understanding for Lawyers and Ethicists, 56 CLEV. ST. L. REV. 613 (2008).

Memo to Lawyers: How Not to "Retire and Teach," 30 N.C. CENT. L. REV. 151 (2008).

Screed or Scholarship: The Days of Whine and Roses, 9 LEGAL ETHICS 233 (2007) (solicited review of *The Destruction of Young Lawyers*).

Freedom, Compulsion, Compliance, and Mystery: Reflections on the Duty Not to Enforce a Promise, 3 LAW, CULTURE & THE HUMANITIES 82 (2007) (peer-reviewed).

Of Fine Lines, Blunt Instruments, and Half-Truths: Business Acquisition Agreements and the Right to Lie, 32 DEL. J. CORP. L. 431 (2007).

Contract Formalism, Scientism, and the M-Word: A Comment on Professor Movsesian's Under-Theorization Thesis, 35 HOFSTRA L. REV. 23 (2006) (featured as "Download of the Week" on Larry Solum's Legal Theory Blog, June 24, 2006).

Law as Rationalization: Getting Beyond Reason to Business Ethics, 37 U. TOL. L. REV. 959 (2006).

Duty and Consequence: A Non-Conflating Theory of Promise and Contract, 36 CUMB. L. REV. 321 (2006).

Contingency and Contracts: A Philosophy of Complex Business Transactions, 54 DEPAUL L. REV. 1077 (2005).

The Bewitchment of Intelligence: Language and Ex Post Illusions of Intention, 78 TEMP. L. REV. 99 (2005).

Sarbanes-Oxley, Jurisprudence, Game Theory, Insurance and Kant: Toward a Moral Theory of Good Governance, 50 WAYNE L. REV. 1083 (2004).

Antitrust Issues in Dealer Terminations and Product Distribution, 64 MICH. BAR J. 44 (1985) (with Ronald S. Holliday).

Antitrust, 4 DET. COLL. L. REV. 281 (1984) (Annual Survey of Sixth Circuit Law)

Books and Book Contributions:

Lawyering Somewhere Between Computation and the Will to Act, in Larry DiMatteo, et al., eds, THE CAMBRIDGE HANDBOOK OF LAWYERING IN THE DIGITAL AGE (Cambridge University Press, 2021).

BEYOND LEGAL REASONING: A CRITIQUE OF PURE LAWYERING (Routledge, 2017) (www.routledge.com/Beyond-Legal-Reasoning-a-Critique-of-Pure-Lawyering/Lipshaw/p/book/9781138221307)

Cognition and Reason: Rethinking Kelsen in the Context of Contract and Business Law, in D.A. Jeremy Telman, ed., HANS KELSEN IN AMERICA – SELECTIVE AFFINITIES AND THE MYSTERIES OF ACADEMIC INFLUENCE (Springer, 2016).

Formalism, Speech Acts, and the Realities of Contract Formation, in Lawrence Solan, Janet Ainsworth & Roger Shuy, eds., SPEAKING OF LANGUAGE AND LAW: CONVERSATIONS ON THE WORK OF PETER TIERSMA (Oxford Univ. Press, 2015).

BECOMING A LAW PROFESSOR: A CANDIDATE'S GUIDE (with Brannon Denning and Marcia McCormack), American Bar Association (2010).

UNINCORPORATED BUSINESS ENTITIES, 5th edition (with Larry Ribstein (deceased), Elizabeth Miller, and Joshua Fershee) (LexisNexis, 2014).

ENRON AND OTHER CORPORATE FIASCOS: THE CORPORATE SCANDAL READER, 2D, edited by Nancy B. Rapoport, Jeffrey D. Van Niel & Bala G. Dharan (Foundation Press, 2009) (*Wayne Law Review* and *University of Toledo Law Review* articles, above).

Note on Judge Posner's Opinion in Lake River Corp. v. Carborundum Co., *in Teachers' Manual to* BRUCE W. FRIER & JAMES J. WHITE, THE MODERN LAW OF CONTRACTS (2005), at 268-71.

Trial in LITIGATING THE COMMERCIAL CASE, ch. 11 (1992) (with Donald S. Young).

