

## **Audrey H. Rubin, J.D.**

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Chief Operating Officer, former General Counsel and Law Firm Partner. Track record for improving financial performance of professional organizations by introducing: (1) operating efficiencies; (2) cost controls; (3) revenue enhancing initiatives; (4) practical systems improvements; and (5) programs that enhance employee productivity and loyalty. In-depth experience managing the full range of staff functions including Finance, IT, Human Resources, Facilities, Compliance, Community Service, Diversity, Client Satisfaction, Marketing and Professional Development. An effective consensus builder and change agent who understands the importance of customer service, communication and practical solutions implemented with care. Credentials include a Northwestern JD and a *cum laude* Yale undergraduate degree.

### **PROFESSIONAL EXPERIENCE**

#### **RUBIN SOLUTIONS, LTD., Chicago, IL**

**2009 to present**

*President of firm that consults to professional service businesses on management, profit improvement, leadership, technology, facilities and professional development.*

- Deliver assessments and solutions to improve profits and operating efficiencies to law, accounting, design and other service organizations.
- Train executives and internal teams on leadership, team building, client service, enhanced productivity, idea sharing, consensus management, internal communication, and prompt delivery of quality products.
- Serve as strategic resource for management, IT, financial, ethical and other business concerns of law firm leaders and administrators.
- Develop and implement alternative fee, compensation, billing/collection, budgeting, and profitability systems.

#### **WILDMAN, HARROLD, ALLEN & DIXON LLP, Chicago, IL**

*Wildman Harrold is a law firm consisting of 200 attorneys concentrating in the delivery of litigation, IP and transactional legal services to clients ranging from privately-held businesses to Fortune 500 multinationals.*

#### **Chief Operating Officer**

**2006 to 2009**

As the firm's senior-most business executive, managed a staff of 250 responsible for the firm's Finance, Technology, Human Resources, and Facilities functions while serving as a member of the firm's Executive Committee. Personally responsible for: providing leadership to the pro bono and professional development programs across the U.S.; conducting due diligence programs related to potential merger/acquisition transactions; managing attorney and staff compensation; developing firm-wide policies; overseeing insurance coverage programs including professional liability insurance; client intake, docket, file, and library systems, and establishing and managing the operations of remote offices.

- Increased net profits by more than \$40 million in 3 years by aggressively renegotiating the full range of vendor agreements including leases, and health care, IT, document storage, office supply and off-hour document processing contracts.
- Improved the revenue realization rate from 88% to 93% by expediting billing, introducing formal controls over write-offs and discounts, incorporating credit screening into the intake process and taking personal responsibility for the collection of large and long outstanding receivables.
- Saved more than \$5 million/year by reducing the staff/attorney ratio from 1.9 to 1.1 through the introduction of efficiencies, including a reduction in the attorney/legal secretary ratio and the implementation of demand management programs for the full range of products and services including secretarial support, storage, supplies, photocopying and mail delivery.
- Enhanced the firm's competitive positioning in the legal talent market by designing and implementing a "Balanced Hours" program, under which attorneys can adjust work hours, work schedule and compensation levels on a sliding scale beginning at a 60% base. Program has proven instrumental in attracting and retaining attorneys pursuing alternate career and lifestyle options. Firm was recognized by the Chicago Alliance for improving the female/partner ratio largely as a result of the program.
- Reduced financial and malpractice risk by implementing client intake and transfer policies and processes assuring file management consistent with client direction and payment of outstanding legal fees.
- Virtually eliminated attorney service related complaints by instilling a client-centric culture based on a "first point-of-contact/person ultimately responsible" principle.

**BUTLER RUBIN SALTARELLI & BOYD, Chicago, IL**

*Butler Rubin Saltarelli & Boyd is a 35-attorney litigation boutique concentrating in reinsurance and commercial litigation, including mass tort matters.*

**Chief Operating Officer**

**2002 to 2006**

Managed a staff of 35 responsible for all operating and business functions of the firm including Finance, Technology, Human Resources, Facilities and Risk Management. Personally responsible for: establishing and managing budget, cost control programs, collections systems, financial controls, personnel processes and benefit programs; negotiating leases and construction activities; hiring, training, evaluating and compensating staff; and taking an active role in lateral hiring and business development activities. Member of the firm's Management Committee.

- Reduced operating expenses by 25% annually by renegotiating lease and health/malpractice insurance contracts and implementing travel and entertainment expense controls.
- Took the initiative to conduct market research demonstrating that the firm's rate structure was below market levels, leading to a 5% increase in billing rates and revenue each year between 2002 and 2006 with no client defection.
- Supported the firm's cross-practice marketing goals, broadened and strengthened client relationships and uncovered new business opportunities by developing and implementing an innovative client satisfaction measurement program that employed executive interviews of firm clients.
- Established the firm's minority scholarship program at Northwestern University School of Law.

**AUDREY H. RUBIN CONSULTING**

**2000 to 2001**

*Audrey H. Rubin Consulting was a consulting firm established as the platform for the delivery of General Counsel services to the technology industry.*

**ATINERA, San Francisco, CA**

Served as the General Counsel with responsibilities including directing global legal matters for this provider of technology solutions for the international leisure travel industry.

**ORBITZ, Chicago, IL**

Served as Acting General Counsel with responsibilities including establishing legal policies, contracts, procedures, operational systems, hiring practices, government relations programs and business relationships for this high-profile "dot com" start-up as it was established by a consortium of major international airlines.

**GRANT THORTON LLP, Chicago, IL**

**Chief Legal Officer and Director of Risk Management**

**1997 to 1999**

Managed a staff of 10 responsible for delivering nation-wide legal, human resources and risk management services for large accounting and consulting firm.

**APOLLO, Rolling Meadows, IL**

**Vice President and General Counsel, Law and Human Resources**

**1989 to 1997**

Served as one of six officers responsible for managing all aspects of technology and travel company's operations. Personal responsibilities included managing and providing leadership for all legal and human resources services for 3,000 employees on a worldwide basis. Formed and served as a Board Member for the company and its international affiliates.

**PRIOR TO 1989**

Partner at Gottlieb & Schwartz responsible for business, non-compete, professional liability and commodities litigation. Associate with Burditt & Calkins in areas of drug product liability and banking.

**PUBLICATIONS AND SPEAKING ENGAGEMENTS**

List of articles and speeches, and of Civic Activities and Honors, are available upon request. Many are regarding business leadership, profitability enhancement, and human capital management for professional service firms.

**EDUCATION AND CERTIFICATION**

JD – Northwestern University School of Law, Chicago, IL  
BA, American Studies – *Cum Laude*, Yale University, New Haven, CT, Yale National Scholar  
Certification: University of Chicago Graduate School of Business, "Finance for Executives"  
Certification: Mediator, De Paul University College of Law