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Reinfelds takes his own route

Lundbeck's legal counsel learns the ropes from his colleagues in corporate world

BY ROY STROM
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The career track attorney Pauls Edvins Reinfelds now finds himself on as an in-house lawyer proves a far cry from his initial pursuits in protein crystallography.

"It's one way of studying protein structures," said Reinfelds, who goes by Paul.

In the midst of earning a Ph.D. in proteins, Reinfelds said he realized he liked very little about the jobs the degree offered. He dreaded the thought of spending his career in a research lab, he said.

"What do I do now? I really don't want to be a researcher," he said he thought at the time. "What can I do to not throw away all the time that I've been in grad school?"

The answer? Patent law.

Someone suggested the legal field and he soon enrolled at The John Marshall Law School, where he finished his legal degree in 2007 before attaining his Ph.D. this year.

Today, he works as legal counsel at pharmaceutical company Lundbeck LLC and is in the fourth year of his first legal job.

Comparatively, the number of doctorate degrees in protein structures may make the number of law graduates starting their career in-house sound legion. But a 2011 study by the Association of Corporate Counsel says lawyers rarely follow the route Reinfelds took.

The survey found only 15 percent of 5,844 in-house lawyers landed their first legal job in a corporate law department. The survey says close to half of in-house counsel spend six years or more at a law firm before moving in-house.

"I probably will not be a senior partner at a law firm one day and I'm OK with that," Reinfelds said.

"I really like the (pharmaceutical) business, and I'd like to stay in it."

At Lundbeck, Reinfelds works on mergers and acquisitions, customer contracts and general corporate matters in its Deerfield-based, six-lawyer U.S. legal department. Lundbeck's international headquarters reside in Copenhagen, Denmark.

Andrew T. Serafin, Lundbeck's associate general counsel, said the company's legal department "is a pretty flat group." Thomas Daniel Forrester, Lundbeck's U.S. general counsel, leads the Deerfield group.

"There's no hierarchy when it comes to legal knowledge," he said. "Anything that I do is pretty much fair game for (Reinfelds) to work on too."

Serafin said in-house counsel often move companies to add titles as their careers progress, "but one good thing (about Lundbeck) is that it's pretty horizontal as far as your substantive learning of the law goes," he said.

"You may not be the (general counsel) in the next five years, but you'll be learning the same things and seeing the same things the (general counsel) will."

As an example, Serafin said he handles a lot of the company's transactional work. About a year ago, Reinfelds started working on M&A as well.

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Pauls Edvins Reinfelds

Legal Counsel, Lundbeck LLC

- **Headquarters:** Deerfield.
- **Size:** Global 2011 revenue of \$3 billion.
- **Law department:** Six attorneys and two paralegals in U.S.
- **Age:** 35.
- **Law school:** The John Marshall Law School, 2007.
- **Organizations:** Intellectual Property Law Association of Chicago (IPLAC) and Illinois State Bar Association.
- **Interests:** He enjoys golf and anything his three daughters currently find interesting.

"When he starts in an area like M&A, it's with a lot of supervision, but it's obviously less as he gets more experience," Serafin said, adding Reinfelds "has a knack" for M&A work.

Reinfelds said Lundbeck, which acquired its U.S. operations when it bought Ovation Pharmaceuticals in 2009, wants to focus on neurology and psychiatry drugs. In that vein, Lundbeck looked to sell rights to some of Ovation's older drugs treating other diseases.

Reinfelds said he worked on a deal last year selling a bundle of three drugs.

"Our last session of negotiations got pretty heated and crazy ... it was about 30 hours long," he said. "Sitting there at 5 a.m., having not

slept wasn't that fun at the time, but, of course, in hindsight it was a great experience and it was a lot of fun."

He said those negotiations make him "feel like I'm becoming a better businessman, not just a lawyer, which I kind of enjoy."

Outside counsel don't typically accompany Lundbeck's lawyers in those negotiations, but they remain a phone call away, Reinfelds said. For M&A and other matters, he said he can call outside counsel at his discretion but often consults Serafin first.

The ACC survey says 90 percent of in-house lawyers personally manage outside counsel.

John M. Dickman, an employment partner at Winston & Strawn LLP, said he handles matters for Lundbeck and fields calls from both Serafin and Reinfelds.

"Andrew Serafin is my primary contact, but there might be certain matters where Paul is the lead on the matter, or Andrew's unavailable and so Paul will call me," Dickman said.

"Coming from Andrew or Paul, (I) treat (a call) the same and view it as having the same level of importance and significance."

Serafin said the firm uses a stable of about four firms for M&A, employment and "heavy pharmaceutical" matters. Outside of those areas, "our process for using outside counsel is fairly informal," he said, adding he calls on boutique through international firms.

Reinfelds grew up in Prospect Heights before joining the Loyola University Chicago golf team after high school.

"In hopes and dreams of becoming a pro golfer," he said he transferred to Stetson University in Florida, about 40 miles north of Orlando. While there, he became a bit better than a scratch golfer, but never turned pro, he said.

Reinfelds planned a career as a veterinarian, but golf impacted his grades and the veterinary field "is incredibly hard to get into," he said.

So, he said he went to graduate school at the Illinois Institute of Technology, where he earned his Ph.D. this year.

"It isn't just window dressing, it does help," he said of his doctorate degree. "Being in the pharmaceutical realm, I'm certainly comfortable with the topic."

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