Other

What Blockchain and Artificial Intelligence Won't Do for Corporate Lawyers, COLUMBIA LAW SCHOOL BLUE SKY BLOG (Sept. 15, 2020), https://clsbluesky.law.columbia.edu/2020/09/15/what-blockchain-and-artificial-intelligence-wont-do-for-corporate-lawyers/

The False Dichotomy of Corporate Governance Platitudes, COLUMBIA LAW SCHOOL BLUE SKY BLOG (Aug. 12, 2020), https://clsbluesky.law.columbia.edu/2020/08/12/the-false-dichotomy-of-corporate-governance-platitudes/.

Stop Thinking Like a Lawyer, SUFFOLK LAW MAGAZINE (Winter 2018) (interviewed by Tom Mashberg), https://boston.suffolk.edu/lawmagazine/stub-feature-article-4.php#.YMdufC1h1mA.

Conglomerate "Masters" Series, 2011-12. *Conglomerate* is the leading business and corporate law professor blog. In 2011-12, I was invited to participate for the year in its "Masters" series, in which leading business law scholars comment on selected topics.

Entrepreneur/VC Term Sheet Simulation Materials, available at the Kauffman Foundation's educator website, Enterpreneurship.org (www.entrepreneurship.org/eLaw).

Harvard Program on the Legal Profession, Conference on Globalization of the Legal Profession, November 21, 2008. Posted live blogging of proceedings on *Legal Profession Blog*. See http://www.law.harvard.edu/programs/plp/pages/ globalization_conference.php

Corporate Boards and Good Judgment: Does Rule 14a-8 Activism Help? HARVARD LAW SCHOOL CORPORATE GOVERNANCE BLOG, November 29, 2008.

Founder and Co-Editor, *Legal Profession Blog,* http://lawprofessors.typepad.com/ legal_profession/, 2006 – 2018.

Co-Editor, *The Legal Whiteboard*, http://lawprofessors.typepad.com/legalwhiteboard/, 2015-17.

Guest Blogger, *PrawfsBlawg*, regularly most years since 2006.

Guest Blogger, *Concurring Opinions*, December, 2007 – January, 2008.

Guest Blogger, *Conglomerate*, October, 2008.

Appellant's Brief in *O'Dowd v. General Motors Corp.*, 4 COOLEY L. REV. 193 (1987) (Winner of the Thomas M. Cooley Law Review Distinguished Brief Award).

SELECTED PRESENTATIONS

Speaker, The 20/20 Vision: Blockchain & The Future of Law Symposium, Journal of Corporation Law, October 16, 2020.

Speaker, COVID-19 and Business Law: Should Boards Have Duties to Stakeholders? UCLA School of Law, Lowell Milken Institute for Business Law & Policy, Sept. 16, 2020 (with Stephen Bainbridge and David A. Katz) (video available at https://lowellmilkeninstitute.law.ucla.edu/event/covid-19-and-business-law-should-boards-have-duties-to-stakeholders-lessons-from-the-covid-19-crisis/)

Workshop, "Unlearning How to Think Like a Lawyer," Florida International University Law School, Miami, FL, Feb. 19, 2019.

Speaker, "Finite Regress and the Persistence of Judgment - The Limits of AI Lawyering," Artificial Intelligence and Experience Series, Center for Applied Ethics, UMass Boston, Nov. 8, 2018.

Presenter, "The Persistence of 'Dumb' Contracts," 13th International Contracts Conference, Barry University Law School, Orlando, FL, Feb. 23, 2018

Presenter, "Halting, Intuition, Heuristics, and Action: Alan Turing and the Theoretical Constraints on AI-Lawyering," Symposium, The Rise of the Automatons, Savannah Law School, Sept. 15, 2017.

Speaker, “Unlearning How to Think Like a Lawyer,” Harvard Law School Center on the Legal Profession, April 4, 2017 (Video available at https://www.youtube.com/watch?v=StrLzDSA4dc&feature=youtu.be)

Presenter, “Does Contract Law Matter,” 10th International Contracts Conference, UNLV, Jan. 27-28, 2015.

