

# Nancy A. Jessen

Managing Director

P 202-585-6841

F 202-585-6801

njessen@huronconsultinggroup.com



Nancy is a Managing Director in Huron's Legal Business Consulting. Nancy has more than 20 years of experience working with legal organizations on a variety of strategy and organizational issues. Her focus has included the areas of organizational structure, cost containment, outside counsel management, process improvement and strategic technology utilization.

Prior to joining Huron Consulting Group, Nancy was with Navigant Consulting, Inc. and Arthur Andersen, LLP. Her career also includes working for a private law firm and a software development company focused on billing, accounting and financial management software for the legal community.

## Relevant Experience

- Nancy led development of a new outside counsel management program that refocused the department on developing standard process and criteria for selection and management of outside counsel including scope of work, fee arrangements and evaluation. The project included development of an RFP and selection of outside counsel firms.

- With the goal of becoming more competitive and to align their services with client needs, a leading law firm required an assessment of their litigation support offerings, including their use of technology, roles and responsibilities and pricing. Nancy provided subject matter expertise on the needs and expectation of corporate counsel.
- Following an assessment, Nancy identified opportunities for a manufacturing company to reduce its total legal spend by 20% through consolidation of business unit specific law departments, refined IP processes and controlled outside counsel usage.
- For a 400+ employee Law Department, conducted a review of their technology utilization and operations, including an assessment of staffing, budget, management reporting and overall system reliance. Recommendations resulted in a series of major projects including matter management, contract management, document management and intellectual property management.
- Driven from the corporate law department, Nancy has led a multi-year project focusing on designing and implementing an enterprise-wide contract management system for an international corporation. A long-term plan was developed that focused on organizational structure, technology utilization and investment requirements. The system encompasses the entire contract lifecycle from client relationship management to contract negotiation and approval to revenue recognition.
- Nancy has led numerous projects focusing on designing and building a support infrastructure for new operational programs, including a focus on organizational structure, roles and responsibilities, performance metrics and technology utilization.
- For an international consumer products company, Nancy has led a project to improve the efficiency of the law department and ensure that resources are focused on the highest value work. Recommendations include prioritization of work, allocation of resources, department organization and career development opportunities.
- Led an effort to analyze the law department for a major P&C insurance company to understand the current operations, align the department with the corporate strategy and identify cost saving opportunities. Resulting recommendations focused on organizational structure changes, more rigorous management of outside counsel, newly developed risk management processes, and improved technology utilization.
- Nancy completed a major project for an international agricultural company as part of a corporate-wide initiative to establish policies and mechanisms to protect and maximize the value of its intellectual capital. The project focused on identifying and leveraging intellectual property (patents, trademarks, copyrights and trade secrets) from a strategic business perspective. The initial stage of the project included a series of detailed interviews to identify existing intellectual property used and owned by the pilot division. Following identification, the relative importance of the identified intellectual property assets with respect to the strategic plan was determined. The project included a significant knowledge transfer component to assist the organization in building an internal capability.

## Education and certification

- Bachelor of Arts, Management Information Systems, Iowa State University

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