Presenter, “Hans Kelsen in America” Conference, Valparaiso University School of Law, Chicago, June 25-26, 2014 (see above).

Presenter, AALS Annual Meeting, Transactional Law and Skills Meeting, Jan. 5, 2014 (see reference to *What Is It Like to Be a Beetle?* above).

Presenter, Larry Ribstein Memorial Symposium, University of Illinois College of Law, Oct. 17-18, 2013 (see reference to *Trust V. “Law in a Box”* above).

Commenter, George Washington University C-LEAF Junior Scholars Workshop, Washington, D.C., April 5-6, 2013.

AALS Annual Meeting, Jan. 4-7, 2013, Section on Agency, Partnership, LLCs and Unincorporated Associations, commenter on paper by Kelli Alces of Florida State.

Presenter, *What’s Going on? – The Psychoanalysis Metaphor for Educating Lawyer-Counselors*, at the symposium entitled “Are Law Schools Passing the Bar: Examining the Demands and Limitations of the Legal Education Market?”, University of Connecticut Law School, Nov. 16, 2012.

Invited Guest, “Unlocking the Law” Seminar (in honor of Larry Ribstein), George Mason Law School Law & Economics Center, Nov. 8-9, 2012.

Presenter, *Reflections on the Two-Handed Lawyer*, Law & Society Association Annual Meeting, Honolulu, HI, June 5, 2012.

Guest Lecture, *Disclosure and Paradoxes of Rationality*, Suffolk University Philosophy Department (Prof. Nir Eisikovits), April 10, 2012.

Pace University Law School, White Plains, NY, Nov. 2, 2011. Faculty exchange. Presented *Disclosure and Paradoxes of Rationality*, an earlier version of the *Dissecting the Two-Handed Lawyer* article.

Presenter, *Metaphor, Models, and Meaning in Contract Law*, Law & Society Association Annual Meeting, San Francisco, CA, June 2, 2011.

Lecturer, *Interdisciplinarity and Practical Judgment*. Pearl Lecture in Philosophy and Public Affairs, Suffolk University Philosophy Department, April 19, 2011.

Panelist, “Did Capitalism Fail,” *Minnesota Law Review Symposium: Government Ethics and Bailouts: The Past, Present and Future*, October 14-15, 2010 (presenting the paper *The Financial Crisis of 2008-09: Capitalism Didn’t Fail, But the Metaphors Got a “C”).*

Steering Committee Member and Participant, Teaching Transactional Skills Conference, Emory Law School, June 4-5, 2010.

Annual Meeting of Law & Society Association, Chicago, Illinois, May 27-28, 2010. Presented "The Venn Diagram of Business Lawyering Judgments: Toward a Theory of Practical Metadisciplinarity." Acted as chair/discussant for the panel on "branding" in law firms and law school.

Faculty Colloquium Speaker, Boston College Law School, March 19, 2010, presenting the "Venn Diagram" paper.

Participant, Earle Mack School of Law, Drexel University, Transactional Skills Conference, March 4, 2010, and Judge, First Annual Transactional Skills Meet, March 4-5, 2010.

Faculty Colloquium Speaker, Brooklyn Law School, October 28, 2009, presenting the paper "The Epistemology of the Financial Crisis."

Speaker, Plenary Session on the Basic Business Association Course, "Role of Basic Course – What is It and Where is It Going," Conference on Business Associations, AALS Mid-Year Meeting, Long Beach, California, June 7, 2009.

Workshop Fellow, Creativity, Law, and Entrepreneurship Conference, University of Wisconsin Law School, April 24, 2009.

Presenter, "Law's Illusion," Association for the Study of Law, Culture, and the Humanities, Suffolk University Law School, April 3, 2009 (panel on "Responsibility and Causation").

Speaker, "The Fallout from the Bailout," University of Dayton Symposium, March 20, 2009 (presented "Disclosure and Judgment," above).

Guest Lecture, "Law's Illusion," Boston College Law School, March 18, 2009 (Professor Kent Greenfield's seminar on theory and practice of business law).

Guest Lecture, "What Do Shareholders Want?" Harvard Law School, November 18, 2008 (Professor Lucian Bebchuk's Shareholder Activism seminar).

Northeast Regional Law & Society Conference, Amherst College, October 31, 2008. Chair/Discussant, Panel on Knowledge Processes in the Law (with Ed Cheng, Brooklyn, and Joanna Grossman, Hofstra).

Panelist, "Why the Law of Entrepreneurship Barely Matters," Third Annual Interdisciplinary Conference on Entrepreneurship and Community Development, Western New England College Law and Business Center for Advancing Entrepreneurship, Springfield, MA, October 17, 2008.

Association for the Study of Law, Culture, and the Humanities, University of California, Berkeley, March 28-29, 2008, organizer and moderator of a roundtable panel entitled "Justice and Instrumentality in Private Law" (with Peter Alces (William & Mary); Alan Calnan (Southwestern), Robin Kar (Loyola – Los Angeles), Nathan Oman (William & Mary))

Midwestern Law and Economics Association 2007 Annual Conference, University of Minnesota, Minneapolis, October 12-13, 2007 (presentation of *Models and Games*).

Joint Annual Meeting of the Law and Society Association (LSA) and the Research Committee on Sociology of Law (RCSL), Humboldt University, Berlin, July 25-29, 2007, Roundtable Panelist, "The New Formalism," (with Lawrence Solum, Dennis Patterson, Randy Barnett, and Ekow Yankah).

AALS Annual Meeting, Section on Socio-Economics, Panel on Criminology and Socio-Economics, "Co-

optation and Accounting Fraud," Washington, D.C., January 3, 2007 (*synopsis available at* http://lawprofessors.typepad.com/legal_profession/2007/01/symposium_issue.html)

Faculty Colloquia, "The Right to Lie in Business Acquisition Agreements: Preliminary Thoughts on Reconciling Contract and Fraud," Tulane University Law School, October 25, 2006; Texas Wesleyan University Law School, October 30, 2006.

Presentation, "Applying Principles of Corporate Law in the Real World," Indiana University School of Law – Indianapolis, November 10, 2006.

Panelist, 5th Annual Faculty Conference and Workshop, *Teaching Transactional and Exempt Organization Law in the Classroom, in the Clinic and in Field Placements,* "Teaching Transactional Law in the Classroom," Northwestern University School of Law, April 7, 2006.

Panelist, *NYU Journal of Law & Liberty* On-Line Symposium, "Sarbanes-Oxley and the Federalization of Corporate Law," Oct. 28, 2005 (with Larry Ribstein, Brett McDonnell, Justice Myron Steele, Robert Ahdieh, Allen Ferrell and Larry Backer), available at http://www.nyujll.org/blog/

Legal Aspects of Entrepreneurship, University of Michigan Business School, March 31, 1999; University of Michigan-Dearborn School of Management, March 24, 1999.

Understanding What Sellers are Looking For, Third Auto Industry Supplier Mergers & Acquisitions Forum, Ritz-Carlton Hotel, Dearborn, Michigan, October 26, 1998.

Practicing Corporate Law, Speaker, University of Michigan Phi Alpha Delta Pre-Law Fraternity, October 6, 1998.

Year 2000 Issues, CMS Enterprises Law Department, South Haven, Michigan, September 4, 1998.

Understanding What Sellers are Looking For, Auto Industry Supplier Mergers & Acquisitions Forum, Hotel Nikko, Chicago, Illinois, April 14, 1997.

SERVICE

Suffolk University Law School

Director, Business Law & Financial Services Concentration, 2013 – 2014.
Co-Director, Business Law & Financial Services Concentration, 2009 – 2013.
Committees:

- Tenure Committee (Chair), 2017 – 2022
- Faculty Review Committee, 2013 – 2022
- Scholarship and Workshop, 2016 – 2018, 2020 - 2022
- Curriculum, 2008 – 2010, 2015 – 2017
- Learning Outcomes (Standard 315), 2016
- Appointments, 2013 – 2015
- Graduate Admissions, 2014 – 2015
- Admissions, 2012 – 2014
- Clinical Programs, 2013 – 2014, 2019.
- Concentrations, 2013 – 2014
- Advanced Legal Studies, 2007 – 2011
- Career Development, 2007 – 2011
- Co-Chair, Ad Hoc Committee on Transactional Skills Curriculum, 2009 – 2012

- Advocacy, 2010 – 2012
- Finance, 2010 – 2011
- Technology, Website, and Social Networking, 2011 – 2012
- Law & Society Speaker Series, 2011 – 2012
- Faculty Scholarship Committee, 2012 – 2013

Competition coaching:

- Securities Law Moot Court Team, 2008 – 2015
- Tax Law Moot Court Team, 2008 – 2015
- Cultural Properties Moot Court Team, 2010

Intra-University Activities

- Provost Search Committee, Law School Faculty Representative, 2024
- CTSE Program Presenter, Transition to Remote Teaching, May 12, 2020.
- LMS Review Committee, 2020 – present.
- University E-Mail Outsourcing Committee, 2011-12.
- Alternate Member, Institutional Review Board, 2011-present.
- Working Group – J.D.-M.P.P. Program
- Organizer and co-moderator, "From Enron to Refco," (April 1, 2008), sponsored jointly by the Law School and the Sawyer Business School
- Speaker, "Preventing the Next Financial Crisis" (April 1, 2010), Center for Global Business Ethics and Law (Sawyer Business School), introduced Harry Markopolos (the "Madoff whistleblower")
- Organized brainstorming session on teaching evening students (April 13, 2010)

AALS Section on Agency, Partnership, LLCs and Unincorporated Associations, Chair-Elect, 2013; Chair, 2014; Executive Committee, 2009 – 2015.

Richdale Avenue Neighborhood Association, Cambridge, MA, Organizer, 2008 – 2024.

Stanford Club of New England Entrepreneurs' Forum, Member, 2007 - 2025.

Park Tudor School, Indianapolis, IN, Board of Directors (2003 - 2007).
Pre-K through 12th grade independent private school with approximately 1,000 students.

Spirit & Place Festival, Indianapolis, IN (2004).
Organized and raised funds for "Coming to Terms with Evil," lecture by Susan Neiman, director of the Einstein Forum, Berlin and author of Evil in Modern Thought

New Enterprise Forum, Ann Arbor, MI, Board of Directors (1999)
Organization supporting the entrepreneurial and venture capital community in Southeastern Michigan.

EDUCATION

Stanford University
J.D., 1979

University of Michigan
A.B. in History, with High Distinction, 1975.
Phi Beta Kappa.
James B. Angell Scholar (two consecutive terms of all-A), 1973, 1974, 1975.
Cartoonist, Michigan Daily

PROFESSIONAL EXPERIENCE

Great Lakes Chemical Corporation, Indianapolis, Indiana
Senior Vice President & General Counsel (1999-2005)
Interim Vice President, Corporate Development (2000)

Overall responsibility for legal affairs of $1.6 billion, NYSE-listed global specialty chemical company with approximately 4,500 employees.

AlliedSignal Inc., Southfield, Michigan
Vice President & General Counsel, AlliedSignal Automotive (1993-1997)
Senior Counsel, AlliedSignal Automotive (1992-1993)

Responsibility for legal affairs at $6 billion division of a $13 billion diversified multi-national company. AlliedSignal later merged with and took the name Honeywell International.

Dykema Gossett, Detroit, Bloomfield Hills and Ann Arbor, Mich.
Of Counsel, Corporate and Finance Group. (1998-1999).
Partner, Corporate and Finance Group (1989-1992)
Partner, Litigation Group (1987-1989)
Associate, Litigation Group (1979-1987).

General commercial and corporate matters, mergers and acquisitions, underwriting for conduit municipal bond financing, investment advisor registration and regulation, insurance regulation, antitrust, international transactions, startup and venture capital transactions, securities litigation, insolvency, and rate proceedings.

Bar Membership: Michigan (1979); Indiana (inactive, 2001); Massachusetts (2008); United States Supreme Court (1984).